

# HOW TO LEAD CHANGE

## WITHOUT STRESSING EVERYONE OUT

Resistance often results from feeling **stressed** and **overwhelmed**.

Leaders can reduce **resistance to change** by understanding and addressing **employee needs** at each phase of the change process.\*

\*Kraft, A., Sparr, J. L., & Peus, C. (2018). Giving and making sense about change: The back and forth between leaders and employees. *Journal of Business and Psychology*, 33(1), 71-87

### EMPLOYEES NEED ACKNOWLEDGEMENT

- Need to understand **their own role** in a successful change - this will build confidence in their **capacity** for future change

### TO RELIEVE STRESS, LEADERS CAN...

- Give feedback & convey confidence in employees
- Be **honest** about the successes & failures - this will **build trust** in future change initiatives

## PHASE 4 EVALUATING CHANGE

### EMPLOYEES NEED BALANCE

- May struggle with **impatience** and **frustration**
- May focus only on the **negative consequences** of the change

### TO RELIEVE STRESS, LEADERS CAN...

- Listen to ongoing questions & concerns
- Spread a **balanced message** of the positives as well as the negatives

## PHASE 3 IMPLEMENTING CHANGE

### EMPLOYEES NEED CONTEXT

- Worry about **personal impact**: "How will this affect me?"
- May swing between **emotional extremes** like hope and fear

### TO RELIEVE STRESS, LEADERS CAN...

- Lead conversations about the **potential impact** of change
- Make room for employee emotions

## PHASE 2 PREPARING FOR CHANGE

### EMPLOYEES NEED REASSURANCE

- May be confused and worried by rumors
- Are concerned about uncertain future

### TO RELIEVE STRESS, LEADERS CAN...

- Actively address rumors and concerns
- Remain **available & attentive** to employees

## PHASE 1 THINKING ABOUT A POTENTIAL CHANGE

*Start here*

