



A MANAGER'S GUIDE TO SUPPORTING EMPLOYEE WELL-BEING DURING WORKPLACE TRANSITIONS

**A WEBINAR FOR SUPERVISORS FROM YOUR
EMPLOYEE ASSISTANCE PROGRAM**

September 25, 2024

INTRODUCTION

It is not the strongest nor the most intelligent of species that survives,

but the one that is most adaptable to change.

– Charles Darwin



OBJECTIVES

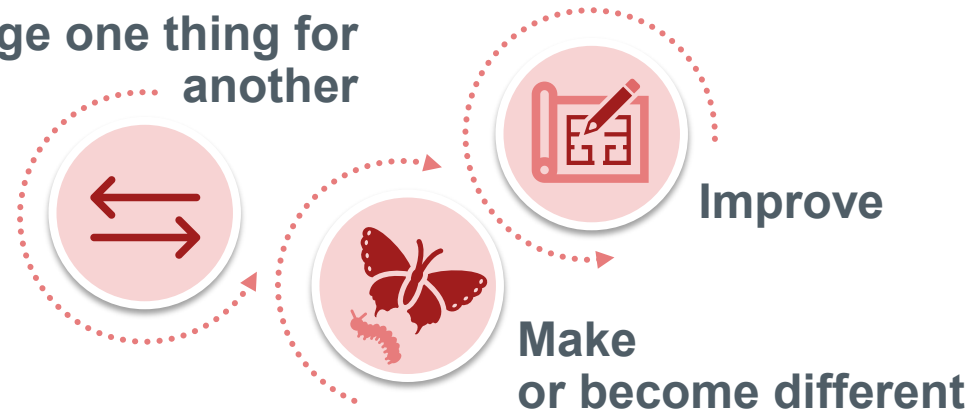
- Describe change and how it affects our brain
- Discuss the three phases of transition
- Explore the supervisor's role in effective change management
- Offer guidance on communication and addressing resistance
- Provide techniques to improve managing emotions and wellness

SECTION 1

DEFINING CHANGE AND HOW IT AFFECTS THE BRAIN

DEFINING CHANGE

Exchange one thing for another



Organizational change

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



Contract awards/
modifications



Change in
administration



Budget cuts

Examples:



New
leadership



Changes in
legislation



Natural
disasters

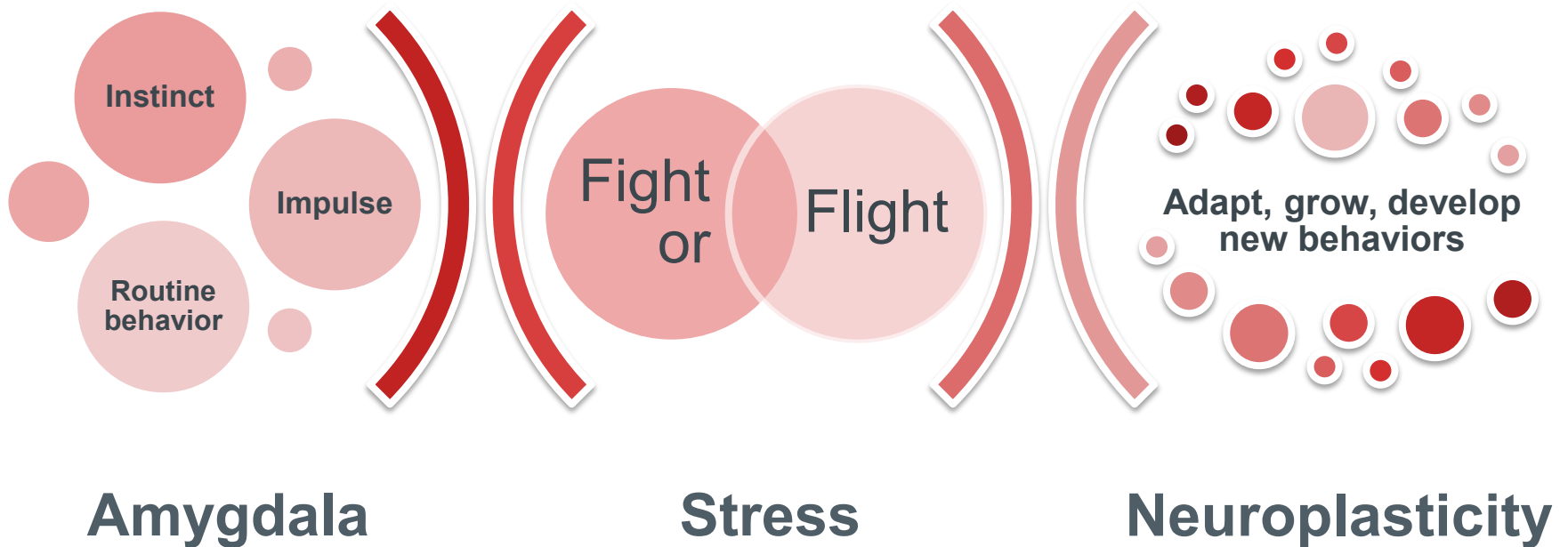


Pandemics



New technology/
software

HOW OUR BRAIN REACTS TO CHANGE



SECTION 2

THE THREE PHASES OF TRANSITION

THREE PHASES OF TRANSITION



Endings

Fear and loss.

Common responses:

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



Neutral Zone

State of psychological limbo between the old way and a not-yet-fully-formed new one.

This can create:

- Anger
- Anxiety
- Confusion
- Distress
- Fear
- Resentment
- Lack of confidence
- Resistance
- Disorganization



Beginnings

Letting go of the old and accepting the new as a new identity forms.

Employees will start to:

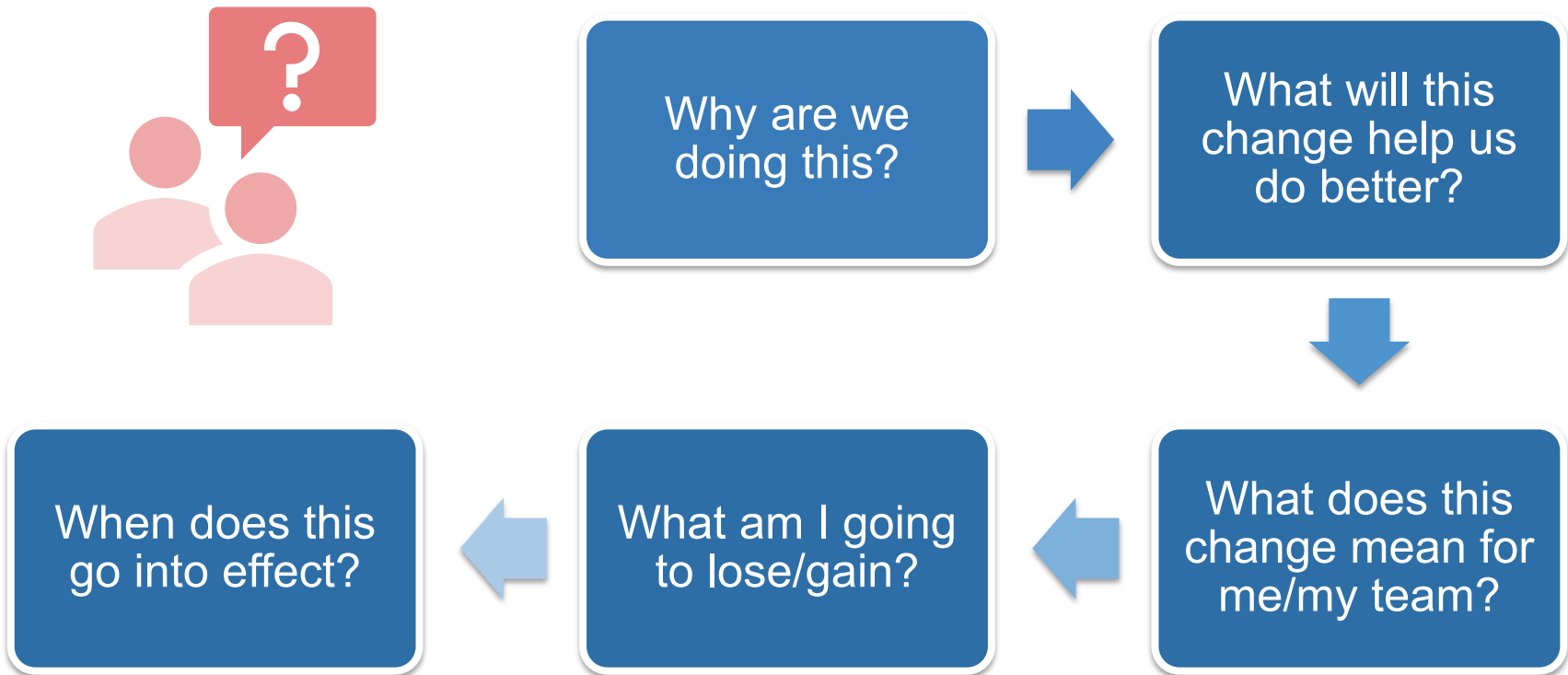
- Restore equilibrium
- Internalize new ways
- Accept new roles
- Collaborate

SECTION 3

THE SUPERVISOR'S ROLE IN EFFECTIVE CHANGE MANAGEMENT

COMMUNICATE THE WHY

Be prepared to answer questions like the following:



COMMUNICATE THE HOW

Share *how* the change will affect individuals, the team, and job functions.

Keep an open-door policy

Discuss the timing of the change

Support them during the change (e.g., training)

Meet regularly and provide updates

Each communication about the change should include:

What is changing

The reason for the change

The change's impact on the team and the agency

Any details such as new systems, procedures, or timelines

MANAGE RESISTANCE



Ask questions to find the root of employees' concerns



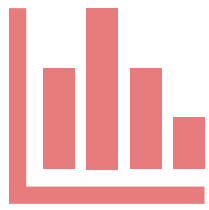
Re-conceptualize or reframe your view of the resistance



Normalize reactions to change

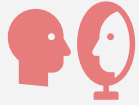


Use feedback to make improvements



Which specific skills can you use to manage change and resistance within your agency?

MANAGE YOUR EMOTIONS



Self-reflect and ground yourself



Remain calm and supportive



Breathe through heightened emotions



Take an unbiased stance



Speak in an even tone

MAINTAIN MOTIVATION, GROWTH, AND TEAM CULTURE

Training

Helps answer the *how* and prepares employees for the change



Regular communication



Online training programs



Policies and procedures



Interactive discussions

Recognition and reward

Reinforces desirable behavior and the drive to improve and adapt



Tailor rewards to match effort



Give credit where it's due



Reward directly after an achievement

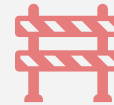


Provide opportunities to learn and grow

MIND YOUR HEALTH AND WELLNESS



Take breaks during your workday



Establish and enforce boundaries at home and work



Use your leave time



Maintain a daily mindfulness or meditation practice



Focus on nurturing relationships with family and friends

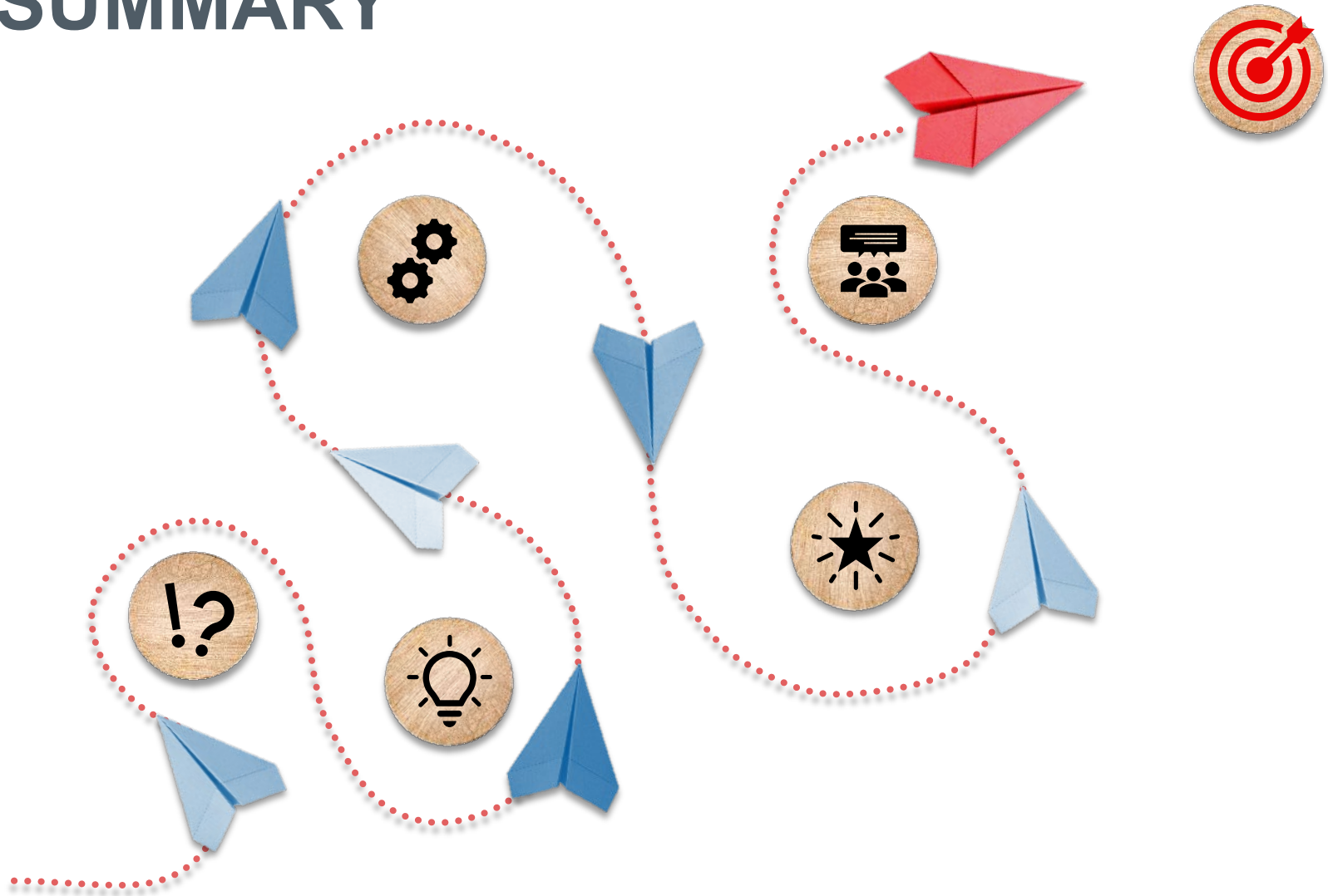


Take advantage of agency benefits such as the EAP



Prioritize sleep, healthy eating, and exercise

SUMMARY



RESOURCES

Books

- ***Managing Transitions: Making the Most of Change***
 - W. Bridges, 2009
- ***Start With Why: How Great Leaders Inspire Everyone to Take Action***
 - S. Sinek, 2011

Video

- What Leaders Need to Know About Change
youtube.com/watch?v=4EvkGX_Ir1A

Online Articles

- Core Roles in Change Management
prosci.com/blog/core-roles-in-change-management
- Top 10 Tactics for Managing Resistance to Change
prosci.com/blog/prosci-top-10-tactics-for-managing-resistance-to-change

Podcasts

- Leadership is a Relationship
brenebrown.com/podcast/leadership-is-a-relationship-part-1-of-2
- Managing Emotions at Work
amazingif.com/listen/managing-emotions-at-work

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