
Leading Through Change

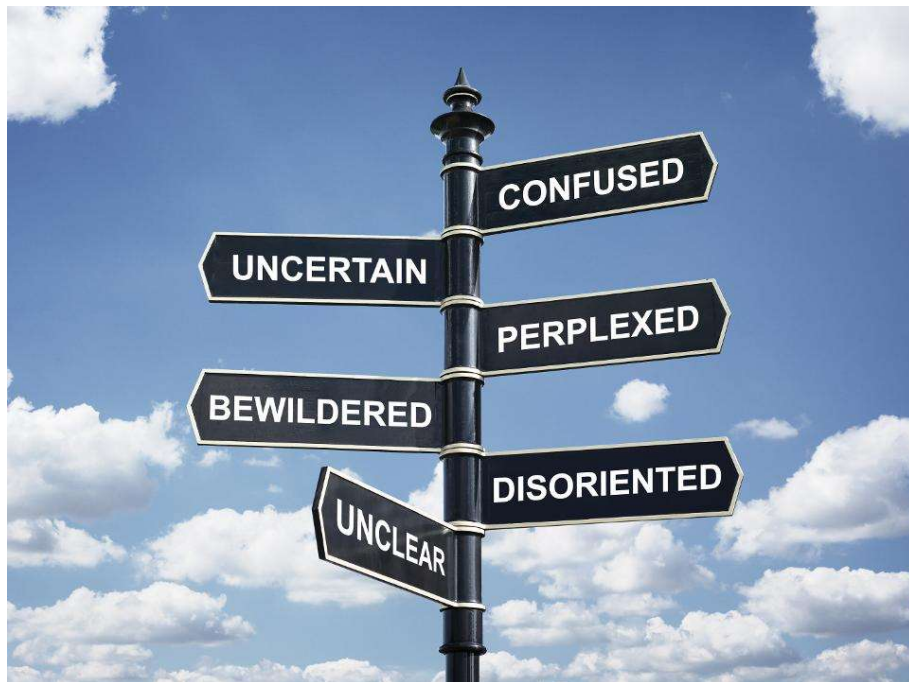
Jeff Strese

Family Learning and Leadership Consultant

October 4, 2023

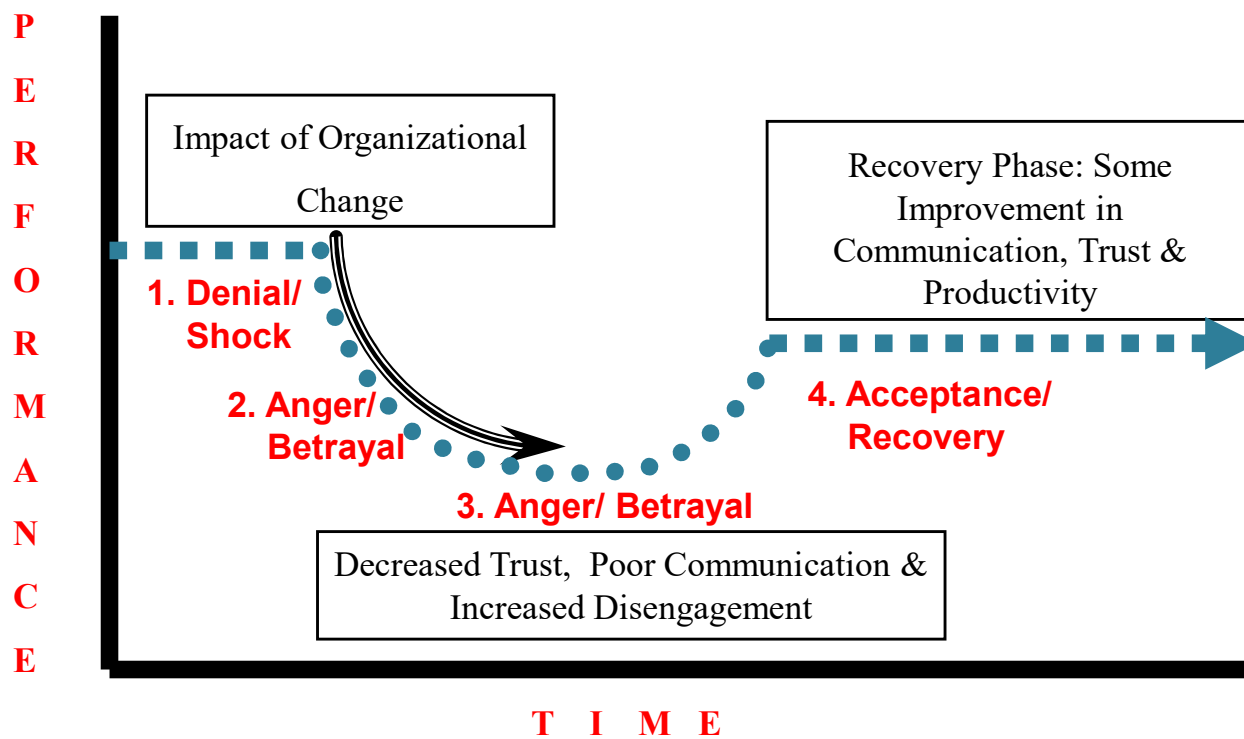


Reacting To Change

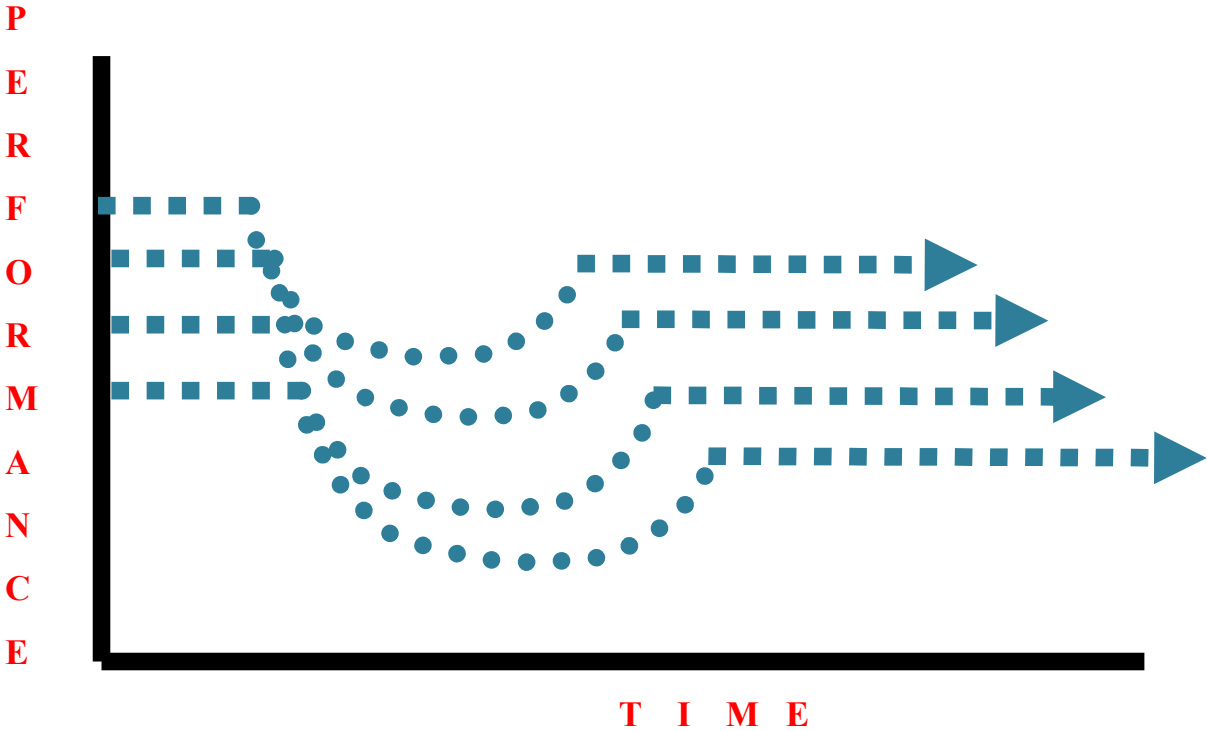


Think about the past 2-3 years.
What is a significant change you have gone through?
What impact did it have on you and your closest relationships?

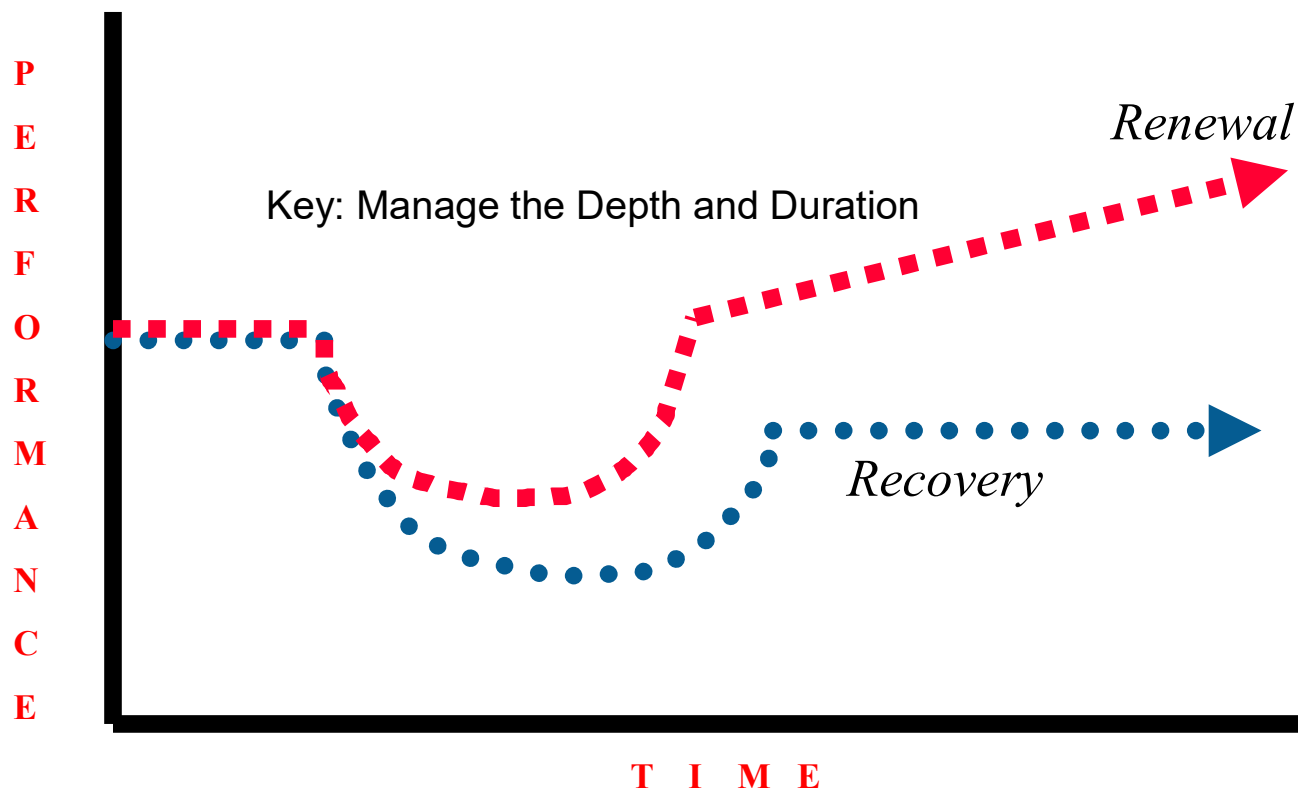
Organizational Change



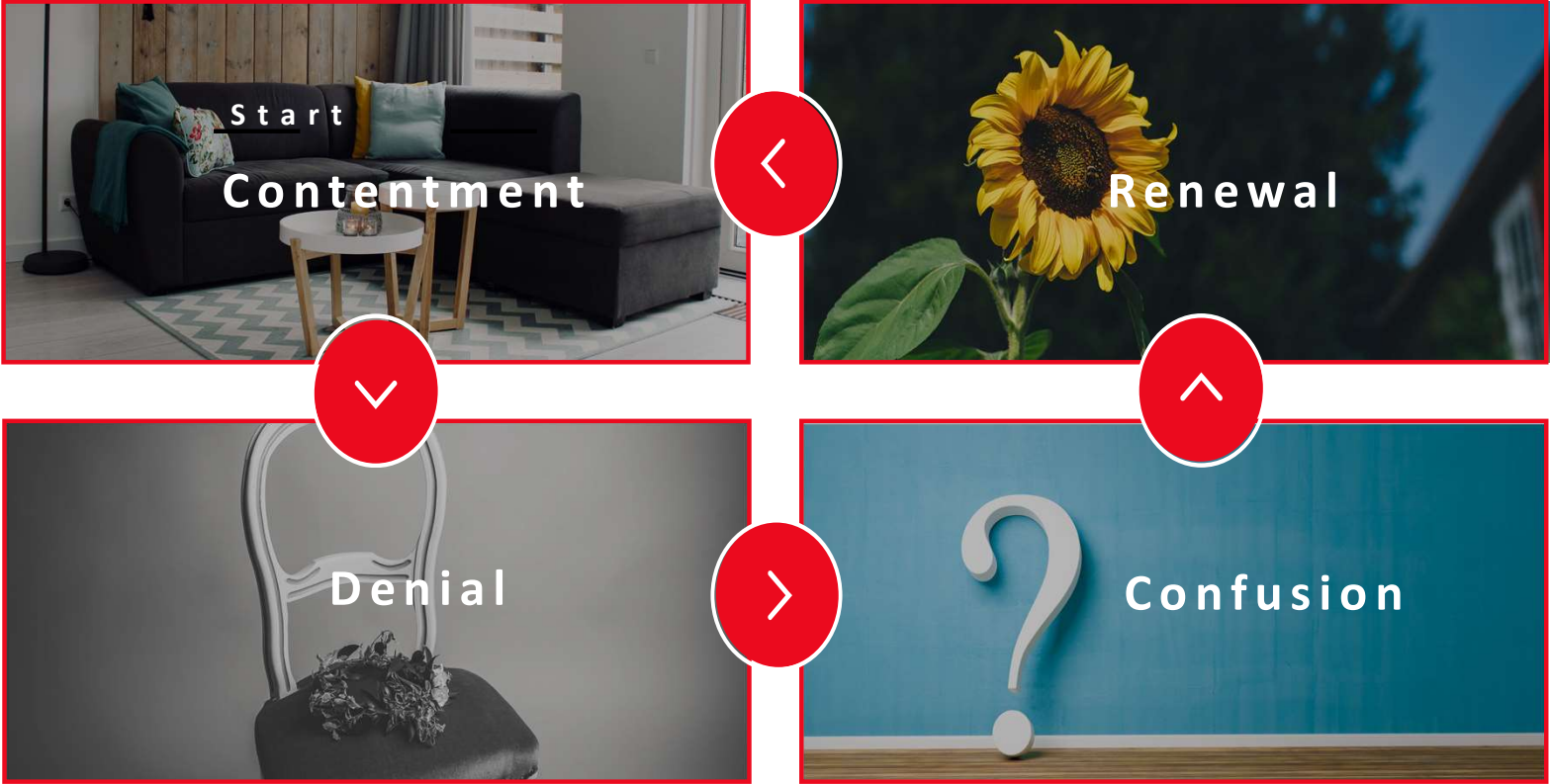
Accumulative Impact of Organizational Change



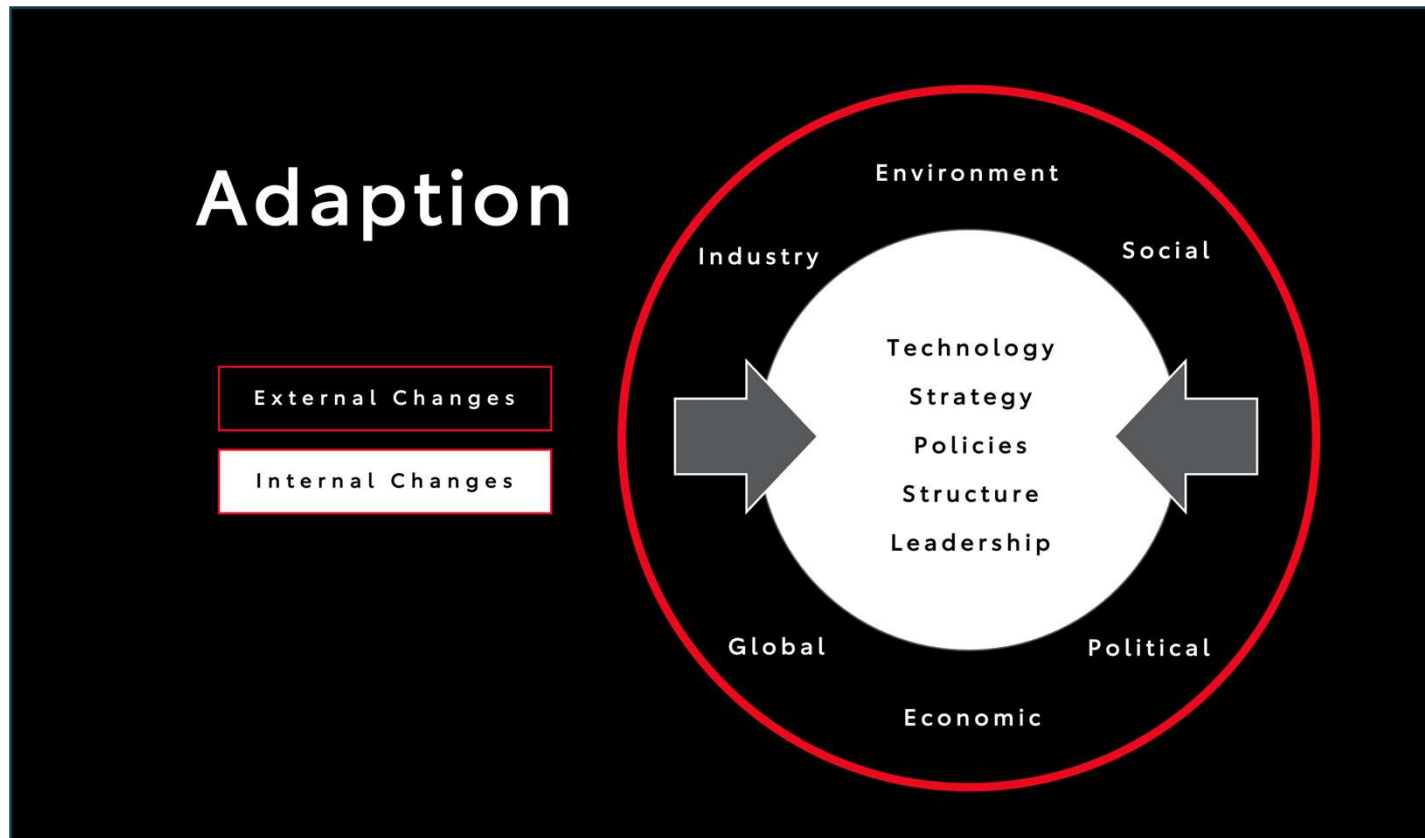
Manage Depth and Duration



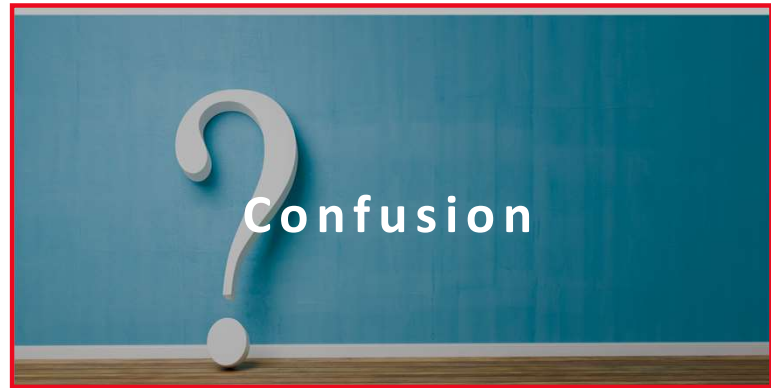
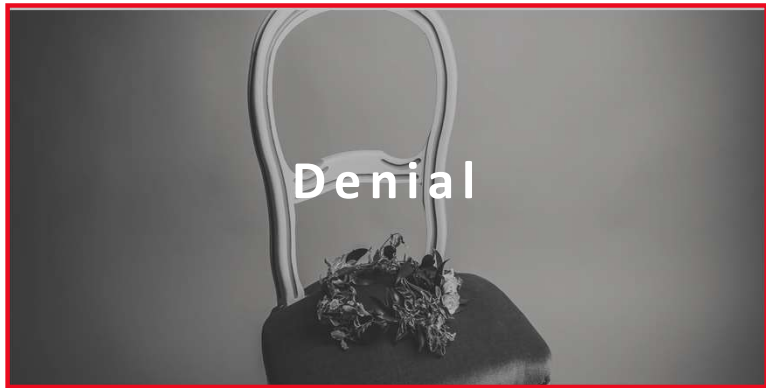
Janssen's Four Room Change Model



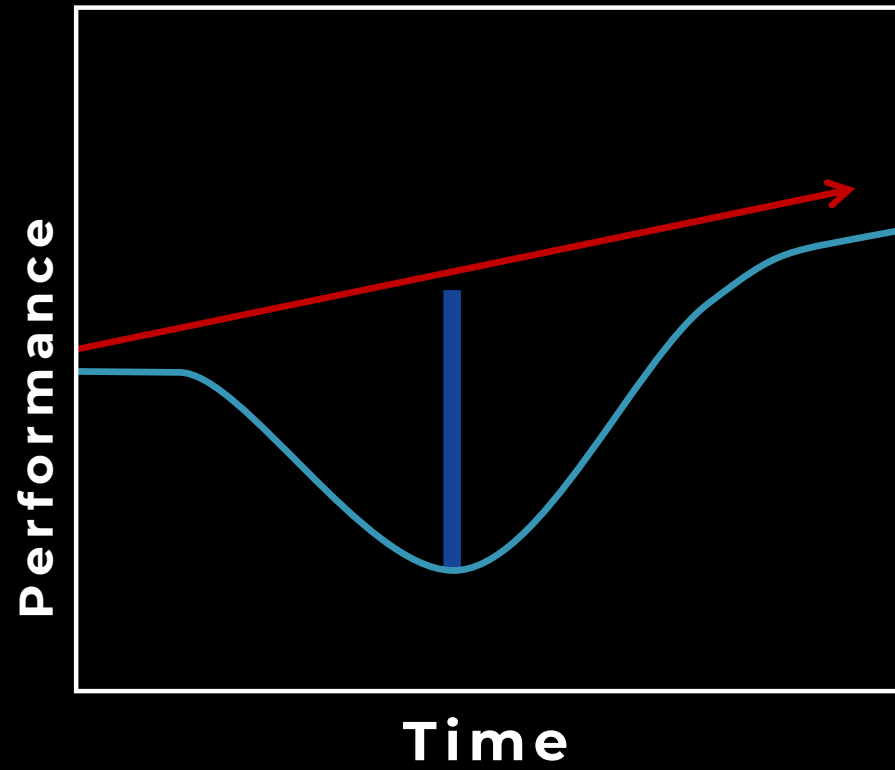
Forces of Change



When Should You Pull the Fire Alarm for Change?



The Change Curve



Betrayal



Identity Crisis

Tools for Managing Change

- 1) Set expectations to meet reality.
- 2) Normalize the dip.
- 3) Normalize emotions.



Managing Resistance Checklist: **Betrayal**

- Get everything out in the open.
- Be realistic with promises.
- Understand and acknowledge who is losing what.
- Acknowledge losses openly and sympathetically.
- Be patient with your peers, management and your employees.
- Expect grieving: “It’s okay to be angry. It’s not okay to stay there.”
- Speak respectfully of the past.

Managing Resistance Checklist: Denial

- Offer instructions slowly and carefully.
- Check for understanding — challenge assumptions.
- Reaffirm what is over and what is not.
- Be specific with assignments.
- Assign timetables.
- Establish shorter time frames when possible.
- Follow up closely.
- Highlight successes frequently.
- Speak realistically and urgently about the present.

Managing Resistance Checklist: Identity Crisis

- Reinforce the vision over and over.
- Provide opportunities for constructive venting.
- “It’s okay to be angry. It’s not okay to stay there.”
- Spend more time one-on-one.
- Coach, empower, and motivate your fence-sitters with a new identity.
- Re-recruit your best performers.
- Speak optimistically about the future.

Messaging Change

1. Speak respectfully about the past:

Acknowledge past successes.

Celebrate individual and group contributions.

2. Speak urgently about the present:

- Redirect betrayal away from you – to the outside world.
- Sell the problem first, then the solution (Why).
- Motivate – ring the fire alarm if necessary.

3. Speak hopefully about the future:

- Invite people to be a part of the future (How).
- Communicate the vision – give them the path forward.
- Set expectations to meet reality.
- Normalize the dip.
- Normalize the ¹⁵emotional journey.

