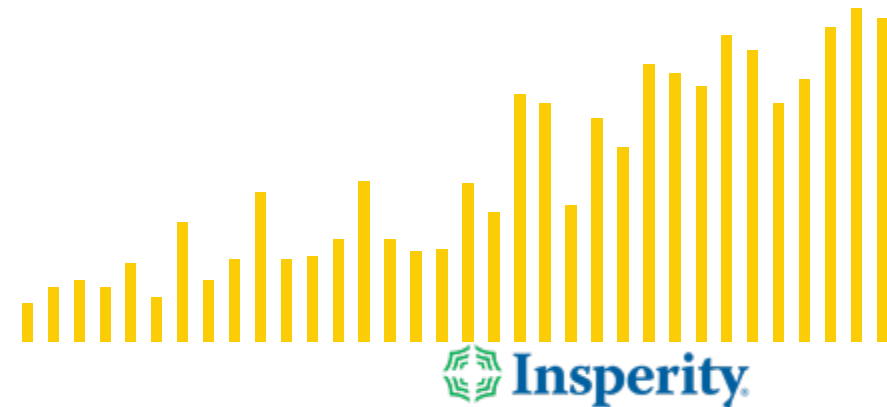


Leading Through Change: Insights for CEOs and Entrepreneurs



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Polling Question

A close-up photograph of a person's hands holding a white smartphone. The phone's screen is blank and white. The person is wearing a dark-colored sleeve. The background is a blurred outdoor setting with stone walls.

Workplace Change Initiatives

- Based on your experience, what **percentage** of workplace change initiatives are **successful**?

70% of Workplace Change Initiatives Fail. Why?

- It's not about **WHAT**... It's about...



Agenda

- **Reactions and Resistance**
- **The Psychological Process of Change**
- **The Personal Needs of Change**
- **Regaining Control**
- **Employee Engagement and Buy-In**

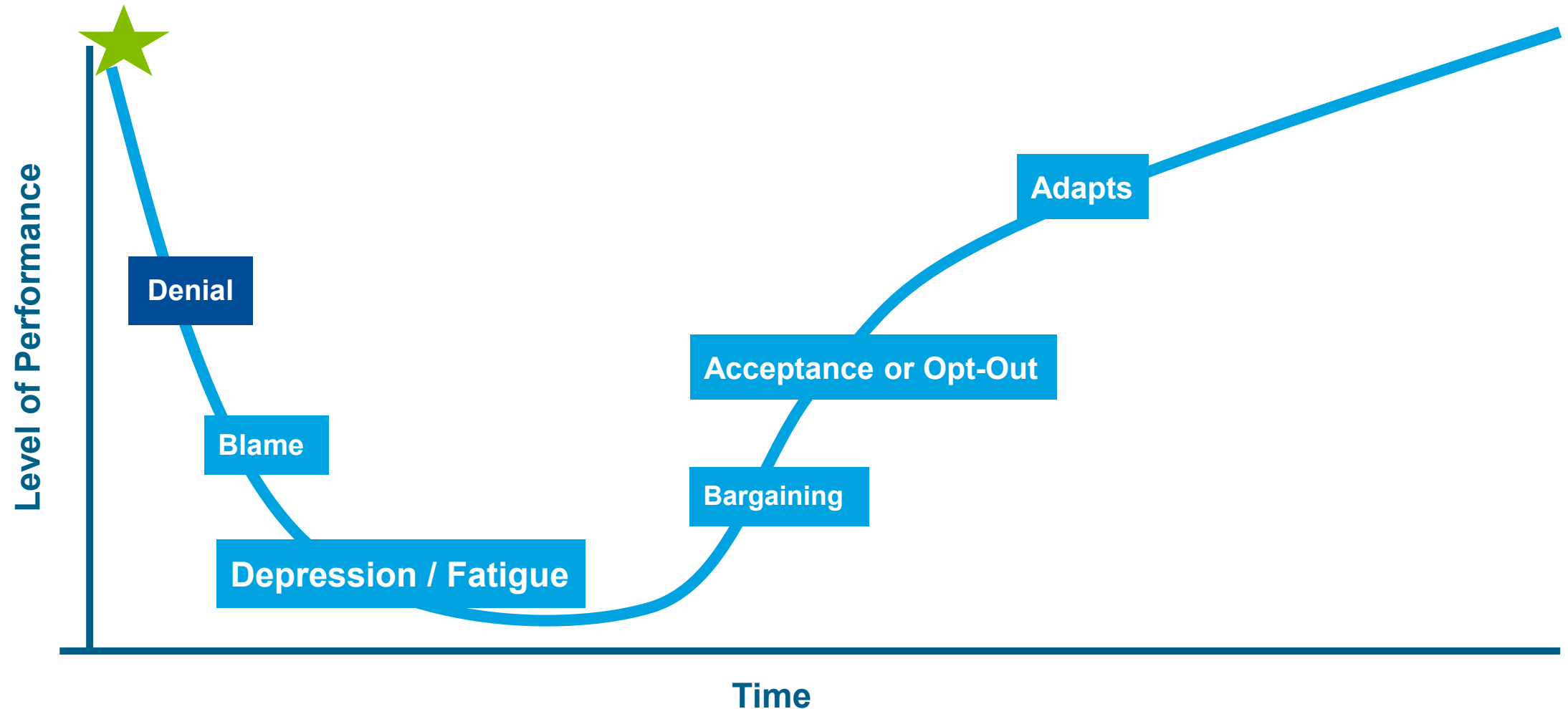


Change Accelerators

- **Describe what's changing and why**
- Seek reactions and feelings
- Regain a sense of control



The psychological process of change



Change Accelerators

- Describe what's changing and why
- **Seek reactions and feelings**
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Common sources of resistance

Employee-based Drivers	Organizational Drivers
Habit & personality	Change has limited focus
Fear of the unknown	Lack of buy-in
Fear of personal loss	Lack of alignment
Lack of understanding & trust	Power struggles

Taking a deeper look into a human brain

- Limited mental capacity
- Wired for socialization and belonging
- Needs security; knowledge of what comes next
- Strives for autonomy
- Has 5 times more circuitry for identifying threats than rewards





What personal needs might people have when they are experiencing change?

- To understand what's changing and why.
- To be heard and understood.
- To be involved.
- To be supported.
- To feel respected.
- To feel confident that they can be successful.
- To trust the leader and the organization.

Change Accelerators

- Describe what's changing and why
- Seek reactions and feelings
- **Regain a sense of control**



Activity: Areas of Control

Control	Influence	No Control
<i>Attitude, perception</i>	<i>Allocation of resources, learning more about video conferencing</i>	<i>Stay at home restrictions, Timing, budget, quality</i>

A man and a woman are laughing together in an office setting. The man is on the left, wearing a grey t-shirt and holding a green mug. The woman is on the right, wearing a dark blue sweater and holding a tan mug. They are both smiling and looking at each other. The background shows an office environment with desks and computers.

Tapping into the collective knowledge & expertise

- Employee engagement is a fundamental tool for building sustainability of organizational changes
- Involving employees in decisions that directly impact their work can reduce frustration & reduce turnover
- Employees provide a unique perspective to unforeseen impact on day-to-day operations

A man with a beard and a woman are sitting at a white desk in a modern office. The man is on the left, wearing a green plaid shirt, and the woman is on the right, wearing a light blue shirt. They are both looking at their laptops. The desk has several items on it, including a laptop, a tablet, and a cup. Large windows are in the background, letting in bright light.

Strategies to engage employees

- Identifying & leveraging the “influencers” can support the sustainability of changes
- Using employee champions to lead changes
- Creating employee-led workgroups to own changes when appropriate
- Providing vehicles to solicit & act on employee feedback when possible

Key take-aways



- Communication and transparency are critical during this time. Be clear and honest with your employees.
- Employee's personal needs play a key role in how they interpret change which in turn impacts performance.
- Utilizing the talent and knowledge within your workplace helps promote buy in and accelerate change.



Questions?



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