



Change Management

**A Leader's Guide to Managing
Change in the Workplace**

Learning Guide



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Companies today are racing to analyze data for new insights and tapping into employees and customers for innovative ideas to stay ahead of competitors – all resulting in changes that require implementation.

This, plus the rapid evolution of customer requirements, governmental regulation and the business environment requires organizations to adapt quickly, making *change management* – the systematic approach to the transformation of goals, processes and technologies – a core leadership discipline.

Great leaders must be masters of change management.

But leading change can be difficult, and it's complicated by another trend in the workplace: work groups and cross-functional teams that are spread over miles, across time zones and even international borders. Without real face-to-face interaction and strong cultural awareness it can be even more challenging for leaders to create alignment, maintain accountability, and reach objectives.

On top of that, people's reaction to the idea of change varies. Some people will embrace it, immediately seeing the potential upside. Others will be skeptical, and the rest will fall in the middle, waiting to see what happens, leaving leaders to deal with a wide range of emotions and responses from employees.

Effective change management balances strategic organizational focus, processes and people.

Embracing change is at the heart of Dale Carnegie's philosophy for success, as are the interpersonal skills required to build the trusted work relationships and psychologically-safe working environment that support innovation and make implementing change easier.

“Keep your mind open to change all the time. It is only by examining and reexamining your opinions and ideas that you can progress.”

- Dale Carnegie



Leading Change: **Setting Up for Success**

Leading change requires a high-level view in addition to a focus on the details of the implementation plan and individuals involved in the change. Consider the following to reduce resistance and set your change initiative up for success:

EVALUATE & COORDINATE

Carefully evaluate the potential risks and opportunities offered by the proposed change. Remember that too much change at one time can be overwhelming, no matter how necessary it may be. Coordinate efforts and consider how one change initiative may impact another.

COMMIT THE RESOURCES

Make sure the resources to support change are in place. That includes time, funding and also preparing people with the skills they'll need to take on new responsibilities asked of them as part of the change initiative. Lack of confidence is a common reason people resist change.

GET LEADERS ON BOARD

Get leaders on board first. Consider the change from their point of view. If it has the potential to reduce their influence within the organization or puts them in a new arena where they may be less comfortable, address those issues. People will sense it if leaders aren't fully-committed.

Although not everyone may be involved in shaping a change initiative, once the decision is made to move forward an organization needs every leader to do their part to ensure success.

That success requires good planning, and starts with a vision. It's important for an organization to articulate a vision and purpose people can get behind. A customer-centered purpose is the compass that allows employees to continue to navigate toward the ultimate objective, even if the path there takes unexpected turns.

Leaders are responsible for the communication of that desired vision. Keep in mind that just because leaders and managers within an organization understand the need for change, doesn't mean the rest of the organization does too.

People need to be convinced that the change has value and is worth embracing. Dramatizing the vision of the post-change state and explaining how the change will enable the organization to more fully deliver on its purpose will help.

Give attention to communicating the need for change in a way that connects it to the organization's purpose, appeals to employees' motives, makes the change objective clear and creates accountability.

How to Win Friends and Influence People: Dale Carnegie's Leadership Principles

As you work with each individual to support them during change, keep in mind these principles.

1. Begin with praise and honest appreciation.
2. Call attention to people's mistakes indirectly.
3. Talk about your own mistakes before criticizing the other person.
4. Ask questions instead of giving direct orders.
5. Let the other person save face.
6. Praise the slightest improvement and praise every improvement. Be "hearty in your approbation and lavish in your praise."
7. Give the other person a fine reputation to live up to.
8. Use encouragement. Make the fault seem easy to correct.
9. Make the other person happy about doing the thing you suggest.

Leading Change: The Value of Personal Leadership

Despite a strong vision and good planning, change initiatives often fail when not enough attention is given to the people aspect of the change. A great deal depends on leaders' ability to work one-on-one to win individuals over to the desired vision and ensure that both senior and frontline leaders are equipped and motivated to do the same.

Before considering those we lead, it helps to reflect on ourselves. As leaders, we are expected to model appropriate responses to change. Others in the organization look to us to see how we react, so our attitude and actions are crucial.

Leadership Tip

9 Ways to Manage Yourself Through Change

1. Resist the temptation to make quick judgments about people or ideas. Keep an open mind and a positive outlook on change. If you want others to give new ideas a chance, model positivity yourself.
2. Recognize that our initial perceptions are not always in line with the truth. Take time to test your underlying assumptions about situations and potential solutions.
3. Avoid negative self-talk. Rephrase thoughts of resentment or fear of change into thoughts of individual growth and opportunity.
4. Make sure you're well-informed. Ask questions, be transparent about your concerns and receptive to others' perspectives.
5. Be realistic in your expectations of others.
6. Be as productive as you can in your current role during times of change.
7. Change is stressful. Practice effective stress management strategies.
8. Upgrade your knowledge and skills where necessary in order to continue being seen as a valuable, adaptable team member.
9. Work on being a leader who embraces and facilitates change effectively.



Leaders must determine how each one of their employees reacts to change. It's also the leader's responsibility to calm fears, address concerns and help each person see the importance of their role in the change and the personal benefit that will result. It requires trying honestly to see the change from others' points of view, recognizing that their past experiences are what lead to their beliefs.

Those beliefs are what drive their initial reactions to change. Consider these strategies as you work with each person

Be Others-focused

- Make each person feel important and do it sincerely. Help them see the significance of their role in achieving the vision.
- Try honestly to see things from the other person's point of view. When aspects of the change are obviously negative, provide support and be understanding of people's feelings.
- Talk in terms of the other person's interests. Change brings new possibilities: focus on the opportunities for individual growth and help people look to the future.

Be Cooperative

- Show respect for the other person's opinion and never say "you're wrong".
- Ask questions instead of giving direct orders. Involve people wherever possible. Encourage their ideas and remember that those closest to the situation often have the best solutions.

Enhance Trust

- Trust is a necessity for successful change management – never neglect it. Strong professional relationships make it easier to engage people to realize the desired organizational outcomes.
- The time to build trust is before it's needed. It requires leaders to be both consistently honest with others and true to their own principles and values. Anything less will be recognized as being inauthentic.



Magnify Improvements

- Give prompt, sincere and specific praise. Get out the message when people have performed well and connect their achievements to the vision.
- Give encouragement all the time, even when things go poorly. Express your faith in people's ability to achieve the goal.
- Acknowledge failures without assigning blame and encourage discussion of problems and risks openly.
- Make problems seem easy to correct and put the focus on learning from the mistake.
- Leverage those who embrace the idea first to help build momentum for the change.

As forces for disruption continue to introduce change in the workplace, leaders will need to remain people-focused. Developing the skills and attitudes to manage change initiatives with the employees' experience in mind will go a long way to ensuring they not only embrace change but thrive in an environment that is continuously evolving.

Join a Dale Carnegie Leadership Program to learn practical tools and peer-tested insights for how you can empower effective, engaged teams through change leadership in your organization.
