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Leading Change

Monterey County
Workforce Development
Board

March 8, 2023



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Changing Times and the Evolution of the Modern Workplace



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Changing Times



- We've all faced many changes in **2022 and 2023**
- Leaders have been forced to **reimagine** every aspect of management culture
- Change **happens continuously**



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Trends in the Workplace for 2023



1. The future of work is flexibility for all employees
2. Video conferencing and virtual events
3. Hybrid working is here to stay and success starts with defining it
4. Move away from major cities and changes in real estate
5. Human skills are the new hard skills for the future of work

300 million people used Zoom everyday as if January 2023 Zippla



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Question

What was the most impactful change for your organization in 2022?



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When do we Change?

When we **want** to

When we **have** to





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Individual Resistance to Change



- Change is **hard**
- **Fear** of the unknown
- Associated with **pain** and **discomfort**
- **Selective information processing**



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Why Do Change Efforts Fail?

More than 70% of all change initiatives fail




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Employee Resistance



- Lack of **time**
- Comfort with **status quo**
- No **involvement** in solution design
- **Fatigue** from too much change
- Unsure of the **benefit**

Only 20% of employees support change efforts from the start



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Common Questions During Change

1. What exactly is changing?
2. Why are we making the change?
3. How does it affect me?
4. How will I know if I'm doing ok?
5. What kind of support can I count on?



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How We View Change

- Every successful project **requires change**
- Change is **personal**
- Change is **emotional**
- People like **progress**; therefore they desire change
- People commit to what they **help shape, create**



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One Approach to Leading Change

John Kotter, Professor at Harvard Business school. Founder of Kotter International, a change leadership company.

Kotter's Eight-Step Change Model

1. Create a sense of **urgency**
2. Pull together the **guiding team**
3. Develop the change **vision** and **strategy**
4. **Communicate** for buy in and understanding
5. **Empower** others to act
6. Produce **short-term wins**
7. Don't **let up**
8. Create a new culture - **Make It Stick**



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4 Ways to Lead and Foster Change Now



1. Involve, trust and empower your employees
2. Prioritize manager development
3. Provide tools to navigate change
4. Create a culture of creativity and learning



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1. Involve, trust and empower your employees



- Communicate the change and often
- Be authentic
- Be visible
- Ask questions
- Build trust



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2. Prioritize Manager Development



- Build their sense of ownership
- Establish a process for managers
- Provide ongoing manager development
- Give managers freedom to coach



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3. Provide Essential Tools to Navigate the Change



- Action plan
- Training
- Staffing
- Meetings
- Technology
- Marketing
- Pilot program



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4. Create a Culture of Learning and Creativity



- Encourage an inclusive team environment
- Promote ongoing communication and coaching
- Assign work projects based on employees strengths and interests
- Frequent feedback
- Equitable recognition and rewards



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What Employees Want at Work



- **People-first** culture
- Emotional **intelligence**
- **Purpose**
- Commitment to **health** and well-being
- **Diversity** and Inclusion
- Professional **development** and growth



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What Employees Need from Leadership Now



- A **clear plan** of action
- Any **tools/resources** to help employees continue to do their job
- Frequent **updates/** communication
- Genuine and continued **concern** for employees' **wellbeing**



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What Managers Need to Know



- Reason for change
- Approach/strategy for desired outcome
- The schedule and timeline
- What training & support will be available



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Communication Messages

- Speaking points
- Town hall meetings (virtual and/or in person)
- FAQs
- Timelines/celebrate milestones
- Training sessions



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Develop a Committed Team to Implement Change

- Put together a group of 3-5 people to be the leaders of the coalition
- This group must trust each other and be moving in the same direction
- Make sure there is a good mix of members from different departments



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How to Assess the Impact of Change

- Get input from leadership team
- Obtain feedback from employees; surveys, change assessments
- Pay attention
- Listen



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Show Up with Empathy

Managers who display high levels of empathy have 3x the impact on their employees' performance than those who display low levels of empathy.

- Gartner Survey, 2021

- Ask **questions** and seek out information
- Develop high levels of **trust** and **care**
- Maintain **connectedness**
- Understand your own **emotions**



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Empathy is the Most Important Leadership Skill According to Research

Employees who experienced empathy from their leaders say this favorably impacts the following areas, according to Catalyst.

- Innovation
- Engagement
- Retention
- Inclusivity
- Work –Life



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Support for Leaders

- Reach out
- Coaching
- Lean on your team
- Network
- Professional development



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Look After Yourself

- Mind your body
- Feel your feelings
- Create routine
- Keep it positive
- Believe in yourself



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Build your Tool Kit to Adapt to Change



- If something isn't working, try something new
- Stay adaptable and resilient
- Focus on what you can control
- Get new perspectives



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Moving Forward:

What is one thing you can do today to lead successful change in your organization?





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Resources

- *Leading Change* – John Kotter
- *The Future of Work After Covid-19* - McKinsey Global Institute
- *No Ones Listening and Its Your Fault: Get Your Message Heard During Organizational Transformations* - Pam Marmon



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Thank you for participating!



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Thank You

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