Summary of notes from SIM meeting May 8, 2024 on “SURFING THE CHAOS: A Discussion About Leading Change”

Note: several people asked about the spinning wheel that I used to call on tables. It is wheelofnames.com.

# S3. What are some tactics to make change stick, so the organization does not revert back to old ways of doing things?

1. Be consistent
2. Celebrate success
3. Reinforcement
4. Malicious obedience – chaos when leader changes

# S5. How do you lead a stressed team?

1. Listen with empathy to team’s problems whether work or personal – for example, financial, schedule, mental health
2. Identify any issues you can address in the scope of the changes
3. Add solutions to their problem to the shared goal – reduce stress
4. Share the vision and open up the solution to team input
5. Engage leadership in visible support of solution
6. Allow them to take time off
7. Keep the team focused and support them
8. Celebrate small wins
9. Make space for mistakes
10. Give grace
11. Have their back
12. Understand why they are stressed
13. Take them out for a drink / happy hour!
14. Lavender, meditation, a mood light, breathing techniques
15. Root cause identification
16. Showing vulnerability can help other so the same
17. Sometimes a 1:1 approach works when all else fails

# P3. Who are the right people to involve early in a change, and how do you get them constructively engaged?

1. Managers
2. Leaders and sponsors
3. Thought leaders on the team
4. Change champions
5. Users
6. Skeptics
7. Emphasize communication and training
8. Have a shared goal for all and communicate it
9. Listen
10. Survey users to assess (baseline and go-live)
11. Identify resistors
12. WiifM
13. Use ambassadors to support change and the path forward organically and to get buy-in

# P4. How do you equip people to take initiative rather than be passive?

1. Validate feelings
2. Education
   1. at org level
   2. broader mission and impact
3. Explain why
4. Ownership and inclusion
5. Listen and understand their perception
6. Strategic partnerships – transparency
7. Communicate
   1. Mission and objective to be achieved
   2. Why – the reason for the change
   3. What the end goal looks like
   4. What opportunities the change presents – shape it positively

# P5. What are the most important things a change sponsor should and should not do?

1. Should
   1. Clear vision (clarity)
   2. Ensure organizational alignment
   3. Listen
   4. Make sure people understand the “why” – WiiFM (what’s in it for me)
   5. Remove barriers
   6. Pay equity for change managers
   7. Provide resources and clear groundrules; remove serious roadblocks
   8. Look for influential people
   9. Identify change champions who can give tips and guidance
   10. Empower people
   11. Look for formal and informal change influencers
   12. Commit to the change for an extended period of time
2. Should not do
   1. Make assumptions
   2. Demand compliance

# P6. What is the role of supervisors and first line managers in a change?

1. Strategy is #1
2. Make them responsible for communicating the message to their teams
   1. Build a trust relationship – helps message to be received
   2. Empowers employees to be agents of change
   3. Identify and delegate the change tactics