

As you help leaders navigate and lead change and transition initiatives in your organization, consider the following strategies to help minimize the impact of nonstop change on your workforce, and accelerate the overall results during the transition period.

1 Cluster, coordinate, and prioritize changes.

People can deal with many changes if they are part of some bigger pattern, and categorized into levels of importance. It is when changes are random, contradictory, or suddenly appear from nowhere, that people collapse under their weight. Transitions are easier to manage if people can see them coming.

2 Do regular scans of your internal, and external environment.

The external environment includes what is going on within the larger organization and beyond. The internal environment includes both the changing attitudes, morale, perceptions, and needs of the workforce, as well as changes in the power relations within that workforce. Some of the transition can be done before the change actually arrives, similar to preparing yourself psychologically for a move before you make it.

3 Enhance people's trust in the leadership and their loyalty to the organization.

If trust has been damaged, or if it has never been established to begin with, there is a long, hard path ahead. Building loyalty, too, takes a long time. But there are some things that need to be done immediately.

- Establish and model a policy of honesty and respect in dealing with people
- Follow through on promises; provide people with frequent updates
- Make the decision-making process transparent and accessible
- Build relationships (off-site team building, ceremonies to mark milestones)
- Bring old issues out into the open. Silence makes them grow.

4 Screen out non-essential changes.

Let's face it: many changes really don't have to happen—or don't have to happen now. Some of them come from power plays or ego trips, some come from relatively unproductive tinkering with the system, and some come from simple impatience. In fast-moving companies, some come from an addiction to change and an unwillingness to do the hard work of implementing the last change. Consider:

- A campaign to discourage unnecessary change
- Making one change work before you abandon it in favor of another
- A monitoring process to differentiate between important and trivial changes

5 Manage the big transitions effectively.

Constant change increases the need to identify and manage endings effectively, to lead people through and profit from neutral zones, and to facilitate new beginnings successfully. "We have too many changes going on to take the time to do that" is a common argument that misses the purpose of the transitions model. If you do not continue to work on the transitions, you will build up a huge transition deficit, and fall further and further behind psychologically with each new unmanaged transition.

Every organization deals with change. Engage your talent to help them drive successful change. Call **+1.781.402.5555** to get started.