

Welcome to Helping Employees Positively Maneuver Change in the Workplace . My name is Melanie. I will be one of your moderators today. Dixie Hoyt will be the guest speaker. She has worked with Magellan Healthcare and the employee assistance program for more than 13 years. She experienced outpatient counseling and outpatient mental health in a substance-abuse setting. She has taught psychology, sociology, business, and honest classes in local colleges and universities. She holds degrees and certifications as a licensed clinical social worker, certified employee assistance professional, and a substance abuse professional. Welcome, Dixie. You may begin.

Welcome and thank you. Thank you for taking your time from your busy schedule to be here with us today. We look at the change process and how change affects us and others. I will provide suggestions to work with employees. I will present a real-life case example and ask you for your feedback. I will provide self-care tips for you in times of change. And then finally, questions can be asked at the end, if time permits. Nothing remain static for very long. Changes needed for growth. Verbose personal -- for both personal and organization frequent changes in organizations are not unusual. Changes can be small, such as a process or equipment change, or changes can be large, such as mergers or buyouts. This depends on how the changes managed. If you need your employees to initiate or institute changes, then you need for them to be on board with changes. They may not have to totally agree with the change, or like the change, but they at least must see the benefits of change to make it successful. Looking at change, change is difficult. People just do not like to change. They do not like to change and they do not like change. If something is working, they do not want it fixed. It is often easier for things to remain the same, even with processes are not working well. Then to take the time and effort to make changes. Also with changes, we know what we have with our present situation. We don't know if that situation will be. Change is personal. Everyone experiences and proceeds change differently based on their history with change. If you have a group of people or employees that you are experiencing that has been mostly positive, you are more likely to anticipate an outcome to be positive. The same if a person has experienced change, the outcome to be negative, they are more likely to be negative when presented with a change situation.

Change requires commitment. Successful change requires the majority to at least be agreeable to the change. Again, it does not necessarily that the change has to be liked. It is necessary for the change to be seen and will benefit of the change to work managers must also be able to sell the change to the employees. You need to accept the change yourself and to be able to communicate this to your employees. Also, the different types of change. Change can be sudden. Even with positions laminated. This is the most stressful and most difficult type of change ticket employees on board. You really do not want the change to be sudden. I realize certainly that you do not always have control over that. Change can be planned. That's in situations such as downsizing, technological changes, environmental changes, you want change to be planned and communicated to the employees so that they have time to adjust and adapt. With planned change, we would like that to be incremental. That allows the change to be phased in steps. It will allow employees time to learn, to train, and to adapt and adjust. Of course change is positive or negative. That is usually dependent upon personal perception and history. Management can help employees to see the change as more positive by providing information on how the change will benefit the employee. As well as the organization. Let's look at how employees experience a change. I look at four processes. Impact, response, acknowledgment, and awareness. The impact, this is when the employee first hears about the event change. Depending upon the scope of the change, employees may feel a range of emotion. Anywhere from shock to dread, to even just mild irritation. Particularly if they are in an environment or organization where changes frequent. The presentation of change causes anxiety. We know that anxiety produces an individual's ability to process information. The more anxious a person is, the less information they are able to take in and process. In this phase, management should first communicate the changes in a more broad concept. This is management's first step in the communication process. Secondly, it is a response. After the initial shock, which can last just minutes, depending on the scope of the change, the employee may begin to express initial feelings about the change. Sometimes they are not positive expressions. The response is relative to how the employee personally perceives the change. This is a time for management to listen. And to not be defensive. The third phase, the third step, as acknowledgment. In this phase, employees begin to adjust. They begin to ask questions and seek answers. This is a time for management to provide more detailed information. Plans, steps, it is also the time for management to begin to sell the change. Employees are ready for answers and continue to look for how the change will benefit them. and then awareness. Employees have an understanding of the plan for the change, they begin to be on board for the change. They begin to be on board for her to take place and management works to implement the plan of change. At this point, let's look at resistance. Resistance is the first reaction to change. Models which address change and resistance often address individual needs and how change threatens these individual needs. People find change and making changes unpleasant. We are creatures of habit. We do not want things that are familiar to be taken away from

us. Making changes uses energy. It increases stress. People want to know why there is a need for change, why do we have to change when things are okay? People have less resistance to change when they are included as a part of the change initiative, of course that is not always practical or possible. Forced and sudden changes met with more resistance. Just from management to have the knowledge that resistance is the first reaction to changes helpful and how you communicate with your employees. This doctor offers the scarf model which can be used to address while -- why employees are resistance to test resistant to change. Scarf stands for status, certainty, account, relatedness, and fairness. The employee may ask what what I lose with this change? Will my job be different? Will I lose my position or standing, will I lose value to my company or coworkers? Management should be aware of how status is communicated, even between employees, it may be as simple as where an employee said in an apartment. -- Department. Hence we see employees, tenured employees that have status in some department, even with a thick, they may sit at the window position or death. Spent to realize that the loss of the sitting position is threatening to someone status. Certainty, the employee asks, I know how to function after the change? How much will I have to learn? Will I be able to keep up and Excel? Will I have understanding of what is expected of me? We know that employees and ourselves take pride in our ability to perform jobs. Employees may feel threatened if they are no longer a subject expert or the go to person in the department for information. Autonomy, well I have a say in what I do? Will I require help? Especially with tenured employees, that are more used to being the go to person, the subject expert, when changes are made and new information is learned, they may feel threatened by a loss of their autonomy. Relatedness, the employee asks, will I be part of the same team? Will I have the same work relationship such as supervisors or coworkers? Sometimes breaking up a highly cohesive unit can be of benefit to both the organization and employees. Management needs to have good answers for the reasons on how the employee will benefit from the change. I remember years ago when I was working on a psych unit. It was a closed unit. It was in ICU and intensive care unit. The team that I was on was very cohesive. Very very cohesive. And that we knew what to expect of each other, we needed this cohesiveness, sometimes for safety. We were very cohesive, we knew our jobs well, we worked well together. We were surprised one time when the administration came to us and said they were breaking up our team. They were putting us in different units, different shifts, of course that was met with very strong resistance on her team. When we asked for reasons for this, management said because we were too cohesive. They did not give any more reasons. It was really kind of strange. A better answer would have been that because of our expertise, because of our teamwork, that our ability and skills were needed and other chefs and other departments. Certainly for management to think of good reasons and have good reasons for the changes that are being made. Fairness. Employees add, will the change affect me more than others? We are all concerned that we are treated fairly. This is something that management can hear frequently from an employee, the statement that this is not fair. Management needs to have an needs to anticipate these questions and have answers ready which will help selling the change plan. when we look at resistance to change, when we look at Maslow's pyramid, it is helpful in gaining insight into the motivation for change resistance. The more strongly the basic needs into safety seems to be in jeopardy, the stronger the resistance. One of the first questions an employee asks in times of changes if their job is in jeopardy. When I lose my job? That is a huge threat to employees. Management needs to provide open and honest answers that will hopefully provide assurance of job safety. Let's look at you leading the change. These are some suggestions for managing change. Acknowledge the change. Communicate the nature of the change, and why the changes needed. This is the impact stage where employees need basic information. They need to know that more information is coming, the times, dates, and methods of how the information will be provided to them. Communicate the change. If there is one thing that I can repeat over and over, it is communicate, communicate, communicate. In surveys with employees, and organizational surveys, often one of the most frequent complaints employees have is that they are not in the loop, they are not included in communication, where there just was not that -- not enough communication given to them. Give the big picture of the change and then break it down into smaller steps. Be transparent. Be as open and honest as possible. You want to be the point where information is learned and not to gossip or the media. Communicate when, where, who, what, and why. Anticipate questions and have answers ready. Communicate in several styles, such as large groups, small groups, written communication, verbal communication. Participate yourself in active discussions. One thing that I always recommend is if you can communicate with people, and bring in food for the meetings, food can help de-escalate situations. Also, it can make it more of an informal setting. Be creative and how you communicate with employees. I know some organizations have [Indiscernible] about change. Some organizations have other methods where employees may have recognition or be involved in winning prizes in anticipation of large changes coming around. Anticipate questions, have answers ready. Employees will not rush they want personal information about how the change affects them, as well as the organization. Employees really want to know personal information, how it's going to affect them. Help

employees to feel safe. Begin to sell the change by letting employees know how change will help the employee grow to be more successful. Know your employees. Be a manager that gets to know their employees. That you are visible and available. Know who will strongly resist the change and those who will embrace the change. Those in the middle are the majority and the largest group. The middle majority and eager embrace her's are the easiest to get on board and to sell the change to. They can help with influencing the strong sisters. Respect all employee types by listening, allowing employees to construct -- constructively then. Remember, be empathetic. Put yourself in their place. Try to understand how the change will affect the employee. Be the face of change. To successfully implement change, he must be on board with the change. You should resolve any resentments or hesitations of the change before you begin communication. You cannot encourage any change you do not believe in. Model behaviors you expect others to have. Be positive. Uncertainty develops feelings of threat and employees decrease uncertainty by the. That means really honest. Engage the change, respond with respect. Involve employees in the change of it as much as possible. Help them to have control over some aspect or part of the change. It is important to keep in mind that the employees are necessary for the success of the change. You really need to change to be successful. Make changes as slowly as possible. Make them and steps, phasing parts of change. Provide training, education to give tools for success. Give the employees time to learn. Give them time to begin to put in place the parts of change. Monitor the change. Ask employees how is it going, is this working for you? Are you seeing some benefit to the change? Ask and provide feedback. Provide feedback to the employees about the success of the change from an organizational standpoint. Also, ask them for feedback and let them know how the change is affecting them, or how they are perceiving the changes affecting them. Let's look at an exercise in change., That's for the center of organizational design. This is a change event, a true and real change event that occurred in an organization. I will read this scenario to you. At the end of my reading, I will put up three questions, they will be put up on the screen for you to answer. And answering the questions, I know that you do not have the availability to see the screen. I will actually read out some of the risk offices. This is the scenario. An organization decided to implement a cross reduction initiative the. Meant an I.T. department identifies the use of printers with the potential opportunity to decrease or reduce costs. The employees have their own individual printers connected to their computers in their offices, they have their own printers. Procurement and I.T. came up with the idea of network printers that were to be located in convenient locations. This explains the benefits of the process. Within a few weeks, the I.T. staff started to remove individual printers from the employees offices. This was located no more than a few yards from each employee. The vast majority of the employees said that this was a great inconvenience. They also objected that confidential documents would be compromised because anyone could view the documents as they were being printed or passing by the area. There was so much resistance that senior management decided that they needed to phase in the program over two years rather than implement it quickly. Thus losing significant opportunity costs. Let's bring up some of the first question. And then, if you can give me your feedback on this. In this scenario, how could this change have been made more positive? Again, I will read some of these answers to you.

How could the change in the situation have been more positive? Some of the answers are some of the feedback I'm receiving give more advanced warning. To allow people to get up and moving away from the workplace more so. So that they can actually get up and move away. This is moving kinda fast. But the employees have benefited from the saving's, how would they benefit from the savings? Management could have had better use for change. Employees could have been told to how removing the printers would benefit their health more. That's a good idea. Being able to get up and move around a little bit. This could even be incorporated as part of their wellness program. They stressed that this will get the staff up and out of the cubicle. Let's put up the second question. This is somewhat like the first one. What would you have done differently if you are a manager in the situation, what would you have done differently? And then I will read some of these, feedback from this. We can engage them in the decision. We can communicate as much as possible and check in with individuals. On a one-to-one basis, that's really good. Be open about the decision. I would point out that it is a large cost savings back -- the change can be good for everyone. Explain how much the printers at each desk were costing the company and and provide the benefits of a centralized printer and how it could benefit them more. I can see from your answers, that by involving the employees that the change will affect the most, by involving them in the decision, even before the printers were ordered or the network was ordered, it could have been very valuable to management, often times they feel the people making the decisions on top of the management scale really do not know what they are doing and really don't know what their skills are functions or activities are. They have apartment decision two. Finally, the final question, how do you determine if the change is working? How would the company, the organization determined, how would you determine if the change is working? Then I will provide -- I will vocalize some of your answers. You can check in with associates, ask their honest opinion, survey. Check in on the

company morale. Be involved. Be part of the change, asking employees. This is face-to-face, one-to-one interactions if possible. Ask for their open and honest feedback. Report on printing, personally checking on how the changes are going. Provide the cost savings to the employees. This is good feedback, certainly. Certainly all good feedback. In this real-life situation, I want to thank you for your input and your participation and your feedback on this. I do appreciate it. In the real situation, the management decided at the point that it was a complete failure, they then decided to increase communication with employees. They begin to ask questions one. Rather than just telling the employees what was going to happen. After they were implemented, they ask for feedback. Much of what you are saying to ask about, how this is going, is this been a -- is this beneficial? That is what you are suggesting. Management obtain suggestions from the employees about the confidentiality issues. The employees there in the department or seen some very significant issues finally, the company asks how these confidentiality issues could be resolved. What would they suggest doing to make the situation more confidential? And then they did provide regular feedback on cost savings. In this situation, you are providing information about how much this is costing the organization. How can that be? That might be a question for you to anticipate also in a situation like this again, employees do want to know how this is going to benefit them. The benefit is for the organization, the organization will grow and have savings. What is the benefit to the employee and individuals? Thank you for your feedback on that. You are the face of the change, how do you take care of yourself? You are the guide and the driver of the change. You are the person that usually has information about the change. You know what is going to happen. Change causes stress for management too. Stress manager may have more difficulty in leading effectively. Plan self-care for change again as you would plan if you're going to run a marathon. Get ready for the change. Healthcare is important to self-care is the important to decrease burnout, to keep you healthy, to reduce irritability, and to decrease mistakes. The goals for self-care, I employed the eat, drink, and be merry. The specifics of this may not be exactly what this calls for. Eat good, healthy foods during the time of the change, the initiation of the change event. Be aware of your need to eat and did not go for long periods without eating. And some change situation, management can be at the site, sometimes almost 24 hours a day. They are not eating, they are not eating well, there often times eating junk food. Be aware of the importance of good nutrition. This will keep you well during time of stress. Stress can cause a decrease even in immunity. As far as drinking, stay hydrated. Monitor your caffeine and coffee intake. Avoid using alcohol to cope with situations. As far as being Mary, be positive. Calls yourself to think positively, to speak and act positively. Make some time for some alone time. This is during change in organization to get some alone time. Get away from the work environment. That may mean take a brief walk, he take breaks, take advantage of some time to actually get away and be alone, and not think about the change situation. Just proving that you are able to remove yourself from the situation and come back into the situation at a later time, refreshes you, it increases creativity, it increases productivity. Take walks. Take breaks. If you get a chance, take a time to sit somewhere and bring cash read. Once you are out of the work environment, do some things that are positive for yourself. To some things you enjoy. Get a massage. Take a bath. Watch a comedy. Do something that you are not focused so intently on the work situation. Make time for friends. Get away from the work environment, talk of work, and actually do some things with some friends. Go to a movie. Again, go for a hike. Get away from the stress of the environment. You can return refreshed. In addition, also think about your need for rest and sleep. During change events, you certainly have more stress. Rest and sleep is important during this time. I hope that the strategies and suggestions are helpful to you in times of change. And helpful for you and your employees and I'm going to turn the presentation over to Melanie. And then see if we have time for some questions at the end.

Thank you, Dixie. I want to just talk to a little bit about their [Indiscernible] and the questions that we get. One of the questions was what you tell us more about the EAP. I want to give you details about how the employee assistance program can help you and your employees. We are available to you 24 hours a day, 365 days a year, we do not take a break. We are here on Christmas Day, on Thanksgiving, on New Year's, all the major holidays. If you are not sure if your company has an individual toll-free phone number, contact your human resources department. That is where you will get that information. Keep hold of that, keep it close to you. As a manager, you can informally refer your employees who are struggling and let them know hey, there is a benefit out there. It can help you. You can talk to somebody over the phone. They can get coaching, consultations, in-person session. Many times, it's all according to your personal benefit. You want to call the toll-free number and find out what the benefits are. Also, our website has lots of information on health and wellness topics that people can use during this time. Dixie talked about how important it is to take care of ourselves. We have a whole library of different webinars out there, articles, talking about stress, how to take care of ourselves. You can use that, your employees can use that, guess what? [Indiscernible] can use the benefits. Often times, the employee is stressed and they bring it home. They don't mean to but it happened. I want to remind you that anyone in the household can also use the benefits. Keep that 800-

number and the toll-free number handy. Also, beyond just benefits for personal use. This all has to do with conflict resolution, specifically about change. You can send counselors out in times of major change. They can help employees right there on site. This can help manage the situation. If you are interested in that, call EAP or HR. Dixie, it looks like we might have a couple questions here. I will go ahead and let you take over and answer those questions.

Okay, sure. Certainly, this is a situation that you might frequently face. This might also be the strong resistors within your company. Some employees resist everything. The question then would be, how do you get them motivated for the change? How do you get them on board with the change? I think it is always a good idea to focus on the positives, and to remind the employee of how this will benefit them. How will that help them grow and have better skills? How will it help them to be the better part of the team? You sell the benefits of the change to the employee. Obviously, you cannot make anyone change or be receptive to change. All you can do is help the individual see the benefit of the change. In some individuals, they may never see the benefit. They continue to be a resistor. In those situations, you certainly work with other people that are more receptive to the change. You may even team up someone who is more of an embrace or a change with a resistor of the change.

People can submit their questions and comments into the Q&A part. It looks like we are starting to get some comments. I'm also going to pull over the certificate of completion for people who may not be able to stick around for the Q&A session. We will keep it up a little bit longer so Dixie can answer questions.

Okay.

Some employees, one question is, some employees. How can outburst be managed? I think with working with employees that have very strong outburst, I think it is good, you certainly can acknowledge their reactions. You can acknowledge their feelings. If it is in a public setting, a public situation, to acknowledge and encourage managers from someone who is very open to try to talk with the individual, to try to talk with the individual alone or face-to-face, or in a more private setting. You can even say, hey, Joe, I would really like to talk to you about this. Why don't we get together after this and talk about this a little bit more? I would encourage you to do that. Certainly if you cannot control how someone reacts, it is best not to be defensive or challenging in this situation but to continue to offer positives in the situation. All right, let's see about another. Okay, let's see. How do you do when you work for bureaucracy, a large one? Where there is not an opportunity for employee feedback early on? I am thinking, even in situations like a government situation, that sometimes changes are initiated, and employees do not have the opportunity to make comments early on in the situation. Even in a situation that we gave, the initial one, the situation with the printers, that could be a common situation in a large organization. I still think to have the knowledge to ask for feedback, to even send a survey to employees, to let them answer surveys. To see if they think the current method is effective, how would you suggest to increase the productivity? If at all possible, to gain feedback from an employee early on in the process. This would be the best situation. Again, if you know that there is benefit in gaining early feedback, you as a manager can certainly bring that up. And say situations where changes are brought to your attention, even to ask, is there an opportunity for us to go to the employee and get some input or feedback from them.

Dixie, I want to give a brief description here of our satisfaction poll. Some people may be confused. We are not broadcasting results. I just want to let you know, the survey says please rate your overall satisfaction for today's webinar. Very satisfying, satisfying, dissatisfying, very dissatisfied. Click on the button next to your response, you will not see anything happen other than you will see a dark circle in the actual response. You are not going to see anybody else's responses that are going on. Click the radio button. That will register your vote. Sorry for the interruption. Dixie, if you want to go ahead.

SC was here. I looked at that one. How to deal with the greatly cynical, not necessarily resistant employee. It goes along with bad mouthing, the whole way. Again, I think that this would be a person that would be a resistor. The great benefit for a manager, is to be able to go and be face-to-face with employees if you possibly can. Again, to talk to individuals, to be the face out there, to be the person that people will ask questions. You're going to have those that are greatly cynical. Usually those are not the ones, the majority in the departments, the majority of your employees. If you have a chance to be able to ask them directly, tell me, what you think about this? Certainly with cynical people, usually they want to be heard. They want to be asked for their opinions. They want to ask how things could be better. They want to recognize people that are being cynical. Usually if they feel that they have an input into a situation, they are less than -- they are less cynical. All right. Let's see. I'm looking to the questions here. What you do with an employee who will not accept any change without complete background information in such detail that is not available? I think in those situations, to be honest, this is the information that you are able to provide, as you have additional information, you'll be able to provide it and be able to continue to communicate information. Again, with employees that just will not accept the change, to ask them why. I realize that in large departments, very

large organization, you are not able to get around to each individual task questions. This will provide support, sometimes with a very large organization, even a survey can be good. You can get feedback from employees. You can only provide as much information as you have. I think the point with employees is to feel that you're giving them truthful information. That you are being transparent and honest. They want to convey that you're really giving them as much information as you possibly can.

Dixie, I just want to let you know, we are getting several questions that are really specific about situations that are happening as far as it would be best for people to call in and talk to the EAP consultant about these situations. We can't gather information from the Q&A part to give you a question that you can answer effectively for them. I want to let you know, if you don't get your question answered, I encourage you to:, ask for consultation. That is where you can get the details of what is happening say you can really get your questions answered. We cannot gather enough information from here to be able to effectively answer all of your questions. We appreciate the questions, thank you so much.

You can call in any time. You can ask for consult with the intake department, you can be very, very specific in your questions. Certainly that is what we are here for, for you to be able to ask questions and to get some good answers.

Dixie, we have time for one more question. Someone is asking in the organization, a change has gotten out prior to being presented by management. There's a rumor mill going around. How do you recommend addressing that you have not been given instructions from upper management?

That's a very good -- that's a very difficult situation. When employees have information before you are ready to give anything else. That certainly does happen. I think that the first step in that would be to address with your upper management team, that the employees have already gotten some information, he want to make sure that they are not getting false information. To be able to ask when you can release the information about the change or to address the rumors. The rumor mill can get out of hand. As soon as you have knowledge that employees have rumors, or rumors have some basis in truth. To be able at that point, information you should have already been given to the employee so that they were not just during the rumors.

Okay, Dixie. Thank you so much. We are at the end of our time today. We do not have time for any more questions. EAP is here to help you through these processes and why we go to these events. Please feel free to call us on the toll-free number you can reach us that way too. Contact HR for information. Thank you for attending. Have a wonderful rest of your day.