

Worksheet: Leading People Through Change

1. Identify who is being impacted by the change and how.

- Review your stakeholder analysis. Expand it in terms of how the change will affect each individual or group. What are their likely reactions?

- How will we engage each individual or group in checking our assumptions? What proactive steps can we take to respond to the reactions?

2. Communicate, communicate, communicate.

- What are the key messages that need to be sent out about the change?

- Who can help send the messages? How can we prepare them to play the role of communicators?

- How can the messages be sent? What methods will we use?

- How will we check to make sure the messages are received as intended?

- How will we “walk the talk” – ensure consistency between words and actions?

3. Accept resistance and turn it into a useful process.

- How will we identify resistance from individuals and groups?

- What are our strategies for engaging those who are resisting?

- What activities will we offer people to involve them in planning and implementation?

4. Acknowledge, honor, and balance losses.

- What are individuals and groups losing? How will we engage each individual and group in checking our assumptions and learning how to balance losses appropriately for each?

- How will we acknowledge and honor the losses? What kinds of recognition or celebration activities can we plan?

- What can be done to balance the losses for each individual and group?

5. Promote creativity and risk-taking.

- What opportunities now exist in which people can show creativity? What activities can we create to give people an opportunity to be creative?

- What are our strategies for encouraging responsible risk-taking?

- How will we handle mistakes? How will we monitor our own reactions to risk-taking and mistakes?

- How will we recognize and reward innovation?

- How will we anchor new ways of working in our day-to-day business?

6. Demonstrate compassion and patience.

- How will we prepare ourselves to deal with negative reactions?
- What are strategies for responding to emotional outbursts?
- How will we check to make sure that we are behaving sensitively?