Change: Adjusting to a Distributed Campus

Module 1: Responding to Change
Module 2: Leading through Change
   (for managers and supervisors)
Module 3: New Ways to Work
Module 4: Organizing to Work Anywhere

Leading Through Change:
Some Tips for Managers

Leading change is hard work...

What is YOUR biggest challenge?

Use your pointer tool to "claim" a box in the table below. Then use your text tool ("T") to type your contribution in the box.
Agenda

1. Why is it so hard?
2. Basic Principles 1-4
3. Exercise: Applying the principles
4. Basic Principle #5: Change the script
5. Basic Principle #6: You’re human, too!

Why is it so hard?

The “hard” side of change...
Planning, decisions, deadlines; new processes, policies, and incentives

“MANAGEMENT”

The “soft” side of change...
Vision, buy-in, generating commitment, creativity, managing emotions, instilling hope

“LEADERSHIP”

Managers are responsible for both management and leadership.

Why is it so hard?

Everyone assimilates change at their own pace.
Why is it so hard?

Employees’ concerns are rarely in sync with the manager’s.

Finally, it is hard because...

- some of the stages aren’t “pretty.”
- work changes can surface personal problems unrelated to work.
- most of you are not trained therapists.
- there are no dress rehearsals.
- you’re human, too.

It’s NOT your imagination—leading change IS hard work!

So what can you do?

- Basic Principle #1: Honor your employees as human beings.
- Basic Principle #2: Increase people’s sense of control.
- Basic Principle #3: Build on their “strengths.”
- Basic Principle #4: Acknowledge loss.
- Basic Principle #5: Change the script.
Basic Principle #1

Honor the person as a human being.
- Acknowledge the difficulty of your request.
- Talk to them about what they care about.
- Ask what you can do to help.
- Always respond respectfully.

*Courtesy costs little and has a huge ROI.*

Basic Principle #2

Increase people’s sense of control.

- Accurate expectations
- Access to needed tools
- Participation in change planning
- Ability to assimilate change

- Feeling out of control increases anxiety.
- Feeling in control induces calm and confidence.

Basic Principle #3

Reframe “quirks” as contributions.

- Nay-saying: “Sara, I’m counting on you to give me a heads up about things that might break. You’re good at thinking about and identifying all the possible sources of breakdown. That will help us prevent problems before they happen.”

- Broken record: “Bob, every time I see you, I know you’re going to bring up parking, and I hate it when I don’t have any news for you, but you keep bringing it up until I do to make sure we don’t forget.”

*Almost] everyone has a need to feel useful and needed.*
Basic Principle #4

Acknowledge loss.

Don’t say:

‣ “You won’t even miss it once we’re there.”
‣ “Catching the shuttle to campus isn’t that different than walking from one building to the next.”
‣ “You shouldn’t feel that way.”
‣ “You can always leave.”

Do say:

‣ “That will be a real loss. I understand why you’ll miss it.”

Often, all that is needed is to feel heard.

Exercise: Applying the Principles

<table>
<thead>
<tr>
<th>Employee behavior</th>
<th>How you feel like responding</th>
<th>Principle-based response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Whining: “This is going to make everything harder.”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Sarcasm: “Oh, this will really have a positive impact on customer satisfaction.”</td>
<td></td>
<td></td>
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<tr>
<td>3. Criticism: “This schedule proves that the managers have no idea what they’re doing.”</td>
<td></td>
<td></td>
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<tr>
<td>4. Skips meetings and/or training</td>
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<td></td>
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</tbody>
</table>

Basic Principle #5

Change the script.

(a) Typical experience of others’ behavior:

- Personality
- Intelligence
- Coping ability
- Home situation
- Occupational tendencies
- Flexibility/rigidity

Attributing all behavior to the other’s innate characteristics leaves one powerless to change the situation.
Basic Principle #5 (cont’d)

(b) If we recognize our participation in the dynamic, however, we can trigger change by changing our own behavior.

Act/React Interpretation

Act/React Interpretation

If you don’t like “the show,” change the script!

Basic Principle #6

You’re human, too!

Checklist for personal survival—even well-being!

- Lower your expectations for personal productivity
- Sleep
- Exercise—preferably outside
- Drink water
- Take a multi-vitamin daily
- Spend 10 min. every day in guilt-free self-indulgence

Additional Resources

- General information about the move(s):
  http://porterdrive.stanford.edu
- Stanford Help Center:
  650-723-4577
  helpcenter@lists.stanford.edu
- Ombuds Office:
  Impartial dispute resolution:
  http://www.stanford.edu/dept/ombuds/index.html
- Employee & Labor Relations:
  http://elr.stanford.edu/
- Links to other Change webinars:
  http://porterdrive.stanford.edu/here_there/embracing_change.html