



The Literacy and Numeracy Secretariat
Le Secrétariat de la littératie et de la numératie

The Coaching Clinic™

"working intelligence"

Coaching Chip Number 10

This Coaching Chip:

Managing Change

When a change is introduced into a workplace there are a variety of reactions. Some people adapt very quickly by looking for new ways to be productive and meet their goals. Others pause to collect data and then act in concert with what's needed. Some freeze for a time then reluctantly move with the flow. Some resist and need lots of help and prodding to move forward.

The job of the leader is to facilitate the change and get all team members into the new optimal performance zone as quickly as possible.

Managing Change

Step 1. The stages of adapting to change.

Usually in today's workplaces people understand that change is inevitable. It could come from technology, organizational developments, life cycles of individuals or some other environmental situation.

Typically someone who is good at adapting to change will: 1] accept change as a normal event, 2] see a change rather than ignoring it, 3] alter their own behaviour during times of change, 4] enjoy the process of their environment changing and their adjustment to it and 5] be ready to change again.

When change is planned and being implemented leaders can be very

effective by helping individuals they lead to accept the change, understand it and deal with it well.

Step 2. Dealing with fear.

Fear and a lack of confidence create a barrier for some people that they must hurdle in order to adapt to change. The leader's role in helping people over the barrier is mostly about communication.

In advance share information about the kinds of problems and opportunities the change is intended to deal with. Position the change as a solution to a pre-existing situation.

During the change spend time helping people understand the change in a supportive way. Take the time to explain why the change is necessary and what people can do to adapt.

When the period of change is over let people know how the change has worked to achieve its goals.

Step 3. Overcoming resistance.

An understanding of the big picture will lessen resistance. Here are some strategies to sell change:

Let people know that the change is the result of a plan, that it addresses a problem, that it is results oriented, that the overall objective is improvement, what the consequences of 'no change' would be and what their personal situation is in light of the change.

You may have to repeat yourself until everyone understands. And some may never understand completely but their resistance will be moderated as you talk to them. You can't control their reaction but you can control that they have heard what they need to know in a supportive way.

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