FOCUSED AND FLEXIBLE: MANAGING AMID UNCERTAINTY

A WEBINAR FOR SUPERVISORS FROM YOUR EMPLOYEE ASSISTANCE PROGRAM

June 23, 2021

PSC | Federal Occupational Health

INTRODUCTION

OBJECTIVES

– Review the phases of transition and common reactions

– Discuss the supervisor's role in helping employees adapt to change

– Explore strategies for managing staff amid uncertainty

– Offer guidance on ways to improve outcomes and overcome resistance

– Provide self-care techniques to increase supervisor and employee wellness

SECTION 1

CHANGE AND TRANSITION IN THE WORKPLACE

DEFINING ORGANIZATIONAL CHANGE

"A process in which a company or organization changes its working methods or aims"

"The movement of an organization from one state of affairs to another"

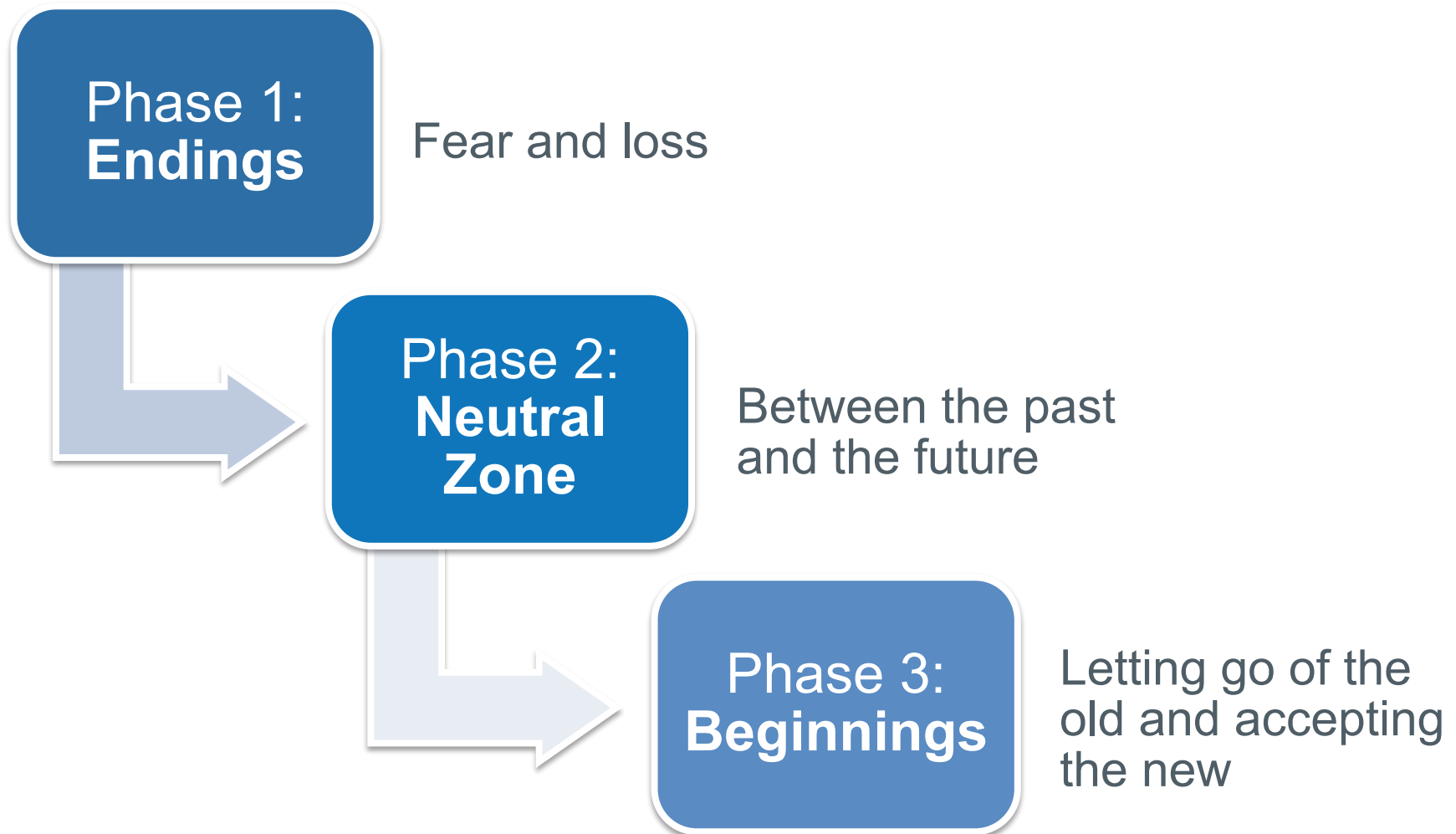|	
Contract awards/ changes	Change in administration
Budget cuts	New agency/ department leadership
Legislation/ regulation updates	Natural disasters
Pandemics	New technology/ software

THE THREE PHASES OF TRANSITION

Phase 1: Endings

Fear and loss

Phase 2: Neutral Zone

Between the past and the future

Phase 3: Beginnings

Letting go of the old and accepting the new

COMMON REACTIONS TO CHANGE

|			
Lack of focus		Decreased productivity	Heightened conflicts
Increase in rumors/ skepticism	Increase in internal competition	Reduced communication	
Emotional outbursts	Lack of motivation	Frequent sick days	Job searching at work
	Significant increase in questions	Resentment	Low morale

POLL 1

Which reactions or emotions to workplace change did you personally experience or notice?

– **Choose up to three**

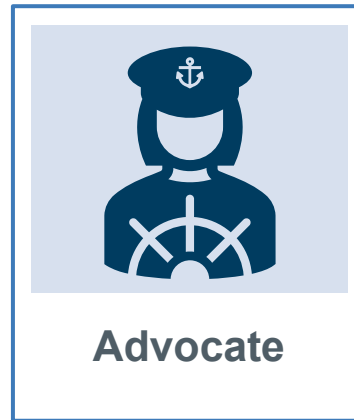Select your answers from the polling panel, then click **Submit**.
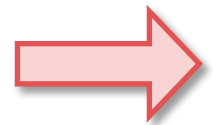
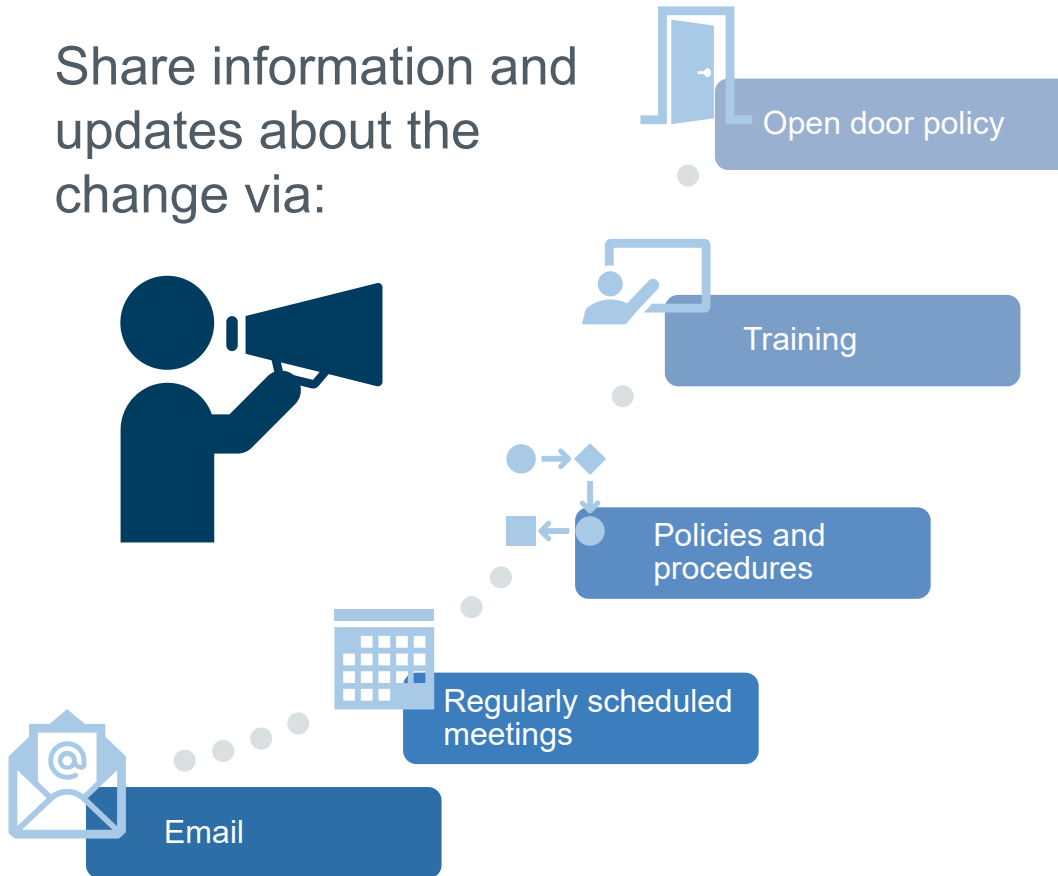SECTION 2

THE SUPERVISOR'S ROLE

EFFECTIVE CHANGE MANAGEMENT

SUPERVISOR ROLES FOR EFFECTIVE CHANGE MANAGEMENT

Communicator

Advocate

Coach

Liaison

Resistance manager

FIVE ROLES OF A SUPERVISOR

1. Communicator

Share information and updates about the change via:

- Open door policy
- Training
- Policies and procedures
- Regularly scheduled meetings
- Email

Help employees understand the **why** behind the change and how it will affect them:

– **Why** are we doing this?

– What does this change mean for **me**?

– What am I going to **lose**?

– What will I **gain**?

FIVE ROLES OF A SUPERVISOR
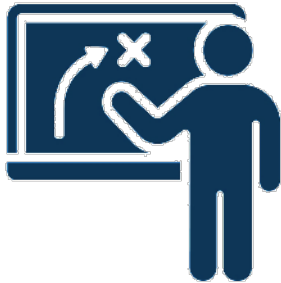
2. Advocate

Promote and support the change

Leaders must be onboard with the change before they can support their employees

FIVE ROLES OF A SUPERVISOR

3. Coach

Educate and guide employees through the change, making sure they have:

	An awareness of the need for change	A desire to participate and support the change
Knowledge on how to change	The ability to implement required skills and behaviors	Reinforcement to sustain the change

FIVE ROLES OF A SUPERVISOR

4. Liaison

Report up and down about the change

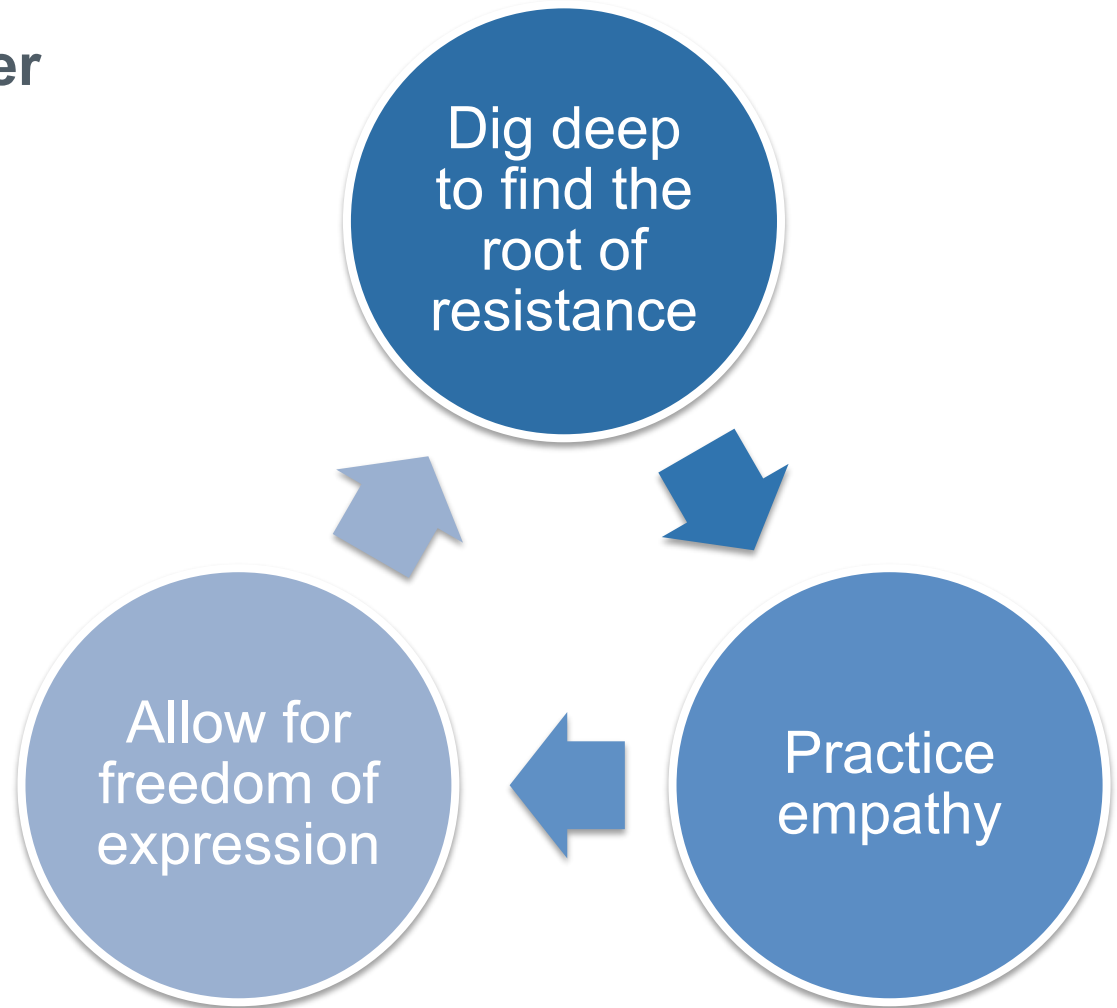Gain clarification from upper management and relay information to your team

Encourage staff to ask questions and provide feedback to bring back to upper management
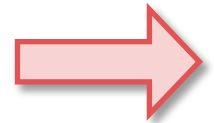
FIVE ROLES OF A SUPERVISOR

5. Resistance manager

Manage pushback
to change

Dig deep to find the root of resistance

Practice empathy

Allow for freedom of expression

POLL 2

Which of the five roles do you plan to strengthen in preparation to manage future workplace changes?

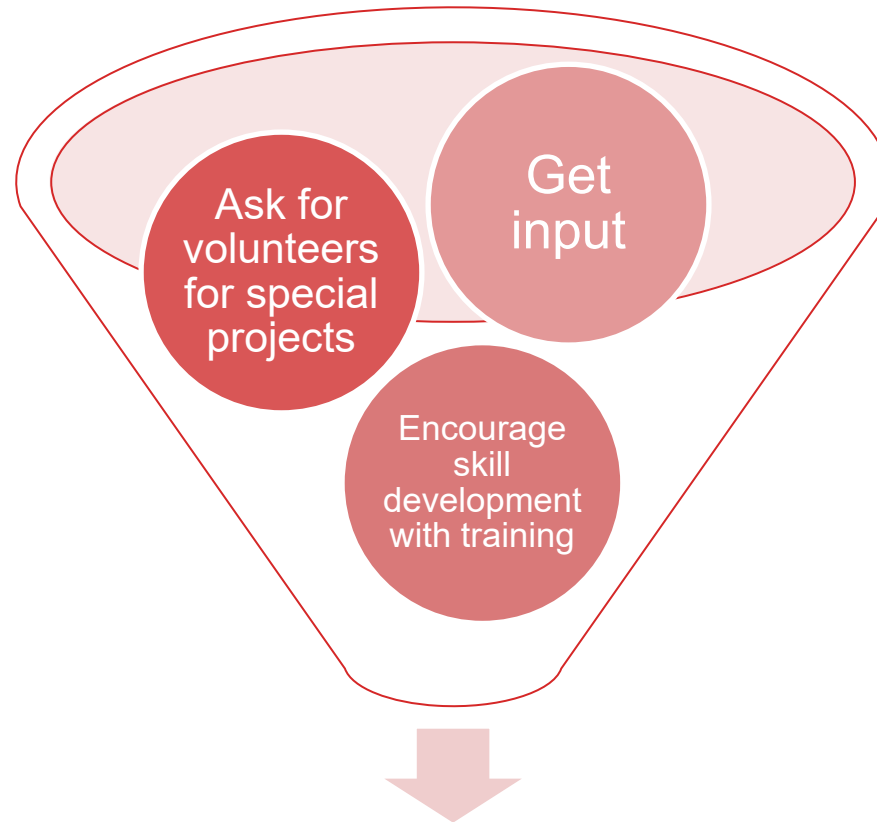Select an answer from the polling panel, then click **Submit**.

SECTION 3

ADDITIONAL GUIDANCE
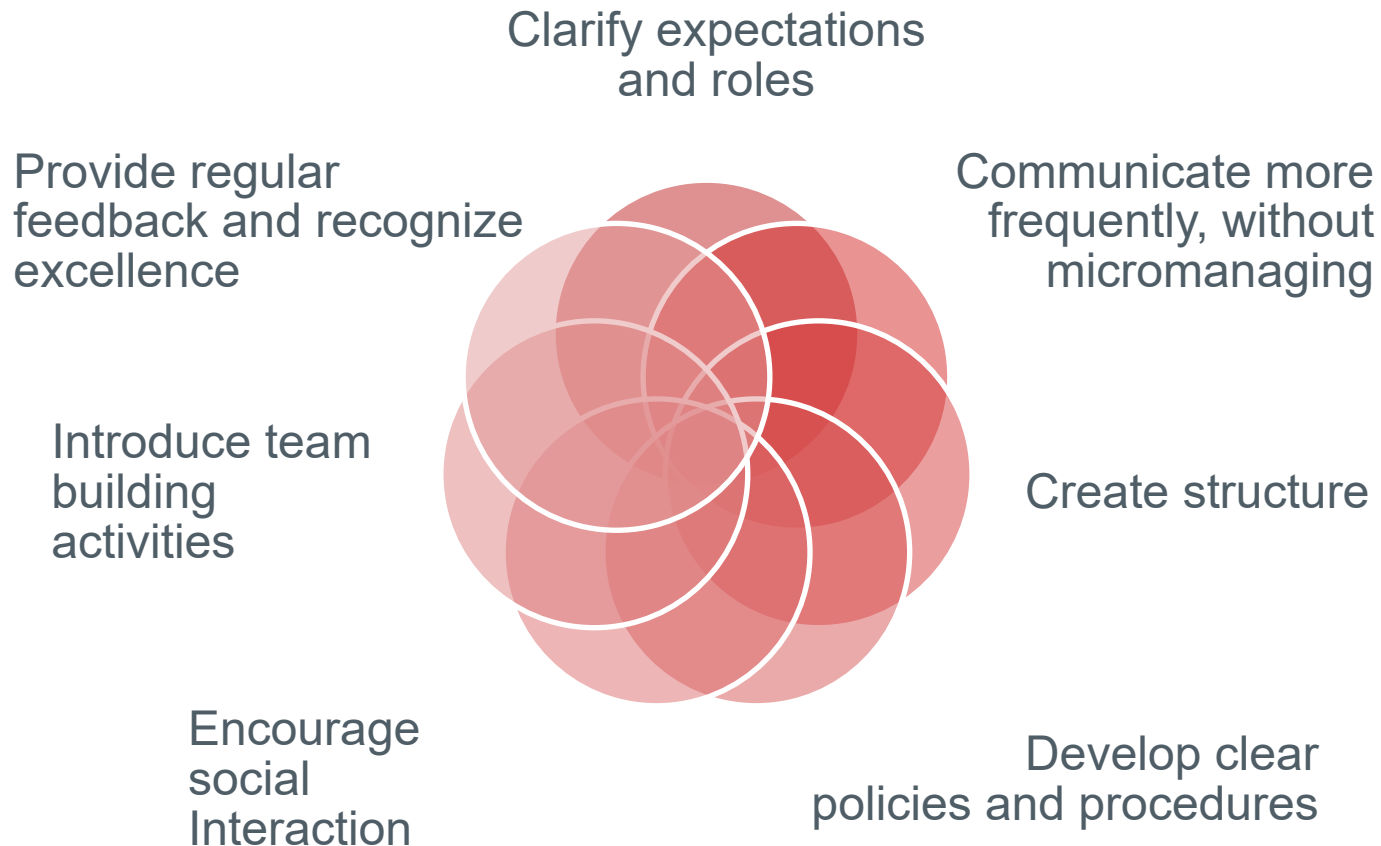
MAKE WORK INTERESTING

Ask for volunteers for special projects

Get input

Encourage skill development with training

Over 94% of workers view interesting and/or exciting work as the most important factor in feeling motivated

NORMALIZE DISCOMFORT

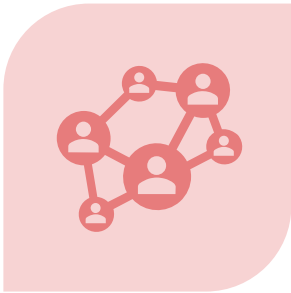Remind staff that change is necessary for growth and progress

Help your team settle in and know what to expect

Validate for employees that their feelings are normal

MAINTAIN TEAM COHESION AMONG REMOTE AND ONSITE EMPLOYEES

Clarify expectations and roles

Provide regular feedback and recognize excellence

Communicate more frequently, without micromanaging

Introduce team building activities

Create structure

Encourage social Interaction
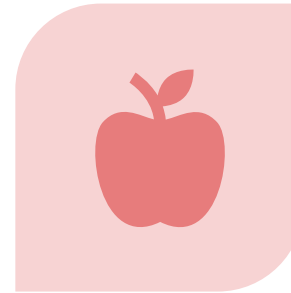
Develop clear policies and procedures

PRACTICE SELF-CARE

Focus on relationships
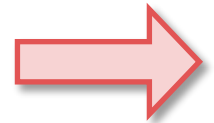
Prioritize wellness

Embrace healthy practices

Utilize agency resources

POLL 3

What will you do more of to help you and your employees work through future workplace changes?

Select an answer from the polling panel, then click **Submit**.

SUMMARY

– Change is constant

– Supervisors play important roles

– Self-care is vital for you to support and empower your employees

– The EAP is here to help you!

RESOURCES

Books

- ***Managing Transitions: Making the Most of Change***
  - W. Bridges, 2017

- ***The Resilience Breakthrough: 27 Tools for Turning Adversity into Action***
  - C. Moore, 2014

- ***Immunity to Change: How to Overcome it and Unlock the Potential in Yourself and Your Organization***
  - R. Kegan and L. Lahey, 2009

Articles

- 27 Tips for Managing Remote Teams in 2020
  - peoplemanagingpeople.com/general/tips-managing-remote-teams

- "Serious" Leaders Need Self-Care, Too
  - hbr.org/2020/10/serious-leaders-need-self-care-too

- Leadership in Times of Uncertainty: Helping People Cope in Challenging Times
  - rhrinternational.com/sites/default/files/pdf_files/Leadership-in-Times-of-Uncertainty.pdf

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