LEADING THROUGH TRANSITION:
A GUIDE FOR MANAGERS

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<table>
<thead>
<tr>
<th>CONTENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section I: Making the most of this guide ................................... 5</td>
</tr>
<tr>
<td>Section II: Our business goals.......................................................... 7</td>
</tr>
<tr>
<td>Section III: Manager insights.............................................................. 9</td>
</tr>
<tr>
<td>• Leadership principles</td>
</tr>
<tr>
<td>• Transition model: Moving the team forward</td>
</tr>
<tr>
<td>• Communication tips</td>
</tr>
<tr>
<td>Section IV: Business as (Un)usual...................................................... 15</td>
</tr>
<tr>
<td>Section V: Team activities and discussion starters ......................... 19</td>
</tr>
<tr>
<td>• Organizational change assessment</td>
</tr>
<tr>
<td>• Personal change assessment</td>
</tr>
<tr>
<td>• Team meeting agenda for change management</td>
</tr>
<tr>
<td>• Creating dialogue: Team activity</td>
</tr>
<tr>
<td>Section VI: Additional tips and resources .................................. 29</td>
</tr>
<tr>
<td>• Employee assistance program: WorkLife Matters</td>
</tr>
<tr>
<td>• Tips for individuals coping with change</td>
</tr>
<tr>
<td>• Additional resources</td>
</tr>
</tbody>
</table>
Dear Colleagues,

Welcome.

During these times of uncertainty, it is important that all of us who lead teams take time to consider how we are personally adjusting to changing circumstances, find our own positive connections to what we can control, and then reach out to our teams to help them understand, adjust and move forward.

This guide is the first in a series of resources that will help you through this challenging time and uncover the many opportunities that exist. Please read through it and use the tools that you believe will work best for your teams. Your HR Business Partner can help you think through your options so you can make a more informed decision.

This is a great environment where you can stretch your leadership skills to their fullest, and this guide will help you get started on your change leadership activities. Our goal is to deliver the bank “on-time and in-full” while having our “best performance ever.”

I am convinced we will achieve this together.

I hope you find this guide helpful and of continued value as we progress through the changes before us.

If I can be of personal help to you, please feel free to contact me directly.

Kind regards,
MAKING THE MOST OF THIS GUIDE

This toolkit is designed to help managers in BU North America lead their teams through the stages of organizational change. Please use the ideas, tools and activities that you find most valuable for your teams. Your HR Business Partner and Learning and Development professionals are here to assist you in using this guide.

To start, it’s important to remember some key facts about change and uncertainty:

• **Change is different from uncertainty.** Change kicks in when we know more about the end state. Right now we are dealing with a period of uncertainty.

• **Tactical goals are important.** People need more short-term guidance: what to do today, what to accomplish this week.

• **Inconsistent performance is normal.** It is not unusual to get a short-term boost in performance – or to have it fall off.

• **Authenticity is best.** Leaders will struggle with being authentic while maintaining a corporate face.

• **Not all managers find this easy.** Human Resources staff can help, but managers should try to learn from the managers around them.

• **CPR makes all the difference.** To ensure success as a manager, you must **Communicate** what you know, **Perform** despite distractions, and **Retain** key players without over-promising or over-paying.

• **Focus on performance** in all that you do.
OUR BUSINESS GOALS

Our entire organization is aligning to help make 2014 a year that is exemplified by our ‘best performance ever.’ This means:

- **Best financial results:** drive the highest absolute level and best quality of earnings in the history of BU North American’s operations.
- **Best behavior:** Demonstrate discipline, collaboration, teamwork, and integrity on a daily basis in ways we never have before.
- **Biggest impact:** Make a larger impact in our communities than ever before.

Best Performance Ever does **NOT** mean:

- **Business as usual:** you’ll learn more about this later in the guide.
- **Growth for the sake of growth:** we are looking for earnings quality, prudent business in line with our risk appetite.

How we successfully achieve these objectives is up to our people – and you, as a manager, play a critical role.
LEADERSHIP PRINCIPLES

During periods of uncertainty, your employees will look to you more than usual. This is a critical opportunity to use your experience, skills and authenticity to help ease some of their concerns. Here are a few principles to follow:

**Self-management: Understand yourself**
- Understand the source of your own feelings so you can separate them from others
- Be aware of how your behavior impacts others, and manage it in a way that maximizes positive outcomes
- Respond calmly to stressful situations; resist the impulse to act negatively

**Change management: Understand change and how it affects others and the organization**
- Understand how organizations and individuals respond to change
- Identify your role in the change process
- Understand and address resistance to change

**Successful change management: Involve others in the process**
- Communicate in ways that help people understand the scale and scope of change
- Be specific about the implementation process; explain new behaviors, practices and success criteria
- Increase awareness of the benefits of the new initiative
- Involve people in the decisions that impact them
- Leverage the involvement of key stakeholders and opinion leaders

**Lead courageously: Confront difficult situations**
- Express what is important to you, and take a stand to resolve important issues
- Act decisively and consistently
- Do what is right, regardless of personal risk or discomfort
- Challenge others to make tough decisions
- Keep your composure in trying situations

**Demonstrate adaptability: Be flexible and resilient**
- Use a flexible problem-solving approach
- Work effectively in ambiguous situations
- Deal constructively with mistakes and setbacks

**Cope effectively with stress and pressure:**
**Ask for support**
- Emphasize focus, not life balance
- Identify your stressors
- Use a support network to cope with life’s challenges
- Use physical coping strategies to reduce stress; relax through mental imagery

Now that you have had a chance to review some of the key leadership principles to help lead your people through this period of change, try choosing one or two areas to focus on when working with your team. Every manager and team cope with transition differently, so it is up to you to decide what will best suit your needs and those of your team.

For example, if your style is to work with a clear and rigid structure, you may want to focus on demonstrating your adaptability by talking to staff over a cup of coffee or as you pass by their desks.

Share this change model with your team. Talk through the various stages and together determine how to move through the transition process. These discussions will likely occur many times during the next few months as more information becomes available and as change continues.

One reason change fails is due to the lack of attention and focus on people. Therefore, it is critical that we, as leaders, focus on the human side of change.

“Most leaders imagine that transition is automatic – that it occurs simply because the change is happening. Even when a change is showing signs that it may work, there is the issue of timing, for transition happens much more slowly than change.”
- William Bridges

The change model below shows various stages we all go through when working through change. This model, developed by Bridges, helps us identify the stages, presenting an opportunity to see where we have been with our thinking, where we are, and where we need to go to return to a more normal day-to-day existence.

Share this change model with your team and revisit it often. Talk through the various stages and together determine how to move through the transition process.

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**TRANSITION MODEL: MOVING THE TEAM FORWARD**

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**TRANSITION MODEL: MOVING THE TEAM FORWARD**

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TRANSITION MODEL: MOVING THE TEAM FORWARD (CONTINUED)

ENDING, LOSING, LETTING GO

The first stage is where we let go of the way things, and we, used to be. In essence, we ask people to let go of the things that made them successful in the past – to let go of a life experience, their identity and reality.

Below are some typical behaviors you’ll see during this stage and the ways you, as a manager, can respond.

<table>
<thead>
<tr>
<th>Behaviors</th>
<th>Coaching actions</th>
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</table>
| Flip attitude, evasion, skepticism, refusal to accept reality of situation | • Explain the change and the reasons  
• Provide examples of the need for change |
| Resentment, nervousness, stress, decreased productivity and effectiveness | • Don’t negate an employee’s feelings, but try to offer a different point of view  
• Give genuine, positive feedback on progress, if appropriate |
| Grumbling, irritation, rage, anger, passive - aggressiveness | • Listen; acknowledge anger  
• Don’t assume responsibility for their anger  
• Recommend EAP, if extreme |
| Attempts to get out of a situation, attempts to make deals or promises, negotiation | • Maintain a realistic plan  
• Reinforce the current situation |
| Silence, feeling down or disheartened appearance, tearfulness | • Acknowledge, sympathize and reach out  
• Encourage talking and sharing feelings either one-on-one or in small groups |

THE NEUTRAL ZONE

Even after people have let go of their old ways, they find themselves unable to start anew. The neutral zone is particularly difficult during mergers or acquisitions, when careers and policy decisions are left in limbo. The neutral zone is uncomfortable, so people strive to get out of it. However, this is where the creativity and energy are found and the real transformation takes place.

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</table>
| Disoriented, forgetful, insecure, dazed by details, can’t get it right | • Go back to basics; explain the reasoning; how it works and why  
• Be patient and use clear communication |
| Worrying, mistakes in work, concerned talk, absenteeism increased | • Map out plan for small wins  
• Acknowledge progress and praise appropriate |
| Withdrawal, aloof behavior, indifference | • Set up buddy system and group interaction  
• Schedule engaging, one-on-one meetings |
| Going off topic at meetings or training sessions in an enthusiastic or creative manner | • Encourage flow of creativity using non-verbal and explicit praise and support  
• Establish an idea wall – with the rules of brainstorming, awards creative ideas, etc. |

THE NEW BEGINNING

This stage occurs in the future. Here, leadership responsibilities are focused on implementation, opportunities to practice new skills and collaboration.
During turbulent times everyone wants to know as much information as possible. These tips will help you shape your own approach to communicating with your team. Select the ideas that you think will work best for you and your team – and check with them to learn how they would like you to communicate with them.

The following tips provide managers with suggestions for keeping their team focused on customers, for using the existing performance management process, and what they can do to guide and motivate individual performance during change.

We cannot simply act as we always have; we must have a laser-like focus and work together to drive 2015 performance. Our customers, communities and colleagues depend on it.

1. **There is no one perfect way to communicate change.** Change can be uncomfortable, and adapting is often difficult for both managers and employees. Since long-held communication habits are not easy to break, be sure to solicit employee perspectives (e.g., how they like to receive information), and adapt the approaches that are best for your team. Seek the assistance of the Leadership and Learning and/or Corporate Communications teams if you need additional resources and/or coaching.

2. **Employees are most likely to respond to and remember information that is communicated by their managers.** As a first step, use group and individual meetings or casual chats to relay information about organizational changes. E-mail and voice mail can be used to supplement personal conversations.

3. **Keep in mind that quantity is fine, but quality, transparency and consistency are crucial.** When discussing organizational changes, employees are often reassured by frequent communications – but only if they’re meaningful. Ensure that the information you provide is company-sanctioned, factual and not speculative.

4. **Remove lofty corporate strategy from conversations and relay information that is relevant to your team’s day-to-day work.** Change-related information is most helpful when it relates to individuals and their responsibilities. Your job is to translate big picture ideas and strategies into specifics that employees can easily understand.

5. **Give people multiple opportunities to share concerns, ask questions and offer ideas, and make it your top priority to follow up with answers and updates.** Being a listener is one of the most important, and sometimes forgotten, roles of managers. If an employee asks a question that you can’t answer, let the employee know that you will find an answer and follow up. You can e-mail info@learningexecutive.com, and the Corporate Communications team will assist you. Also, listen to their suggestions about how communication channels can be optimized.

**Internal information sources for employees and managers:**
- Currency top news stories
- BU NA Questions page
- Global Markets/Global Clients NA intranet’s top news stories
- Group intranet top news stories
- You may e-mail info@learningexecutive.com with specific queries
- E-mails from Internal Communications
ENGAGING CUSTOMERS

Customers are the reason we’re all here. We appreciate and value their business and the relationships we have with them. Our continued success depends on retaining them and recruiting others to join us. We’ll do that by over-servicing and over-delivering. Here’s how:

- **Sell and inform.** Give information, but use the opportunity to remind them why they bank with us.
- **Deepen client relationships.** Ensure our customers see the benefits of their relationship with us – discover unseen opportunities and offer solutions.
- **Over-service customers.** Don’t give competitors any opportunity.
- **Start every meeting talking about customers.** Even internal meetings should focus on what we are doing to add value for our customers.
- **Focus on reputation and relationships,** even if your clients are internal.
- **Be creative and take smart risks.** Now might be the time to try something new.

SETTING GOALS

Now more than ever, managers must help employees focus on specific, short-term goals. The following are suggestions for keeping your team consistent and effective, and ensuring they have the guidance and support they need to fully realize the organization’s vision:

- **Clarify SMART Objectives with each employee.** Ensure that objectives are still relevant, detailed and achievable. Revise SMART Objectives only if the changes truly will benefit the employee and business.
- **Introduce challenges that keep people on task.** Allow your employees opportunities to improve, learn and create value.
- **Be clear about short-term goals.** Be explicit about the short term goal. It should be aligned with an existing SMART Objective.
- **Decide your priorities.** Re-evaluate what your team has to achieve in the short- to medium-term.
- **Make staff a part of decision making.** While your team can’t drive all of the decisions, a big part of engagement in an employee’s belief that they are a part of the organization, so try to include them in as many decisions as possible.
- **Minimize distractions.** Make sure your staff can zero in on the task at hand. Be consistent in the language you use to describe the goal and the way you want it executed.
4 COACHING STAGES – LEADING PEOPLE THROUGH CHANGE:
1. Give information (as much as humanly possible) to help awareness of the need to change.
2. Give support as people move toward acceptance to change.
3. Give encouragement as people show willingness to change.
4. As you observe them changing, give reinforcement as people struggle and practice in making new beginnings.

MANAGING PERFORMANCE

Once we’re properly focused on serving our clients and accomplishing our goals, it’s your job to manage performance accordingly, giving praise for achievement and redirection where it’s needed. The following focus areas should help you manage your staff’s performance.

• **Overload on feedback.** Give more recognition to instill a sense of achievement and value.
• **Provide extensive coaching.** Continue to develop skills. People stay committed if they believe their market value and experience are increasing.
• **Help those who need it.** Provide extra support for those struggling but who still must deliver on the goals.
• **Award staff.** Don’t underestimate the value of non-monetary rewards. There are no limits on intangible benefits like recognition, empathy or acknowledgement of effort.
• **Keep standards high.** Lower roadblocks, not standards. Make the environment as productive as possible to ensure full execution.
• **Conduct mid-year reviews and appraisals.** Acknowledge accomplishments, help people self-assess so they feel part of the process, and document the appraisal.
• **Re-recruit.** Use coaching, feedback and mid-year reviews as an opportunity to re-recruit staff to the organization.
A LOOK AHEAD

Discuss the stages below with your team, making sure that all see that it is normal to go through the various stages. The actions listed in the management action column are led by the manager, but all should understand the expectations and help to ensure these actions occur. Revisit this chart often and encourage your team to identify the current stage, express their feelings and determine how to move forward.

<table>
<thead>
<tr>
<th>Stage</th>
<th>Employee experience</th>
<th>Management action</th>
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<tbody>
<tr>
<td>Merger announced</td>
<td>Shock</td>
<td>Minimize speculation</td>
</tr>
<tr>
<td>Final agreement reached</td>
<td>Disbelief</td>
<td>Keep people focused on facts, clients and day-to-day work</td>
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<tr>
<td></td>
<td>Rampant rumor</td>
<td>Communicate often and repeat only the facts</td>
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<tr>
<td></td>
<td>Disillusioned/Mentally checked out</td>
<td>Allow for discussion</td>
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<tr>
<td></td>
<td>Relief that buyer is confirmed</td>
<td></td>
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<tr>
<td>Integration planning</td>
<td>Denial</td>
<td>Discuss known implications of merger with individuals and teams</td>
</tr>
<tr>
<td>Integration teams emerge and</td>
<td>Mixture of excitement and anxiety</td>
<td>Give people a timeline for the new structure and roles</td>
</tr>
<tr>
<td>specific plans are announced</td>
<td>Increased willingness to take on extra work and heightened ‘positioning’ behaviors to prove worth to the new organization</td>
<td>Acknowledge people’s needs and concerns</td>
</tr>
<tr>
<td></td>
<td>Anger and blame.</td>
<td>Be patient</td>
</tr>
<tr>
<td></td>
<td>Them vs. us language</td>
<td>Be clear about what you know and don’t know</td>
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<td></td>
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<td>Escalate questions and respond with available information</td>
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<td></td>
<td></td>
<td>Recognize heightened emotions</td>
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<td></td>
<td></td>
<td>Be a role model – acceptance and ‘we’ language</td>
</tr>
<tr>
<td>Integration management</td>
<td>Acceptance or, in some, continued denial</td>
<td>Be respectful of the past</td>
</tr>
<tr>
<td>Changes begin – new bosses,</td>
<td></td>
<td>Allow others to reflect and grieve</td>
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<tr>
<td>teams, colleagues, job cuts,</td>
<td></td>
<td>Create opportunities for relationship-building within the new team</td>
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<tr>
<td>etc.</td>
<td></td>
<td>Give positive feedback when people are operating in new ways</td>
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<tr>
<td>Post-deal assessment</td>
<td>Trying new things</td>
<td>Encourage risk-taking</td>
</tr>
<tr>
<td>New organization takes shape</td>
<td>Finding new meaning, engaging in the new culture</td>
<td>Create opportunities for cross-team communication</td>
</tr>
<tr>
<td></td>
<td>Optimism</td>
<td>Create development opportunities</td>
</tr>
<tr>
<td></td>
<td>Renewed energy</td>
<td>Enable discussions about the new values and ways of working</td>
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<tr>
<td></td>
<td></td>
<td>Reflect on how far things have come since the start</td>
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<td></td>
<td></td>
<td>Celebrate success</td>
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“This is a great environment where you can stretch your leadership skills to their fullest...to deliver the bank ‘on-time and in-full’ while having our ‘best performance ever.’”

- Robert J Moore
Organizational Change Assessment

Instructions
As you and your team prepare to move forward, it is important to reflect on the team’s perception of the organization’s readiness for the change. Once your team has a viewpoint on how the organization is dealing with change, all of you will have a better understanding of why you feel like you do.

Uses for the assessment
• Personal reflection tool to assess BU North America’s readiness for the changes and transition.
• Planning what actions you may take based on the results (working with your HR Business Partner).
• Instrument for dialogue with your team regarding BU North America’s readiness.

Discussing the results
After completing the survey, use the questions below to reflect and discuss the results with your team:

Reflect:
• What do I feel the organization is doing well during the transition?
• Where are our opportunities as we move throughout this change?

Discuss:
• What do you feel the organization is doing well as we move through this change?
• What are the opportunities for the organization to do better during this change?
• What can we do to affect the change the organization is going through?

Complete this assessment again throughout the transition period to reassess how things have changed.

Select the answer that best describes how you feel about the change in terms of what you are experiencing today (and not how you think you should feel). Don’t spend too much time on any one answer.

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<th>4</th>
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<tbody>
<tr>
<td>Strongly disagree</td>
<td>Somewhat disagree</td>
<td>Neither disagree or agree</td>
<td>Somewhat agree</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td><strong>ABN AMRO’s leaders have demonstrated that they are committed to the change.</strong></td>
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<td><strong>Senior managers in my department are supportive of the change.</strong></td>
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<td><strong>The details of the change are being communicated quickly and, I believe, honestly.</strong></td>
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<td><strong>The organization has a history of communicating what will happen prior to making a change.</strong></td>
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<tr>
<td><strong>People are provided with training and coaching when given a new role or assignment.</strong></td>
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<tr>
<td><strong>People’s commitment to their work here is as high as it was a year ago.</strong></td>
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<td><strong>Employees have a way to provide feedback to the organization.</strong></td>
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<tr>
<td><strong>Questions and concerns are being heard and responded to in a timely manner.</strong></td>
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<td>5</td>
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<tr>
<td><strong>Employees are able to keep up with the pace and amount of change in the organization.</strong></td>
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<tr>
<td><strong>I can trust that our management team practices what they preach.</strong></td>
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<tr>
<td><strong>ABN AMRO’s leadership generally shows a concern for how change will affect the rest of us.</strong></td>
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<tr>
<td><strong>Decisions generally get made in a timely fashion around here.</strong></td>
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PERSONAL CHANGE ASSESSMENT

INSTRUCTIONS
As you are confronted with a significant change, it is helpful to stop, reflect and recognize how you are feeling. This assessment will help increase your awareness of your feelings, so you can determine how to move forward. This tool can be utilized in several ways:
1. To understand on how you feel today, identifying areas where feelings are most intense. Ask yourself, “What can I do to move forward, given my feelings today?”
2. To work with your HR Business Partner to understand through feelings and how to move forward.
3. To work with your team, discussing how everyone is feeling, what action should be taken to move forward and what you can do to help.
4. To open up one-on-one conversation with employees to help them understand their feelings, modify behavior, identify opportunities to grow, and offer support.
Complete this assessment again throughout the transition period to reassess how things have changed.

Using the scale below, select the answer that best describes how you feel about the change in terms of what you are experiencing today (and not how you think you should feel). Don’t spend too much time on any one answer.

<table>
<thead>
<tr>
<th>Scale</th>
<th>Description</th>
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<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Somewhat disagree</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>Neither disagree or agree</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>Somewhat agree</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Strongly Agree</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

1. The reality of the change has not set in yet.
2. I don’t have feelings about the change.
3. I’m not sure I can do what is expected.
4. I keep asking, “Why did this whole thing have to happen?”
5. I’m excited about the new possibilities.
6. Recently, I’ve had a lot more energy to deal with the change.
7. I think I can work effectively to accomplish what needs to be done.
8. I feel confident in my ability to handle what comes next.
TEAM MEETING AGENDA FOR CHANGE MANAGEMENT

Use the following agenda to talk through the changes with your team. Add 10-15 minutes to the beginning of your existing meetings, or create another meeting. A set agenda allows your team to receive new information, understand new changes, and express concerns. It also provides an opportunity for you to check understanding and reconfirm our commitment to customers.

I. UPDATES
- Address outstanding questions or concerns.
- Review recent news and events.
- Solicit questions and concerns from the group.
  - If someone shows emotion, it is because they have an important need or fear. This should be viewed as an opportunity for better understanding.
- Check in with team after questions and concerns to see how if new light has been shed and feelings have changed.
- Encourage the continuous review of messages posted to the various information sources.

II. CUSTOMER CONVERSATIONS
- Reinforce our commitment to customers.
- Discuss challenging customer conversations.
  - Ask team for suggestions on how to address these challenges.
  - Prepare possible customer questions and answer them as a team.
- Emphasize that staff should not speculate about potential implications of the recent announcements with clients.

III. FOLLOW-UP
- Document action items from the meeting.
- Ask for feedback on the meeting such as, “Did the meeting address your concerns?”
- Submit unanswered questions to info@learningexecutive.com.
CREATING DIALOGUE: TEAM ACTIVITY

As any change happens, it’s natural to have concerns, questions and even hopes (for themselves, the organization and customers) about what the change will mean. By conducting the activity below, you will open dialogue with your team to uncover unasked questions, concerns and hopes for the future.

This activity can be used over several weeks.

Tools
• Flipchart
• Markers

Conducting the activity
• Prepare the flipchart with the words questions, concerns and hopes on three separate pages.
• Discuss why it’s important to talk about and explore the questions, concerns or hopes.
• Keep hopes in sight as we change.
• Achieve hopes through information.
• Brainstorm and record the team’s concerns, questions and hopes.
• Record as many questions, concerns and hopes as time allows.
• Answer as many questions as possible.

Follow up
• During a team meeting, review some of the concerns listed, ask your team what they as a team or individually can do to alleviate them.
• Research and follow-up on questions that you could not answer.
EMPLOYEE ASSISTANCE PROGRAM: WORKLIFE MATTERS

The significant changes that you and your team are experiencing place tension on everyone. WorkLife Matters (WLM) is a service for all employees that offers an integrated approach to employee assistance and resource and referral services. This confidential service is free to all employees and their immediate household members. Contact them at (555)555-5555.

Employees and managers can contact WorkLife Matters 24 hours a day, seven days a week by phone to access a counselor (all have master’s degrees). This confidential service offers one point of contact for:
- Emotional counseling and support
- Childcare, eldercare, and health and wellness resources

Referring an employee to WorkLife Matters

Our goal is to be proactive and address the emotional needs of staff before changes in performance or personal life occur.

You may notice an employee's behavior seems off or that they are struggling with a personal issue. Warning signs include:
- Changes in temperament
- Numbness or emotionless
- Irritability
- Forgetfulness about directives, procedures and requests
- Anger
- Withdrawal

Below are the types of WLM referrals including instructions on how to facilitate the process. Again, counselors are available 24/7 if you need guidance in making a referral.

Manager suggestion or information only

<table>
<thead>
<tr>
<th>When to make a referral</th>
<th>Employee is faced with a personal problem</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approaching the employee</td>
<td>Manager tells employee that WLM is available for confidential assistance</td>
</tr>
<tr>
<td>Feedback from WLM to manager</td>
<td>No feedback from WLM</td>
</tr>
</tbody>
</table>

Mandatory referral (when the manager should be proactive)

<table>
<thead>
<tr>
<th>When to make a referral</th>
<th>Employee is a threat to themselves or others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contacting WLM</td>
<td>Supervisor and/or HR Business Partner contact WLM about the referral</td>
</tr>
<tr>
<td>Approaching the employee</td>
<td>Supervisor and/or HR Business Partner mandate the employee to seek a WLM referral. The employee must comply to avoid disciplinary action or termination</td>
</tr>
<tr>
<td>Feedback from WLM to manager</td>
<td>Whether the employee contacted the program and/or decided to participate with WLM</td>
</tr>
</tbody>
</table>

TIPS FOR INDIVIDUALS COPING WITH CHANGE

Each of us deals with change differently. Select the tips that work well for you, and share them with your team. This will help you collaborate with others and increase the support you give and receive.

Things to consider
- Take charge of what you can control.
- Your reaction to the change
- Your job and how you do it
- Accept that it takes time to internalize change.
- Take the time to get used to the idea
- Take small steps to acceptance
- Expect a loss of productivity or feelings that you are less productive.
- Everyone is different.
- Accept that everyone views change in their own way
- Some people accept change slowly and react on their own schedule
- Acknowledge your feelings; They are valid.
- Have a plan to cope with change, as it is constant.
- Expect acceptance to take longer than you anticipated.

Things to do
- Reach out to others who may need to talk.
- Be aware it is the end of the old way of doing things.
- Letting go of the old way can be the start in accepting the change
- Have an awareness of the transition cycle: Letting Go, Neutral Zone, New Beginnings
- Focus on the positive aspects.
- Create a list of what needs to be done
- Look ahead to new opportunities
- Ask lots of questions.
- Write them down
- Find reliable information sources to give you answers
- Avoid the rumor mill
- Be prepared for reactions and questions from others
- Pay attention to the media
- Have a response for fielding inquiries from family and friends
- Remember and enjoy the aspects of your life outside the change.
- Practice stress management – relax, sleep and exercise
INCLUSION: THE KEY TO WINNING

During this period of change, you may be required to engage in diversity of thought regarding how you manage your people. You may have heard about the one-day training program Inclusion – The Key To Winning, which has been running throughout the year. This workshop is designed to provide tangible ways to leverage the diversity of your team and to maximize every employee’s contribution. The workshop goes into detail, but below are a few tips to help you manage your team.

The training is required for all FVP/Director level managers and above. Please continue sending your people to the training sessions. Below are details to enroll in the course:

- **Step Description**
  1. Click on [Student Center](#)
  2. Click on [Class Search](#) in the left-hand column
  3. Click on [All Classes](#) in the first box
  4. Type “Inclusion” in the [Search for words](#) box
  5. Click [Find](#)
  6. Scroll down the list to find a course
  7. Click the [Select](#) button next to the course of your choice
  8. Click the [For registration information, click here](#) link
  9. You will be asked to sign-in; once you sign-in you are enrolled

Please contact Dirk Tussing at (847) 786-1002 for assistance with your enrollment.

TIPS TO LEVERAGING DIVERSITY AND TO BEING INCLUSIVE IN TIMES OF CHANGE

- Who are the real ‘go to’ people on your team – the people you rely upon over-and-over to deliver? If it is only a handful of people, think about other employees who you should start to include in more activities. Actively manage who gets which projects.
- Consider deploying your people differently. Think about cross-functional projects and stretch assignments that may engage your team members in new ways. This not only offers them the opportunity to enhance their skills, but also allows you to forge new partnerships with other functional groups.
- Times of change often leave people overly sensitive to how they are managed. Now is the time to be deliberate in including people on your team. It is essential you reach out to each and every employee to acknowledge their contribution to the success of the team. For example, deliver the same message, but vary your approach with each employee based upon his or her preferences.
- Communication is important. Keep in mind that people like to gather information in different ways. You should vary the medium through which you communicate. Don’t rely on e-mail or corridor conversations to ensure everyone understands what is happening. For example, use small-group, large-group, and one-on-one meetings. Send e-mails, but also take individual team members to coffee or lunch.
ADDITIONAL RESOURCES

The following resources can be accessed by both managers and employees. Please share these resources with your staff.

**Human Resource Business Partners (HR BP)**
Your assigned HR BP can clarify HR policies and procedures, especially as they apply to a changing environment. They also can assist managers in working with their team.

**Learning and Development Staff**
Learning and Development can assist managers in facilitating team discussions and provide more extensive transition and change management training.

**E-learning**
Accessed through the Student Center, there are a variety of short, online training courses that help individuals move forward in times of change.

**Accelerate**
This tool can be found on MyHR. It contains development opportunities for those who want to improve or enhance their skills. In times of change, development becomes particularly important.

**Currency**
Currency and other approved information sources (see Communication Tips) contain the most current information. Visit them regularly for the most up-to-date, reliable information.