WHAT
Change is perhaps the only thing we can count on. Whether in our personal or professional lives, whether we like it or not, things will change. As a manager and leader, you play many roles—an advocate, a coach, a financial officer, a role model - and it is important that you manage and lead the change well as it substantially impacts the pride, trust, and community of our culture.

WHY
The current environment - with the immediacy of technology, the calls for accountability, the shrinking financial support, and the desire to be the number one public university in the world - requires all of us and UC Berkeley to effectively navigate and proactively shift with the times in order to maintain our prestigious reputation. This means that we need to change. Sometimes we chose to change and sometimes that change is imposed, but in either case, we need to change.

Think of change as an event. It’s a reorganization. It’s a blending of departments. It’s a new process. In essence, something has changed and the question then becomes…

How does the organization and the person respond and adapt to something new?

For an organization to change, it may need to adjust its processes, procedures, and organizational structure. This change might seem simple but even then it could potentially impact the very core of the organization. Other times, the changes will challenge the purpose, values, behaviors, cues, and rituals that currently define the organization - the culture code of the organization. This type of change, like the Go Big Strategic Initiative, is typically more difficult.

When people respond to change, they don’t always shift easily to something new. That’s because change, whether positive or negative, disrupts the status quo, generates fear, and impacts people. Instead of thinking that people need to change, consider that people need to transition. Transitions are psychological - centered on awareness, feelings, motivations and loss. People need to transition as transitions are about ending something. That ending - the change - could be closing a department, combining offices, or scrapping an old and familiar process. As a result, people need to go through a process to transition from the old (an ending) to a neutral zone and from a neutral zone to something new (a beginning).
All of this makes change difficult. There’s hope though as we will share how to create a change process that helps people to transition from the old to the new while ensuring that the changes are incorporated into the culture and thereby making the change the new status quo.

"Every ending is a beginning. We just don't know it at the time.”
Mitch Albom

Steps to Managing Change

When you need to define, explain, or sell the change story...
**AWARENESS**

When you need to get the staff on-board and engaged with the change…
**ENGAGEMENT**

When you need to plan for the change…
**PREPARATION**

When you need to launch and implement the change…
**IMPLEMENTATION**

When you run into resistance and need to address it…
**RESISTANCE**

**RESOURCES**
AWARENESS

HOW

AWARENESS - Define, explain, and sell the change story
First, determine what needs to change. This stage is about preparing the organization - including the employees, stakeholders, partners, and others - to accept that this change is necessary.

Your approach - you set the tone for the community
If you determined the change, that’s fantastic. You are on board and bought in. That energy and enthusiasm will help as you develop the awareness of others about this change.

The determination to change may have had nothing to do with you. When change is imposed, it sucks. No one likes having change happen to them. This is not personal even though we typically think it is. The reality is that as a manager and as a leader, you need to get on board with the change. Your attitude contributes to how the staff you are leading will respond and how much resistance will be present.

Strategies
☐ Gather more information to understand the what, why, and how of this imposed change.
☐ Find something about the change you support.
☐ Adjust your attitude and embrace the change. Must get to a place to own the change.

"What you do has far greater impact than what you say.”
Steven Covey

The importance of communication
People need to genuinely feel highly connected to the organization before, during, and after the change. That is due to the impact that change has - it is disrupting the status quo and impacting both the community and the people. Combat this disruption by communicating transparently and frequently.

Strategies
Think six times in six different ways. To help people understand something, they typically need to hear it six times in six different ways in order to get it. Consider these options to communicate the change:
• Formal announcement
• Presentation
• Email summary
• Discussion at a staff meeting
• Individual conversations during one-on-one meetings
• Casual conversations
AWARENESS

Defining and explaining the change

**Strategies**

- Define the change. Be clear. Answer the questions: Where are we going? What are we changing? Why are we changing?
- Clarify the vision of the change. What is the outcome you are trying to produce, and why is it important to all of us and the organization? People need to understand exactly what the outcome that we are all striving for is as well as why it is that important to the organization.
- Imagine the change in a year, five years, or ten years. Use that vision to explain, influence, and persuade the staff to get on board with the change.
- Explain the why. Make sure that everyone understands why the change must take place. Be honest and transparent as every interaction either builds trust or breaks trust across the community. Build credibility here in order to help with future obstacles.
- Sell the new state - this is what it will look like at the end. Paint a beautiful picture such that the staff see themselves in the picture (this is how it will be better after the change and this is how your experience at work will look and feel).
- Communicate this change to everybody. Describe how the changes will affect everyone so everybody is prepared for what is coming. It’s possible that front line team members (professional staff, student staff, volunteers, etc.) may be most impacted by the change so make sure that they understand what’s coming and that they feel a part of that change. Don’t forget key stakeholders and partners too. Connect with them and get them on board.
- Give people time to internalize and understand the changes.

“More information is always better than less. When people know the reason things are happening, even if it’s bad news, they can adjust their expectations and react accordingly. Keeping people in the dark only serves to stir negative emotions.”

Simon Sinek

The importance of trust

Trust is critical with any change process. Hopefully, you’ve established yourself as a trusted and credible manager and leader. Trust is needed to alleviate the fear that people typically experience when something changes.
When the change is announced, it very quickly becomes personal for everyone. They ask themselves these questions:

- What is in it for me?
- How does this affect me?
- Are there any risks for me?

You can combat that fear and help people to transition by:

- Meet with each staff member and help them explore and understand how the changes will affect them and most importantly, how it will benefit them. Personalize the change to each individual.
- Make sure that each staff member understands what is changing and why. Without an understanding of what is changing and why the change is being made, the blanks will be filled in and those blanks might not be correct, might play on people’s fears, or might feel as if the manager is holding back information. All of these situations generate resistance and make it challenging for staff to trust management.

**Selling the story**

**Strategies**

- Answer questions openly and honestly. Acknowledge the vagueness - it's okay to not know all the answers. Your goal is to then go get the answers as best as you can.
- Share or create the need for change. Develop a compelling message showing why the existing way of doing things cannot continue. Frame the change as something that is critical to the organization, something that is important to the entire organization.
- Potentially create a sense of urgency. Persuasion is key to establishing that sense of urgency.
- Honor the past as people have been proud of the work they’ve done. Present the change as what is happening now at this time.
- Dispel any rumors.
HOW

ENGAGEMENT - Expand the engagement in the change process

Change, no matter how small, will have a significant impact on employee engagement and the entire organization as it disrupts and impacts the community that has been built. This stage explores how to provide people with a voice in the change that impacts them. This helps them develop pride about the change and about the organization.

Support from the top
Make sure that the change has a leadership sponsor. This could be the your Manager, the Director of the department, the Vice Chancellor. The leadership sponsor must be supportive of this change by both visibly showing it and articulating it. Utilize their energy to infect others.

Involving and engaging others
People need to be involved and engaged in the change process. As a manager and a leader, you control what this often looks like. Take advantage of every chance to involve and engage them.

“Leaders who fail are the ones who do it by themselves. Leaders who succeed are the ones who allow others to help them.”
Simon Sinek

Strategies

- Identify the when, where, and how decisions associated with the change will be made and articulate this.
- Create opportunities for employee involvement and engagement. Determine how to engage the employees. What decisions can be pushed the group? Where can their feedback be utilized? What leadership roles can they fulfill during the change process? Can they create the metrics to measure the success of the change?
- Engage the expertise of the employees. This should be a two-way conversation, not just telling them what the outcome is and sending them off.

“Employees generally support those things they had a hand in creating.”
Dick Axelrod
☐ Solicit their feedback and use that feedback. Be clear about where and when people can give feedback. Set expectations about soliciting that feedback and how feedback will be used.

☐ Identify the early adopters (those who took to the change immediately) and get them involved. Find out what got them on board. How might they share their experiences with this change?

☐ Understand that there will be resistance and that’s okay. As a manager and leader, work to transition individuals from one ending to a new beginning.
HOW

PREPARATION - Plan for the change
Change is a process so it is important to plan for it. Whether it’s a quick change or a lengthy change, there needs to be planning involved so that the change can be successfully implemented and incorporated into the organization.

“Your organization is perfectly designed to produce its current output, so if you want to change the output, you’ve got to change something.”
Chris Reese

Strategies
- Develop an implementation plan with target dates. Consider including in the plan: communication and marketing, technology, trainings and support, standard operating procedures, policies, etc.
- Who do you want to involve in the planning process?
  - The employees. Tap into their expertise as a way to involve and engage them in the change.
  - The leadership sponsor. What does their perspective provide? What barriers can they help to eliminate?
  - The stakeholders. What can their perspective provide? How might the change benefit existing partnerships? How might the change create opportunities for new partnerships?
  - Anyone who is impacted by this change.
- Provide training and support for the change. What do the employees need to learn for this change to be successful?
- Identify all the barriers to the change. Plan to address each and every one of the barriers.
- Internalize and/or institutionalize the change so that the behaviors and actions associated with the change become used all the time. The idea is to have the change incorporated into the daily work at the organization.
- Continue to communicate frequently and transparently. Describe the vision - what will be the new state. Describe the benefits of the change. Dispel any rumors.
HOW

IMPLEMENTATION - Launch and Implement the change

It’s time to launch and implement the change! Celebrate the success!
The change process doesn’t stop here though. For a successful and sustainable implementation, make sure to evaluate and adjust accordingly. For change to stick, it needs reinforcement and maintenance.

Strategies

- Set a date to launch this change
- Hold a kick-off event to generate excitement and energy around this change (this generates pride and community).
- Follow through with the plan. Adjust and correct the plan with explanations.
- Establish feedback opportunities as the change is implemented so the change can be adjusted/altered. Utilize the feedback that has been solicited.
- Measure the success of the change using metrics.
- Continue to communicate transparently and frequently. The more info shared, the less others will fill in the gaps with their speculations. Continue to dispel rumors. Answer questions openly and honestly. Deal with problems immediately. Not sure of an answer - share this and then, go and get the information.
- Anchor the changes into the culture. Identify the processes and policies that support the change and implement them. Identify the behaviors and actions that support the change and foster them.
- Ensure that all of the systems and processes of the organization are reinforcing the change. Don’t want an old process getting in the way of the change.
- Offer trainings and development that support the change.
- When there are behaviors and actions aligned with the change, reinforce the effort with praise.
- Model the change. As the manager and the leader, the staff will look at your behaviors and actions so you must reflect the change consistently.
- Create a reward system associated with the change.
- Generate short-term wins as a way to reinforce the change.
- Recognize and reward the small and large successes with the change.
- Celebrate the success!

“It is not the strongest species that survive, nor the most intelligent, but the most responsive to change.”

Charles Darwin
Some people will resist the change. It is important as the manager and the leader to be able to identify why people are resisting the change. Most causes of resistance fall into these areas:

- People will try to determine if the change will be good for them. If it’s perceived as a threat, they will resist.
- People will be unsure about the change and this will lead to uncertainty. Due to this, they may resist.
- People assume the worst when things are unknown and fill in knowledge gaps with assumptions based on their prior (bad) experiences with change. When they are filling in the information, they will resist.
- People may feel that the change just isn’t “right.” If it’s perceived to be direct opposition to their preferred way of doing things, they will resist.
- People may be skeptical of the change due to a mistrust, lack of confidence, or lack of credibility with those in leadership.

Strategies

- Identify the areas of the department, the processes, or other components that are stable. Share what is not going to be impacted by this change.
- Outline the pros and cons associated with the change.
- Share the advantages associated with this change. Acknowledge what will be altered and/or lost with the change.
- Recognize and acknowledge the past accomplishments. Do not diminish or disparage what was accomplished in the past (the staff have pride as they are most likely the ones that made those past accomplishments happen).
- Provide the facts associated with the change.
- Show how the change builds on the old way of doing things.
- Focus on what they will get as a result of this change. What becomes available to them?
- Acknowledge where they are at with the change. Acknowledge the feelings being expressed about the change.
- Actively listen to the concerns, feelings, and perspectives of the staff. Do not respond defensively.
- Don’t shut an idea or something down until it’s been given a fair chance.
- Create opportunities for the staff to explore the new possibilities associated with the change.
- Explain the criteria used when sharing a decision associated with the change process.

"People don't resist change. They resist being changed!"
Peter Senge
Honesty, compassionately, and transparently respond to the questions being asked about the change. If you don’t know the answer, share that you don’t know the answer, you will find out the answer, and report it back. Share that at this moment, I can’t share some things with you (as they are not finalized, as they could easily change, or as we don’t have any definites) and I will share them when possible.

It may take more than one conversation to support people through this change. Hear them out, find common ground (jointly identify ways that bring the old and new together), and help them reframe their perspective regarding this change.

Put yourself in the shoes of those resisting. What do they see? What do they perceive? How does the change look from their vantage point? Using what you see, how can you adjust?

Understand that people respond to change differently. Who is excited about the change? What excites them about the change? Who is resistant to the change? What aspects of the change are they resisting? Know the staff. How does their frame of reference (values, beliefs, feelings, past experiences, etc.) inform their response to the change?

View the resistance as an opportunity to learn and grow. What aspects are they not seeing? What is holding them back? What do they need to learn in order to move forward?

Examine if the resistance is changing over time. Why someone initially resisted may not be the same later.

Give them time and space to reflect and process this change. As the manager, you’ve possibly known about the change longer and have had time to come to terms with it already.

Pay attention to the wellbeing of the staff. Connect them to resources that can help support them through this change.

Spend time with the staff. Need you to be present and available more than ever.

Make yourself available for individual consultations and problem solving.

Hold regular check-ins. Ask how are they feeling about this change now. Listen to understand, not to agree or disagree. Understand their concerns.

Gain buy-in and commitment to the change by personalizing it for each individual staff member.

Coach the staff who are resistant to the change. Understand their frame of reference, observe their current behavior, help them to see their behavior and become self-aware, encourage them to try new behaviors, acknowledge the effort, and recognize those behaviors aligned with the change.

Use participative decision making. Involve the employees in the decision making associated with the change.

Resist the temptation to move quickly. Resist the temptation to use your force or power for compliance.

Go first. Be the role model.
Coaching - reframing with individual employees

“Listening is active. At its most basic level, it's about focus, paying attention.”
Simon Sinek

- Surface the issue. Actively listen - do not interrupt or state your opinion. Ask clarifying questions in order to understand.
- Honor their experience. Express appreciation and respect for sharing their opinion. Acknowledge the issue.
- Explore the issue. Ask probing questions to explore beliefs, expectations, perceptions, and ideas about the change. Understand their past experiences (positive and negative) with change.
- Validate understanding. Summarize what you heard. Share your understanding. Thank the person.
- Reframe. Ask if you can share an alternative perspective. Describe a different perspective using their frame of reference. Check for applicability and understanding. Explore new solutions.
- Thank them for the dialogue.

“If you change the way you look at things, the things you look at change.” Wayne Dyer
Resources

Embracing Change TedxPerth Talk - Jason Clarke

Why change is hard - Dan Heath

3 Obstacles to Managing Change

15 factors that impact how your employees respond to change