

Building the desire for change



Motivating your organization to embrace a change isn't as simple as holding a townhall with a fancy presentation or a pep rally. It requires understanding the people behind the change, and how they are impacted by an initiative. Here are the critical elements to keep in mind when trying to get people on board with change.

OUR SIX TIPS TO SUPPORT YOUR TEAM

1. The past, the neutral zone and new beginnings

Change is a journey that first requires people to let go of the past, before they can begin to embrace the future. Often the leaders of change are already further ahead in this journey, and don't allow their team to process the change in the same way. By giving your team the room to go through this journey, they will feel better about the upcoming change they are being asked to embrace. There are great tools like the Prosci methodology for change management that help teams work through this journey. In one of their tools, ADKAR, teams are guided from a first step of developing an awareness for the need to change, all the way to reinforcing the desired new behaviours.



2. Feeling loss is normal. The reaction to loss is grief.

It's important to remember that people become partial to the way things have been done, because they helped to build it. When a change is announced, and a focus is placed on how great the new future will be, it often minimizes the work that has been done in the past. To avoid this pitfall and cause undue grief, leaders should always take the time to praise historical efforts and emphasize how the new future is being built on the legacy.

3. Everyone experiences and processes change differently

Building on the idea that change is a journey, leaders need to let individuals process on their own terms. Not everyone is going to embrace a change on day one, and that's okay. With any big change, there will be those that need to exit, and this is also okay. Exiting does not only mean leaving a team or an organization, it could simply be an update to roles and responsibilities.

4. Make sure you answer, 'What's in it for me?'

It's no secret that people tend to act selfishly, especially when it comes to work, but this lesson is meant to remind leaders that they need to put themselves in team member's shoes. It's critical to position change in terms that are relevant to your audience. While it's important to set clear strategic reasons for a change (every change needs a 'why'), leaders often forget to take the extra step and think through what it means for the people being asked to do something in a new way. By articulating the benefits, leaders make the case for change more persuasive, and build greater trust with their teams.

5. Choose the right journey for your change

There is no template for change, and a methodology that works in one situation may not be as successful in another. Don't be afraid to change the script to appeal to your audience, how you bring engineers and accountants through change, will be radically different than how you relate to social workers or teachers.

LET'S CONNECT TO CHAT ABOUT STRATEGIES TO BUILD THE DESIRE FOR CHANGE – WHETHER YOU NEED TO SHIFT MINDSETS TO ALIGN YOUR TEAM OR INTEGRATE THE ADKAR METHODOLOGY IN YOUR STRATEGY, MACPHIE CAN HELP. THINK@MACPHIE.CA