

Resilience in Change
Workshops
Present...

Managing
Change
Super-Simple
Success Tips

By

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&

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“If you don't like something, change it.
If you can't change it, change your
attitude”

Maya Angelou

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'**Resilience in Change**' is a change skills development provider, working one-to-one with individual clients in a coaching format; developing managers and their teams; and providing training programs and workshops on-site for clients. We also have access to online learning materials and a growing resource rich website.

We have literally thousands of hours experience actually managing people, coaching one-to-one and training groups. So, we **do** know what we are talking about!

To find out more about the change workshops we offer, take a look at our website here:-

<http://www.ResilienceInChange.com>

Managing Change Super-Simple Success Tips

“Change is all around us, all the time. How we manage change defines us as managers”

Managing Change is important because...

1. ...our world is constantly changing and we must fully engage with that change
2. ...new opportunities are out there and we can make the most of them
3. ...change refreshes and provides new challenges – and opportunities
4. ...change creates stimuli for us – and our people
5. ...in the safe place you create, your people love the excitement of change
6. ...change facilitates creativity, ideas and fun
7. ...change stretches individuals when they are encouraged to be actively involved
8. ...it provides the opportunities to maximize individual performance
9. ...in corporates it's often 'the way it is', so support it
10. ...change is fun, demanding and exciting when your people feel free to explore

Managing change is a critical skill for managers to perfect. Efficiently and effectively using change for the better is the only way forward in a world as fast-paced, innovative and challenging as we face, every single day in our role.

Before You Start

11. Build Relationships – Regularly, upfront create one-to-one relationships - with *all* your people - that will develop trust so that change is far easier.

12. Reflect – By ensuring you appreciate your own experiences of change, you will better initiate, support and deliver change with others.

13. Understand 'Why'– Change has to be for a reason – especially when it will be challenging. Make sure you really do know its purpose.

14. Be Clear on 'What' – Make it an absolute priority that you will be clear on the well-defined outcomes from the changes you are seeking.

15. Let Go of 'How' – Develop the attitude that engaging your people in the 'how' of delivering the change will bring commitment, collaboration and their emotional investment too.

16. Create Trust – To be trusted on the big things – like change – deliver on *all* the small things of your management consistently.

17. Communicate Ongoing – By maintaining the dialogues as change progresses, you will be seen to support, empathise and trust your people.

18. Appreciate the Challenges – Employees will take change differently and it's vital to understand they have their perspective, as well as your own.

19. Understand Reactions – By getting to know the reasons for their reactions to change, you will be better placed to respond to them individually.

20. Realise Your Vital Position – You lead the change. Your role and actions are critical. Your attitudes and behaviours will drive success.

21. Go the Whole Way – Change is an invigorating adventure and by showing personally the enthusiasm it deserves, others involved will do the same!

Core Managing Change Skills

22. Prepare Well – Failing to prepare is preparing to fail. Do as much prep as possible in advance and before commencing the change program.

23. Think Through the Reason – Changes can *seem* like a good idea, but are they really? Avoid 'change for changes sake' - change to *add value*.

24. Consequences of Change – Gung-ho charge for change needs balancing by considering downsides too. Might it cause other problems?

25. Identify the Hurdles – By getting an early understanding of the challenges you will be up against, it will prepare you for solving them upfront.

26. Be Immovable – Where you have calculated the value-added from the changes you are making, you know they are robust enough to stick with.

27. ...and Flexible – And the way you achieve the outcome can be flexible - up to a point. There's no need to dig your heels in over 'how' (see 15).

28. Clearly Express the Change – Getting the message across is a key skill in making changes. Take the personal accountability to think of your audience and how to help them understand.

29. Listen Hard to Feedback – Your people are an asset, use them to help you get it right. Feedback is a gift they give you.

30. Tell Everyone – All of your people feel they are involved – even if they aren't directly! Fear of change will percolate through an employee population, so tell them all what's going on.

31. Be Available – Change must not be about tell and hide. By facing into challenge you will win the respect and thus trust of your people.

32. Be Fully Committed Personally – The behaviours you model are what your people see - and replicate - so be aware of who you are showing up as.

Communicating Change

33. Have a Clear Comms Plan – By knowing how and when you are going to communicate what and to whom, you will be ready to roll.

34. Appreciate Your Audience – Each of your people will interpret what you communicate in very different ways. Be prepared to adapt your preferred style to reach more of them.

35. Make it Easy – Whilst your employees are not stupid, complex information can be challenging to take on board – especially when emotions are running high, so **KISS - Keep It Short and Simple!**

36. Explain the Benefits – There **will** be benefits from the change, even when it's a tough sell. So make sure that they are clearly explained. Note:- they may well not appreciate change - at first!

37. Explain the Implications – Most of your people won't care about changes as such – they will want to know how it affects them...

38. ...And Prepare for Questions – Be prepared for them asking for detail and especially the *level* that you'll be able/want to answer them.

39. Be as Open as Possible – By being as open and honest about change as you can, your people will work with you, rather than against you.

40. Involve All – Everyone will have a feeling about what's happening, even if they seem to be unaffected, so keep them all up to speed.

41. Keep Interacting – Talk about it. Listen to reactions. Answer questions. No initial flush of energy here – keep it up. Make this a priority.

42. Use Different Communication Tools – Some like to hear information, others like to see it, so it's worth giving the information out in varied ways.

43. Spend Time Listening – Take time to hear your people out – even if it's negative. Don't argue or make excuses, just give them the space to share.

Effectively Implementing Change

44. Create a Timeline – In your preparation work, you need a guiding timeline for all communications, actions, reviews and the deliverables.

45. Measure Progress – You will also need step-by-step milestones to ensure that you are on track. Published and understood, for all to see.

46. Involve Others – Where your people are actively involved in working out how the change will be delivered, they will be more engaged in it happening. The more the merrier!

47. Understand the Rules – Ironing out technical issues (such as legal, for example) beforehand will ensure credibility in the process – and you.

48. Watch for the Unexpected – By being alert and aware as the change activity unfolds, you will be able to respond quickly. The relationships you have built upfront will ensure your 'intelligence' is good.

49. Have Prepared Workarounds – Pre-thinking of possible challenges will enable solutions to be available ahead of the time they are needed.

50. Keep Focus on the Day Job – In any change, life goes on, so ensure you and your people retain focus whilst change is progressing.

51. Find a Support – Whoever is leading change will have some people onside with them. This helps them *and* builds a team of resource too.

52. Listen to Options – Change is challenging, so listening to the creative contributions of your people of how it can be achieved is valuable.

53. Keep Praising - At times of change, your people can start to feel undervalued and under pressure, so make sure they recognize their worth.

54. Celebrate Where Appropriate – Whilst change can be difficult - and sensitive too - there will be a time to celebrate the success you've all had – together – pulling it all off. Enjoy!

55. Shift Focus to Future – Use words that move past the challenges and the difficulties, and make the most of the new opportunities.

Bring the Team Along

56. Involve Everyone in the Plan – By encouraging the involvement of the whole team, they will focus their energies on what they can contribute, rather than fret about what's happening.

57. Listen to and Appreciate Ideas – There's a wealth of skill and experience in your people and – if you let them – they will give value when you hear what they have to offer.

58. Use Change as a Development Tool – As you have changing circumstances, you can use them to bring people on. Just see the possibilities.

59. Keep Focus Together on Standards – When people have spaces caused by the excitement of changes, they can become less focused. By strongly attending to day-to-day activities, much of this energy can be used productively.

60. Appreciate Your People – Whatever is going on, you have good people who need positive stroking to maintain their self-belief and confidence (see 53).

61. Keep Flexible with the 'How' – You know the changes you want and have a fixed outcome in mind. Use the talents of your people to find the best ways to deliver this is very worthwhile.

62. Get them Active – And they need practical activities to be involved in. Real tasks that make a difference, so flex up and let them have some space. *You* do not always know what's best!

63. Create Activities – So one of your most valuable acts will be to create things for them to do. Ask them how they can contribute and enjoy their energy, focus and contribution.

64. Build on Relationships – You will find new contributors; you will see new talents appear; you

will find new partners with skills you can utilise as win-wins in the future.

65. Work Together - and Apart – Be prepared to let go of some activities where you don't need full involvement and trust them to get it right. Add value only where you personally can.

Managing Reactions

66. Acknowledge Differences – People often feel uncomfortable with change and react in different ways. Noticing how others react and then adapting your response to them will help a lot.

67. Make Space for One-to-Ones – Some individuals take change in their stride and others seek much more information personal to them, so they need one-to-one time.

68. Three Strikes – And for those who repeatedly use information seeking as a denial tactic, there has to be a stop-point. Be helpful - and with a cut-off.

69. Watch for Avoidance – Others will seek to avoid involvement, insisting it's nothing to do with them. Gently ensure individuals situations are always clear. Don't miss these people out.

70. Use Your Relationships – You will have people in your team who will be onside from the start. It's important to leverage these people to help you fly the flag and build a groundswell of support.

71. Isolate Naysayers – There will always be those who aren't prepared to accept change. They will need to be isolated and their influence minimized (using 69 & 70 above).

72. Understand - and be Firm – Change is an emotional time for many, when their fears rise. It's human nature. As managers, we can be understanding - and still demand the important outcomes we seek.

73. Delegate – Whilst there will be much involvement for any manager, some activities can be delegated to others. Use this option where you can.

Reviewing Progress

74. Focus on Timescales – Creating a time-scaled plan at the very start is critical. Remaining on track is much easier when you have a reference point.

75. Review Progress Frequently – A time-scaled plan is only any good if you refer to it regularly and make speedy adjustments if you are starting to go off-track.

76. Nip Shortfalls in the Bud – Fast and decisive responses to slipping off-course are vital for the change process to maintain credibility and discipline – and meet the required time-scales.

77. Overcome Difficulties – Avoid excuses and creatively find workarounds to show your determination to deliver the project.

78. Avoid (Much) Compromise – Timescales are vital to keep change moving, so whilst there may be temptations to compromise on pace, only be prepared to do so if there is a valid reason to do so.

79. Be Resolute - and Friendly Too – Keep up the spirit of your people by ensuring that it's a do-able challenge with 'we're all in it together' mentality.

80. Not All Will Support – There will always be followers and there will always be those who do not come onside. That's the way it is, so don't waste energy trying to be 100%.

81. Keep Flag-Flyers Positive – Your supporters through change will be closer to the action, so their efforts will continually need to be praised and encouraged – take extra time to be there for them.

82. Be Appreciative of Others Positions – Those for whom there are impacts in any change activity will vary in their response. Understand this. There are early adopters and those who take a time. Often they will come through.

83. Look Further into the Future – By focusing on the rewards from making changes - as long as

these claims are justifiable – you will take the focus away from the ‘now’ to the future – and its new possibilities once the process has run.

84. Focus on Next Steps – ‘A single journey begins with the first step’ – so goes the maxim. One step at a time may seem slow – and *then* it delivers.

85. Review and Learn – Use change experiences to learn from and build resources to make the next change activity even better!

Strategic Change

86. Have a Vision – Be prepared for changes to be directed towards a longer-term picture for the team. Part of something bigger. A vision which you and your team create together as an activity.

87. Use Change as an Ongoing Strategy – Change is a philosophy and can be ongoing and continual to achieve this bigger set of strategic goals. Indeed a manager may not see the bigger vision to fruition – it may be even bigger than a single tenure.

88. Upwards Spiral of Development – You and your team are looking for constant upward progress. Each achievement is the spur to more change; bigger challenges; new opportunities.

89. Keep Looking – Once changes happen, new energies appear. Last year’s ‘givens’ can make way for growth and improvement, when you take the time to challenge old performances and beliefs.

90. Complete the Long-term Jigsaw – Every step is closer to the ideal. And it’s vital to recognise that each step is but one collaborative part in the jigsaw of strategic growth for the future.

91. The Way We Are – With a culture of embracing change, bigger plans become easier. Living this way in the workplace becomes simply ‘the way we do things round here’.

92. Use Change for People Development – Use change for the growth of your people. It’s a unique opportunity. They can do much more – help them to.

'Must Carry' Pocketsize Top Ten Managing Change Tips

- 1. Be clear on outcome** – for yourself first, so you can clearly share it with others.
- 2. Set firm timescales** – this gives focus and action. The shorter the steps, the better.
- 3. Give every change a purpose** – there must always be a reason why, so make sure it's value-creating.
- 4. Communicate fully** – to everyone, as fully as you can, in ways that individual can understand best.
- 5. Be as open as possible** – openness builds trust, so share as much as you can and where you can't, be upfront to explain why.
- 6. Listen and respond** – spend time listening to your people as well as telling them.
- 7. Appreciate differences** – your people will respond differently, so be conscious of how to help them differently.
- 8. Keep on track** – review progress against time-scales regularly and fine-tune to get back on track if you slip. Use visible milestones.
- 9. Be flexible** – the outcome needs to be firm and then the way to achieve it can be flexible.
- 10. Review process and outcomes** – as you deliver a change outcome, measure its performance and how you achieved it. Did it work? What needs to change to be even better next time?

12-Step Managing Change Checklist

	Managing Change Checklist	✓
1	I have great relationships with my people	
2	I listen more than I talk	
3	I pre-plan changes	
4	I know exactly why I am changing things	
5	I've considered the pitfalls of the changes planned & the change still adds good value	
6	I communicate fully, appropriately and clearly	
7	I am firm on the 'what' and flexible on the 'how'	
8	I get my people involved in working out the best ways to deliver change	
9	Change helps me stretch my people so they develop	
10	My change plans keep to timescales with regular reviews	
11	We learn from every change process	
12	Change is the way we are	

About Resilience in Change

At '**Resilience in Change**', we provide development for executives and managers, business teams and individuals, enabling them to deliver the vital change programs necessary in the modern business environments of today.

No one can really predict what lies ahead – we continue to face unprecedented change and significant challenges and shifts in the way we are working.

Now, more than ever, you need your people to deliver results and stay resilient and calm themselves.

Resilience in Change workshops give participants:-

- Clear understanding of the impacts of change on self and others – and how to manage these
- Practical strategies to manage the pressures and maintain wellbeing
- Tools and techniques to help maintain and build resilience through transition
- Plans and actions that will help to provide stability and grounding in uncertain times

We'll help participants with this by showing them the ways to...

1. Understand change and transitions
2. Identify personal strengths during change and how to draw on these when under pressure
3. Identify and utilize drivers and triggers for stress
4. Ensure that their personal wellbeing is high on the priority list

For a free one-page explanation of the **Resilience in Change** workshops we deliver - and how we can help you, your organisation and your people too, simply click this link and download the .pdf document:-

[http://www.ResilienceInChange.com/
Resilience in Change Detail.pdf](http://www.ResilienceInChange.com/Resilience%20in%20Change%20Detail.pdf)

At **Resilience in Change**, we work with enlightened organisations that care about how they deliver change. With an ethic that change is 'a win-win for all participants', whatever their circumstances, we take up the challenge to deliver fascinating programs that engage and enthuse those who come along.

Here's a look at our two principals:-

Judith Underhill coaches and trains in both the public and private sector at senior levels. She has been the Executive Coach for Zurich Insurance for the past three years. Recently Judith was selected to the NHS CEO, Chair and Executive Coaching Panel, and is one of just 25 coaches across the UK to be elected to this panel. Judith's strengths lie in her ability to enable her clients to steer themselves towards clear outcomes, using practical solutions to enhance individual and business performance.



Martin Haworth coaches and trains private and business clients at all levels of the management and leadership chain from Supervisory to Chief Executive level in the UK and worldwide. With a client list of a range of organisations from small business, to global brands, Martin has been able to leverage his 25+ years leading teams with over 1000 client coaching hours and over 800 hours training in large corporates. Martin is particularly able to help participants to achieve their latent potential.



For more on Judith and Martin, click [here](#)

To e-mail us, click [here](#)

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