The times they are a changing…

improving productivity in changing environments

Presented by Barbara Berman, SVP,
Director of Professional Services, Lee Hecht Harrison
About Lee Hecht Harrison

• A global talent development solutions leader delivering services in three practices areas: *Career Transition, Leadership Development and Workforce Planning* - providing innovative approaches to managing the entire employee lifecycle

• 34+ years in the industry with 20+ years of continuous ownership by Adecco SA

• 80+ US locations, 240+ offices worldwide, and 2500+ employees globally

• Top 10 Leadership Consulting Provider

• 9.0 quality rating in Atlanta!!!
Shockwave
You have a dream...everything goes smoothly...

no more stress...

troubles ebbing away...

Hmmm... so relaxed...
Even a modest downsizing can unleash an exodus of valuable employees. Companies that laid off 0.5 percent of their staff experienced, on average, a turnover rate of 13 percent – compared with an average turnover rate of 10.4 percent at companies that didn’t do layoffs.

- Businessweek, April 2008
Surviving Workforce

- Guilt
- Fear
- Anger
- Insecurity

Leads to

- High absenteeism
- Low productivity
- Low moral
- Poor engagement
Surviving Workers

- 87% are less likely to recommend their organization as a good place to work.
- 64% say the productivity of their colleagues has also declined.
- 81% say the service that customers receive has declined.
- 77% see more errors and mistakes being made.
- 61% believe their company's future prospects are worse.
Now for the rest of the story...
Importance of Change Management

“Change is the law of life. And those who look only to the past or the present are certain to miss the future.”

- John F. Kennedy
Organizational Change

Typically we can categorize change in these ways:

• Structural
• Operational (including strategy)
• Technical
• Cultural

Change brings challenges and opportunities
Leading Barriers to Organizational Change

- Employee resistance
- Lack of employee involvement
- Inadequate training
- Financial constraints
- Timeline
- Workload
- Technology issues
Reducing The Barriers

Get employees engaged!!!
LHH Behavior-Based Change Model™

How People Respond To Change

- **Anticipation**
  Knowing or expecting that something is going to happen

- **Letting Go**
  Facing the fact that things are different and letting go of the past

- **Disorientation**
  Things are no longer what they were and not yet how they are going to be

- **Reappraisal**
  Taking a new look at the situation and assessing options

- **Recommitment**
  Reconnecting to a sense of purpose
LHH Behavior-Based Change Model™

**Important Considerations**

- **Anticipation**
  - Knowing or expecting that something is going to happen

- **Letting Go**
  - Facing the fact that things are different and letting go of the past

- **Disorientation**
  - Things are no longer what they were and not yet how they are going to be

- **Reappraisal**
  - Taking a new look at the situation and assessing options

- **Recommitment**
  - Reconnecting to a sense of purpose

**Productivity**

**Time**
Anticipation
Knowing or expecting that something is going to happen

Letting Go
Facing the fact that things are different and letting go of the past

Disorientation
Things are no longer what they were and not yet how they are going to be
Stage I - Anticipation

Knowing or expecting that something is going to happen

Typical Feelings

- Uncertain
- Anxious
- Restless

Possible Behaviors

- Hunger for information / clarity
- Excessive conversation
- Speculating on possibilities
- Spreading rumors
- Overreacting to small events
- Impatience / flaring tempers
- Sarcastic comments
- Surge or reduction in productivity

Stage of Change

- Anticipation
- Letting Go
- Disorientation
- Reappraisal
- Recommitment
Stage II - Letting Go

Facing the fact that things are different and letting go of the past

Typical Feelings
- Shocked
- Angry
- Guilty
- Distrustful
- Loss of control

Possible Behaviors
- Denial
- Insecure
- Helpless
- Sad
- Hurt
- Downplaying reality
- Short tempers
- Disorganized, missing deadlines
- Defensive postures
- Complaining / blaming
- Negotiating / bargaining
- Lacking enthusiasm / exhaustion
- Seeking attention

Stage of Change
- Anticipation
- Letting Go
- Disorientation
- Reappraisal
- Recommitment
Stage III - Disorientation

Things are no longer what they were or how they are going to be

**Typical Feelings**
- Lost
- Overwhelmed
- Anxious
- Cautious

**Possible Behaviors**
- Worried
- Confused
- Depressed
- Numb
- Withdrawal and indifference
- Paralysis and procrastination
- Giving up easily; avoiding risk
- Difficulty making decisions
- Illness and absenteeism
- Inability to focus
- Refusing to listen

**Stage of Change**
- Anticipation
- Letting Go
- Disorientation
- Reappraisal
- Recommitment
Disorientation
Things are no longer what they were and not yet how they are going to be

Reappraisal
Taking a new look at the situation and assessing options

Recommitment
Reconnecting to a sense of purpose
Stage IV - Reappraisal

Taking a new look at the situation and assessing options

**Typical Feelings**
- Curious
- Creative
- Worried

**Possible Behaviors**
- Bursts of creativity
- Making decisions
- Beginning to take risks
- Experimenting
- Trying new things
- Challenging decisions
- Exploring possibilities and new ideas

**Stage of Change**
- Anticipation
- Letting Go
- Disorientation
- Reappraisal
- Recommitment
Stage V - Recommitment

Reconnecting to a sense of purpose

Typical Feelings
- Energized
- Hopeful
- In Control
- Involved

Possible Behaviors
- Orienting toward the future
- Focusing on priorities
- Offering constructive ideas
- Recognizing what has been learned
- Offering support to others
- Impatience with those not yet committed
- Humor without cynicism

Stage of Change
- Anticipation
- Letting Go
- Disorientation
- Reappraisal
- Recommitment
Stage Identification – Your Team and You

- Which stage(s) do you think your team is in now?
- Which stage do you think you are in now?

Knowing or expecting that something is going to happen

Facing the fact that things are different and letting go of the past

Things are no longer what they were and not yet how they are going to be

Reconnecting to a sense of purpose

Taking a new look at the situation and assessing options

Anticipation

Letting Go

Disorientation

Reappraisal

Recommitment
Stages of Change

Your Role as a Leader!
## Change Matrix for Leaders and Individuals

<table>
<thead>
<tr>
<th>Stage of Change</th>
<th>Description</th>
<th>Individuals’ Action</th>
<th>Primary Leaders’ Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anticipation</td>
<td>Knowing or expecting that something is going to happen</td>
<td>Be Flexible, Strong and Prepared</td>
<td>Communicate</td>
</tr>
<tr>
<td>Letting Go</td>
<td>Facing the fact that things are different and letting go of the past</td>
<td>Handle the Loss</td>
<td>Listen</td>
</tr>
<tr>
<td>Disorientation</td>
<td>Things are no longer what they were or how they are going to be</td>
<td>Understand the Change</td>
<td>Direct</td>
</tr>
<tr>
<td>Reappraisal</td>
<td>Taking a new look at the situation and assessing options</td>
<td>Make a Choice</td>
<td>Engage</td>
</tr>
<tr>
<td>Recommitment</td>
<td>Reconnecting to a sense of purpose</td>
<td>Move Forward</td>
<td>Coach</td>
</tr>
</tbody>
</table>
• Listen, observe and assess
• Communicate the organizational vision, news, initiatives
• Tell the team what you are expecting
• Recognize and reward behaviors
• Have the team identify obstacles
• Create a strong partnership
Final Thoughts...

- Be Visible
- Be accessible
- Listen
- Thank people for support
- Share the vision for future
- Create strong team environment
- Be openly supportive of successes