

# The Manager's Role During Change

Whether you're experiencing drastic change or something more gradual, you can achieve your goals by understanding change management and its strategies.

## Five types of changes organizations may experience

- ▶ **Evolutionary Adaption:** Large changes brought about with a minimum of upheaval
- ▶ **Developmental Change:** A change that improves the organization's way of doing things
- ▶ **Transitional Change:** Results in design or implementation of something different
- ▶ **Drastic Action:** Immediate change forced on the organization due to a significant event
- ▶ **Transformational Change:** An organization must alter entire way of doing business



**Change management** is the ability to prepare, equip and support individuals in successfully adopting change. Factors that can influence change include:

- ▶ **Environment**
- ▶ **Marketplace**
- ▶ **Technology**
- ▶ **Expansion**
- ▶ **Customer needs**

**Think ahead** about how to manage change to ensure an orderly implementation process, and consider these three key elements:

- ▶ **Content:** What must change, and why
- ▶ **Process:** How change will happen
- ▶ **People:** Influencers and those impacted



## Different types of change leaders

- ▶ **Change leader:** Provides direction and support to others throughout change process
- ▶ **Change sponsor:** Authorizes the change
- ▶ **Change agent:** Implements the change
- ▶ **Change target:** Those who must actually change
- ▶ **Change advocate:** Supports change but lacks authority to implement it



## Change overload and how to deal with it.

Everyone responds differently to change. Here are common feelings people may experience, along with ways to alleviate these feelings:

- ▶ **Change doesn't make sense:** Address by explaining how the organization's goals link to team members
- ▶ **Left out of change process:** Avoid this by having open two-way discussions on how the team can implement changes
- ▶ **Insufficient time to process change:** Hold individual and team discussions to brainstorm ways to overcome obstacles
- ▶ **Multiple changes within a short period of time:** Provide as much information as soon as possible so everyone knows what to expect
- ▶ **Timelines seem unrealistic:** Explain why there are short timelines to gain buy-in, and explore ways goals can be achieved
- ▶ **Lack of support:** Mitigate feelings by showing genuine care. Remove barriers where possible
- ▶ **Negative past experiences:** To avoid any related worries, focus on future benefits
- ▶ **Lack of engagement:** Ask probing questions, address impact and what will be done differently, and explain the benefits of change