



Leading Employees Through Change Job Aid

As a leader, your role in helping lead employees through change is critical.

Humans are hard-wired to resist change. The familiar is always better. We fear the unknown. We naturally resist change because it threatens our way of being.

We vs. They – Send the message that you are all working together. Use “we” more than “they.” Yes, there may be another senior leadership team that will be sharing new policies or procedures. Employees need to hear more inclusive language. Instead of saying “they said we have to update this procedure,” say “we need to review and update this procedure.”

Communicate every day – Don’t wait until you know everything before sharing information with your employees. If you don’t provide the story, your employees will create one for you. Even if you don’t know anything new, tell them that you don’t know anything new. One of the simplest forms of communication is: “We don’t have all the information yet, but here’s what we do know.”

Use different communication strategies – Use a mix of one-on-one conversations, small group chats, daily emails, video-conferenced messages, conference calls, etc.

Customize your message – Make sure the message you provide your employees is from their point of view, not yours. If you communicate a new policy, follow it with “...and here’s what this means to you.”

W.I.I.F.M. – “What’s In It For me?” Employees (and accountholders) want to know not only WHAT is changing, but WHY? What impact will this change have on their role? How will it benefit your accountholders? By providing the WIIFM, you are more likely to gain buy-in.

Create a feedback loop – Once you communicate change, provide opportunities for employees to give you their feedback, then communicate more, etc.

Listen – Your employees need to know that their concerns are valid, that you hear them, and you appreciate their concerns.

Identify what's NOT changing – Remind employees of the big picture. Yes, some things will change either temporarily or even permanently. What's NOT changing is that you will always be there to support your employees, and you will continue to provide outstanding service to your accountholders.

Be patient – We are all being challenged with how to serve our accountholders and employees. Do the best that you can with what you have. Ask your employees what they need. Sometimes the best training is a simple job aid and a word of encouragement at the bottom. We will get through this together.