Capacity for Health Presents

Managing in Times of Change and Transition
Part II – Team Management

Presenter:
Doris Ferrer Roach, J.D.
Executive Coach and Management Consultant
3 levels of change management

- Self
- Team
- Agency
Learning Objectives and agenda

- The impact of organizational change at the team level
- The difference between change and transition
- The Bridges transition model and the change curve
- Strategies for overcoming team resistance
- Structuring communications to facilitate change
- The role and importance of emotional intelligence in managing teams through change and transition
- Identifying strategies successful team management
Level 2: Team Management
Polling Question

Are you currently managing a team through an organizational change?

- Yes
- No
- Maybe
- Ongoing
Two sides of change

Technical

Human
Polling Question

How are you as the manager managing the change?

- Good to thriving
- Up and down
- Not so great
- Unsure
The human side begins with you

- What has this time been like for me?
- What have I done in the past that worked well when managing staff?
- What has been most challenging for me as a manager?
- What welcome or unwelcome surprises have I seen?
Change vs. Transition

- External
- Outcome oriented
- More rapid

- Internal
- Psychological process
- Letting go of the past
- Takes time
Bridges Transition Model

The New Beginning

The Neutral Zone

Ending, Losing, Letting Go

William Bridges
Polling Question

What phase of transition are you managing?

- Ending
- The neutral zone
- New beginning
Endings
The change curve

Endings

- Denial
- Shock
- Anger
- Frustration/stress
- Ambivalence

Neutral Zone

Enthusiasm
- New Beginnings
- Enthusiasm
- Hope
- Impatience
- Acceptance
- Skepticism

Personal and work performance

Time
Polling Question

How is your team coping with the change?

- Good to thriving
- Up and down
- Not so great
- Unsure
- Not affected
Responding to the emotional reactions of employees

- Ask for questions and concerns
- Ask for feelings and opinions
- Resist becoming defensive
- Be visible and involved
- Provide information
- Be patient
Resistance is part of the process
Managing the difficult employee

- Focus on performance vs. personality
- Err on side of too much communication
- Ask for and listen carefully to feedback
- Hold the employee accountable
- Document conversations
Managing your resistance

- Be convinced of that the change is needed
- Understand change through the lens of your employees
- Establish effective ways to share information
From Avoidance to Acceptance

- Why?
  - What new opportunities will this provide?

- How will this affect me?
  - What problems will this solve?

- We do not do it this way.
  - What would it look like?

- When will this be over?
  - What can I do to help?
New Beginning
Some things to think about

- Do I accept the fact that people are going to be ambivalent toward the beginning I am trying to bring about?

- Have I taken care of the ending(s) and the Neutral Zone, or am I trying to make anew beginning happen before it possibly can?

- Have I clarified and communicated the purpose of the change?

- Have I drawn a picture of the change’s outcome and found ways to communicate it effectively?
The importance of team EQ

“The ‘group IQ’ – the sum total of every person’s best talents contributed at full force – depends on the group’s emotional intelligence, as shown in its harmony.”
Emotionally Intelligent Teams

- Trust among members
- A sense of group identity
- A sense of group efficacy
Team EQ elements

- Team Identity
- Motivation
- Emotional Awareness
- Communication
- Stress Tolerance
- Conflict Resolution
- Positive Mood
Team Identity
Team motivation
Emotional awareness
Stress tolerance
Conflict resolution
Positive mood
Questions?
Strategies for building team EQ

- Establish team norms
- Keep the team and team meetings on track
- Seek group input
- Facilitate shared understanding
- Good listening skills
Responsibility for managing change is with management.
What we covered today

- The impact of organizational change at the team level
- The difference between change and transition
- The Bridges transition model and the change curve
- Strategies for overcoming team resistance
- Structuring communications to facilitate change
- The role and importance of emotional intelligence in managing teams through change and transition
- Identifying strategies successful team management
Resources for your tool kit

- Managing Transitions: Making the Most of Change 3rd edition, William Bridges
- Managing Business Change for Dummies, Beth L. Evard and Craig A. Gipple
- On Death and Dying, Elisabeth Kubler-Ross
- Working with Emotional Intelligence, Daniel Goleman
- Consortium for Research on Emotional Intelligence in Organizations
  [http://www.eiconsortium.org](http://www.eiconsortium.org)
Organizational Change Management

- Change models
- Workplace Assessment
- Leading with emotional intelligence
- Succession Planning
Thank you for attending!

For follow questions or additional information, please contact:

Doris Roach at
doris@dorisroach.com