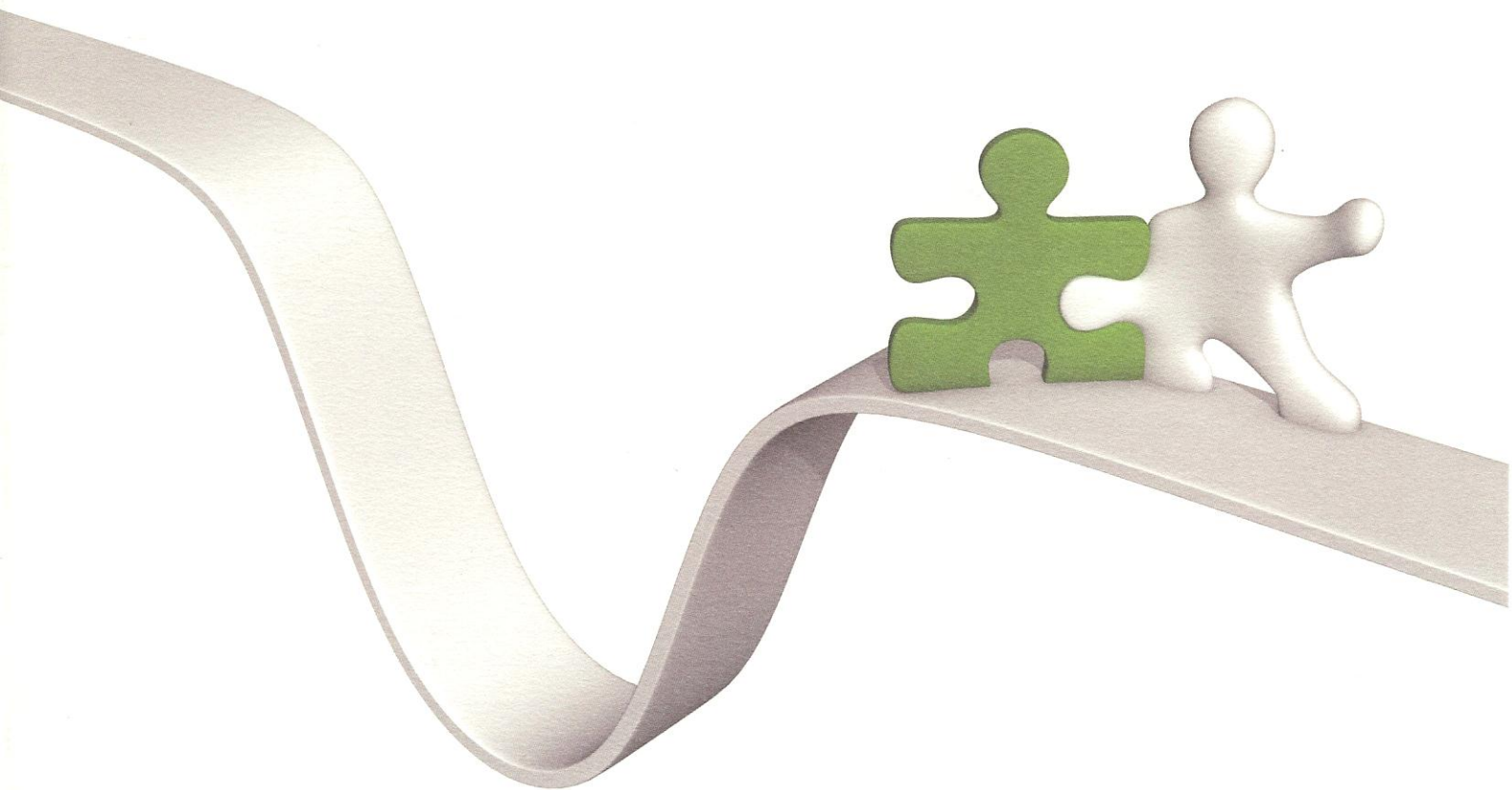




Top tips for leading others through times of change

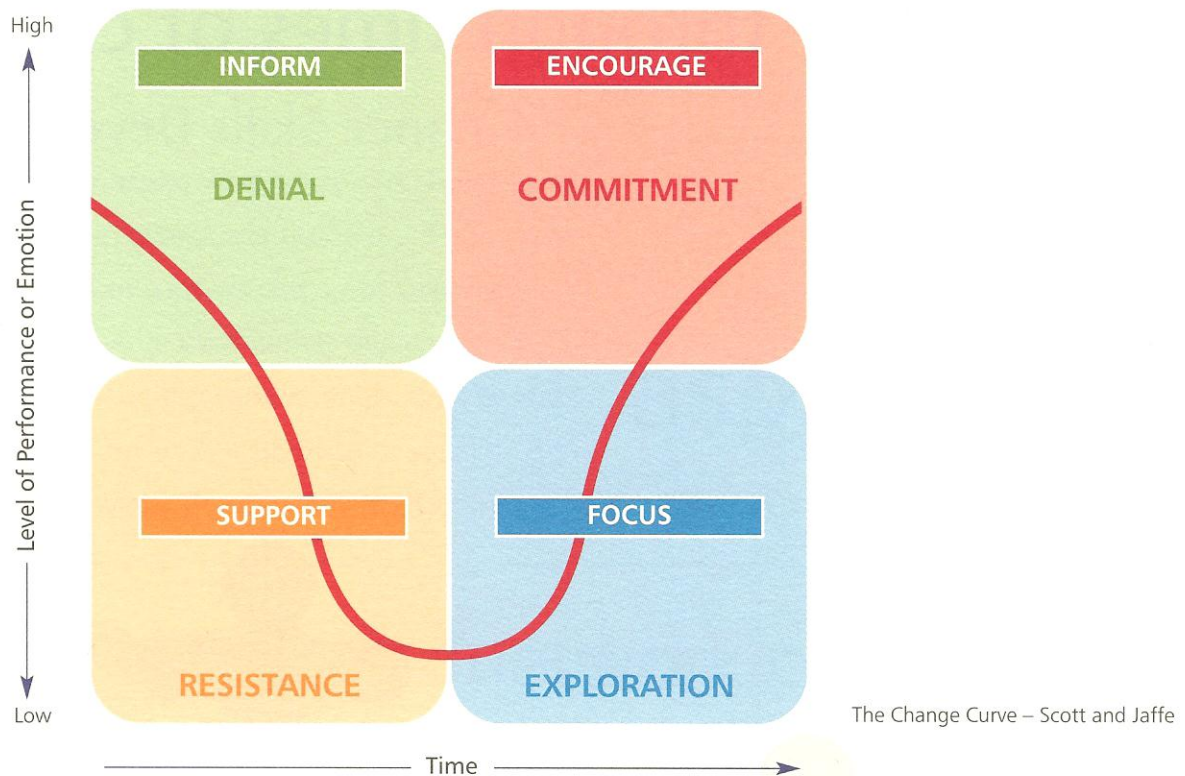
Finance Skills Development



Tips for leading others through times of change

Leading others through a period of change can be daunting! There never seem to be enough hours in the day to get things done as you manage the busy "business as usual" agenda alongside the implementation of changes to structures, systems and/or processes, and above all keep your team motivated and focused throughout it all.

The Change Curve(below) summarises the four phases that people experience during periods of change. Most people experience the phases of change in sequence, starting with Denial and moving through to Commitment.



The following hints and tips will help you to lead your team as they experience the four phases of the Change Curve.

Phase of Change	What you will see and hear	Tips for leading your team in this phase
<p>Denial</p> <p>Those who are denial will simply believe that the change isn't going to happen, or that it won't have any impact, and some will not even know that they are in denial!</p>	<ul style="list-style-type: none"> • People carrying on as before – maybe ignoring new methods because the old ones are “easier” • Limited discussion about the change – individuals deliberately avoiding others who want to discuss it. <p><i>“I'll believe it when I see it”</i> <i>“It's not worth worrying about”</i> <i>“It won't affect us”</i></p>	<p>Provide Information:-</p> <ul style="list-style-type: none"> • Outline the facts of the change as you know them. • Give them time and space to assimilate the changes – listen to them and accept their feelings. • Provide information to counter their arguments and make the change real – sell the benefits. • Talk to them about what you see – their denial and its effects. • Above all, empathise, be patient and don't let your frustration show. • Organise regular planning and feedback meetings to discuss the change.
<p>Resistance</p> <p>Those who resist will do so because they think the changes will cost them more than they will gain – materially or emotionally.</p>	<p>What you see is:-</p> <ul style="list-style-type: none"> • Reduced motivation – lower output and quality – “just enough” • Absence/lateness • Criticism and challenge • Encouraging others to be negative <p><i>“They can't make me”</i> <i>“It'll never work – what idiot thought this up”</i> <i>“We haven't got the skills/training”</i></p>	<p>Provide Support:-</p> <ul style="list-style-type: none"> • Listen for the genuine objections and address them. • Use facts, logic and information to challenge (gently!!) their views. • Encourage those who are positive and use them to influence. • Identify the opinion formers and focus on changing them. • Provide formal measures of progress towards the change goals that have been established. Share and review them with your team.
<p>Exploration</p> <p>When exploration is reached people are looking forward rather than back. Exploration must be nurtured - if not, people can revert to cynicism and negativity.</p>	<ul style="list-style-type: none"> • Energy, involvement and eagerness • More positive discussions about the change – suggestions and innovation for improvement rather than criticism <p><i>“Now I can see what they're after”</i> <i>“What if we tried...?”</i></p>	<p>Provide Focus:-</p> <ul style="list-style-type: none"> • Encourage and recognise the transition. • Support and coach to ensure the changes are embedded. • Involve individuals and teams in setting new goals and looking for further improvements. • Reward progress. • Tolerate mistakes. • Celebrate success.
<p>Commitment</p> <p>People are now using and accepting the new processes and procedures – and they are the established norm.</p>	<ul style="list-style-type: none"> • Focus on future improvements • Deliver high output and quality, complying with the new processes • Recognise the achievement <p><i>“I prefer this”</i> <i>“What were we worried about”</i></p>	<p>Provide Encouragement:-</p> <ul style="list-style-type: none"> • Reinforce new goal and plans. • Recognise and reward achievements and ideas. • Celebrate the new beginning. • Involve the team in forward planning. • Be consistent.

Remember! There are some very important principles you can apply throughout a period of change, that will help you implement it successfully, and keep everyone on board.

1. Communicate, communicate, communicate! Set up regular meetings to tell your team what you know, when you know it. If there's nothing new to tell, let them know this too.
2. Remain positive at all times. You need to stay positive in front of your team, even if you don't agree with what's happening. Where you have genuine concerns, find someone you can trust to share them with.
3. Involve your team wherever possible. By consulting and involving them from the outset you will go a long way towards getting their support.

This document has been written by Change Managements specialists
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At Aspire we understand change and we understand the NHS. If you want us to support you, your Department or your Trust during this period of uncertainty and change, then contact us on 01274 884448 or via www.aspiredevelopment.co.uk



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