

# Change in the Workplace

## Introduction

Here are some ideas and opportunities to develop skills for dealing positively and proactively with the impacts of change in your workplace.

We want you to reflect on the four points below and introduce you to some ways of thinking about and managing the process of professional and personal change:

1. Prioritise the importance of self-care
2. Consider tools to positively deal with change
3. With whom do you discuss issues and concerns?
4. Remember practical things you can do to get yourself and your team managing the change process successfully.

## A Model for Framing your Thinking and Actions

The ADKAR model offers a framework for understanding and applying many approaches to change. It can be used as a coaching tool to assist in managing communications, training and to diagnose problems that occur during the change process. (Hiatt, J.M. ADKAR: A Model for Change in Business, Government and Our Community. Prosci Publications. Colorado)

This model is also likely to have resonance for those whose team members remain the same but whose functions have become or are becoming very different.

The model below is a summary of the five ADKAR elements.

- A**      **Awareness** of the need for change
- D**      **Desire** to support and participate in the change
- K**      **Knowledge** of how to change
- A**      **Ability** to implement required skills and behaviours
- R**      **Reinforcement** to sustain the change

This model is likely not to operate in the order above. Individuals may move up and down and between any of these five elements.

## Personal Change

Think about a time when you have instigated personal change such as moving house or buying a home. Look at each of the following steps and think what your response was:

- **A**      **Awareness** - What were you conscious of when you thought about the need to move?
- **D**      **Desire** - What were the motivating factors that impacted on your actual move?
- **K**      **Knowledge** - What skills and knowledge did you need to make this move happen successfully?
- **A**      **Ability** - Were there any issues that inhibited your ability to make the move successfully?
- **R**      **Reinforcement** - What other help did you need to make this move stick?

Summarise your thoughts below

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when *life* works better,  
*business* works better

*Pai ake te oranga, pai ake te pakih*

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## Engaging in the Change Process

Change does not necessarily occur sequentially. There may be two or three phases happening at once. Sometimes change is imposed. We need to be adaptable, resilient, and able to manage issues when they arise.

## The Benefits of Change

Change offers many benefits. It is important to focus on the benefits and manage the difficulties.

What are three key benefits of these changes for your organisation?

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## Change and Authenticity

How people respond during the change process is vital.

Leading by example and modelling healthy behaviours and assists in developing trust for a longer-term perspective.

There are important things for Managers and Staff to remember throughout the change process.

1. Be authentic
2. Be honest in what you say
3. Confront denial
4. Involvement from the top
5. Plan for people's possible responses and reactions

## Leading Your Team Through Change

As for leaders of staff make sure you:

- Meet regularly with your team
- Help them self-manage and take responsibility for their part in the change
- Let them know that you are available to talk about their ideas
- Help them to identify how they feel, ways of coping through change and if needed work out who can provide the best support
- Ask them to be patient when they want to go straight from endings to new beginnings, as it is important to have some time to get used to the idea of a new structure
- Only ask of them what you are prepared to do yourself
- Treat people equally
- Keep an open door and encourage them to do the same — be visible and available through the process
- Develop procedures that will be in place for staff not available when announcements are made
- Clarify when new job descriptions and titles will be available so that people are clear what is expected.

## Manage Your Own Resilience

Here are nine ways to increase your resilience:

- Slow down, breathe and move more slowly
- Stretch – to reduce muscle tension
- Chunk your work – one task at a time
- Minimise interruptions
- Think Healthy - regular breaks – eat regularly - adequate sleep
- Mix your activities from high intensity to less taxing work
- Schedule treats – have something reliably pleasant to look forward to each week
- Talk to your one up manager
- Talk to an independent confidential person

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## Summary

Vitae supports you to deal with organisational change positively and pro-actively. We offer opportunities for you to manage change rather than change managing you.

The ADKAR model uses five elements as a framework for understanding and applying a number of approaches to change. The simplicity of the model allows leaders to assess, review and coach staff as they move between the elements. Using ADKAR allows you to:

1. assess the successes
2. manage the problems
3. work with the potential resistance that occurs in any change process, while promoting the benefits.

Communication is a vital key to promoting and influencing. Being authentic, at its core is about leading by example. Be honest, confront denial, acknowledge people's concerns and plan for the issues that might arise.

## References

Vitae Training [Workshops](#)

Hiatt Jeffrey M (2006) ADKAR A Model for Change in Business, Government and Our Community. Prosci Learning Centre Publications. [www.prosci.com](http://www.prosci.com)



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