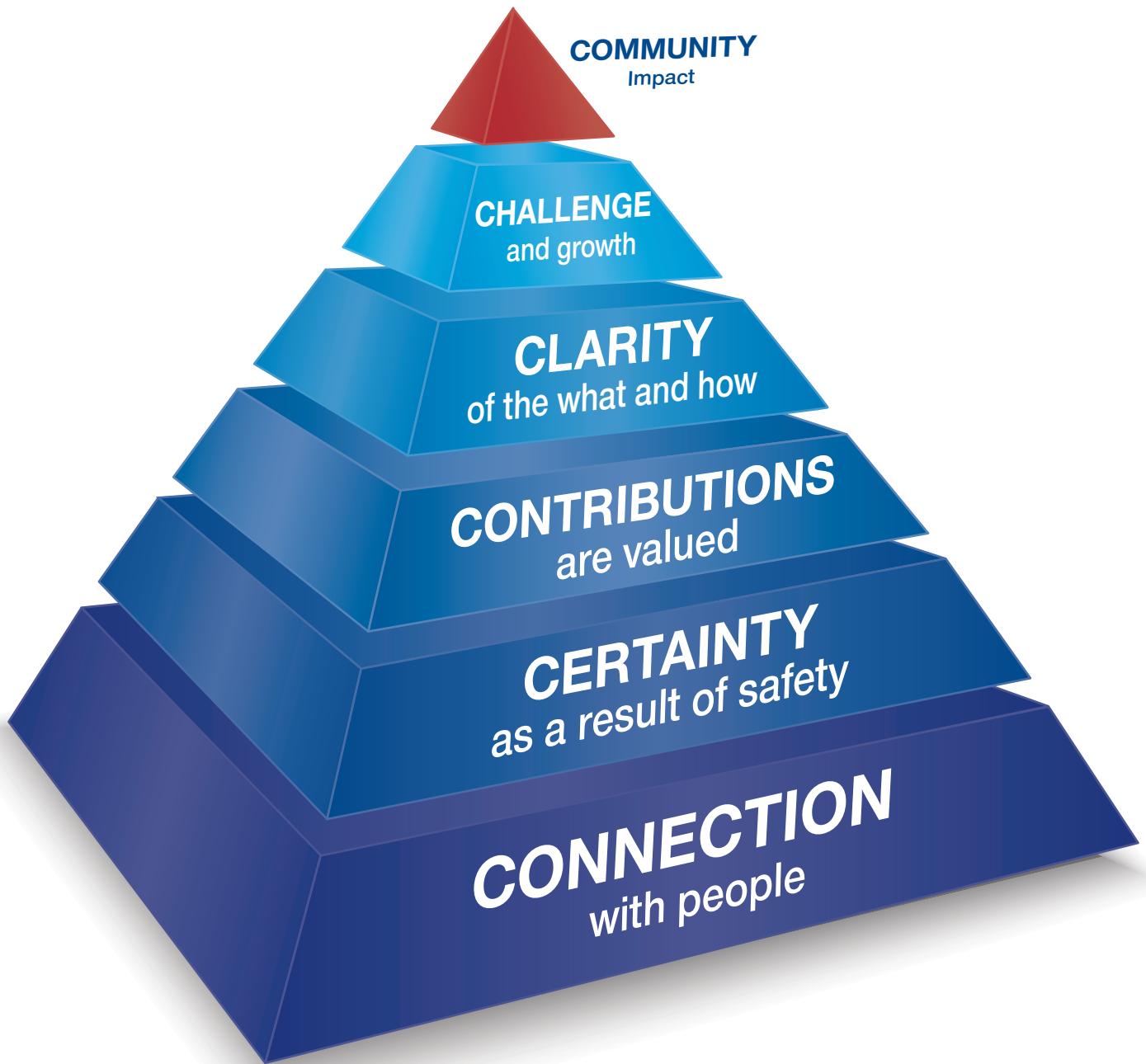


Leading Change: Strategies Based on Human Workplace Needs



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Human Workplace Needs	Change Leadership Strategies
<p>Connection with people</p>	<p>Create an environment where people feel like they belong.</p> <ul style="list-style-type: none"> • Create space for people to consistently spend time together. • Make time for regular 1-1s, goal reviews and coaching. • Demonstrate genuine interest and care in people. • Reward team members when they model interest and care for others. • Tell others about their development areas. • Give team members a voice. • Organize events outside of work where people can just be human.
<p>Certainty as a result of safety</p>	<p>Create psychological safety, where people can take interpersonal risks that will not result in punishment or humiliation.</p> <ul style="list-style-type: none"> • Give permission to engage in productive and healthy conflict about the change initiative. • Reward team members when they take interpersonal risks. • Create team agreements that define how people will work together, engage in conflict, make decisions and hold each other accountable in the new environment. • Provide meeting agendas and pre-reads in advance so that people have time to prepare/process and can engage in lively dialogue during meetings. • Admit mistakes and encourage others to do the same.
<p>Contributions are valued</p>	<p>Ensure people feel valued and heard.</p> <ul style="list-style-type: none"> • Implement a recognition strategy linked to change initiative goals. • Make daily recognition rounds, and reward team members when they model behavior that demonstrates the values of the new culture. • Adapt how people are recognized based on their specific preferences. • Show genuine interest in people's lives. • Make time for regular 1-1s, goal reviews and coaching. • Give team members a voice by asking for and valuing their opinions.

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continued

Human Workplace Needs	Change Leadership Strategies
<p>Clarity of the what and how</p>	<p>Establish the what (results-oriented expectations).</p> <ul style="list-style-type: none"> • Tell people what you know and don't know about the change initiative. • Clarify roles to the greatest extent possible. • Define unifying goals that are linked to the change initiative objectives. • Create transparency by sharing goals publicly. • Enable individuals to provide input into their individual objectives and keyresults. • Conduct regular 1-1s to provide feedback and feedforward. <p>Establish the how (behavioral and values expectations).</p> <ul style="list-style-type: none"> • Meet with team members to help them understand the new culture and ways of being. • Onboard new team members by sharing team norms, productive conflict expectations and other team agreements. • Share personality styles to accelerate understanding of each other.
<p>Challenge and growth</p>	<p>Create the right conditions for people to evolve as human beings.</p> <ul style="list-style-type: none"> • Understand what's important to people about the change initiative, how they want to progress, and to share opportunities. • Offer stretch assignments or increased responsibilities that the change initiative may naturally create. • Provide lateral movements to support job-related learning experiences. • Conduct 1-1s and share regular feedback and feedforward. • Offer job shadowing to support learning through interactions with others. • Facilitate development through workshops, online resources, articles, podcasts and more.
<p>Community impact</p>	<p>Use work as a platform to create shareholder value AND do good for our world.</p> <ul style="list-style-type: none"> • Create a vision for what can become possible between business and life. • Share how the change initiative can impact people and the community, in addition to share-holders. • Start your day with intention (e.g., meditation, yoga, journaling, gratitude and visualization) to tap into a deeper sense of purpose. • Engage with a variety of stakeholders through storytelling. • Build a strong network of constituents who can provide resources to bring your vision to life.