

# Stakeholder Management

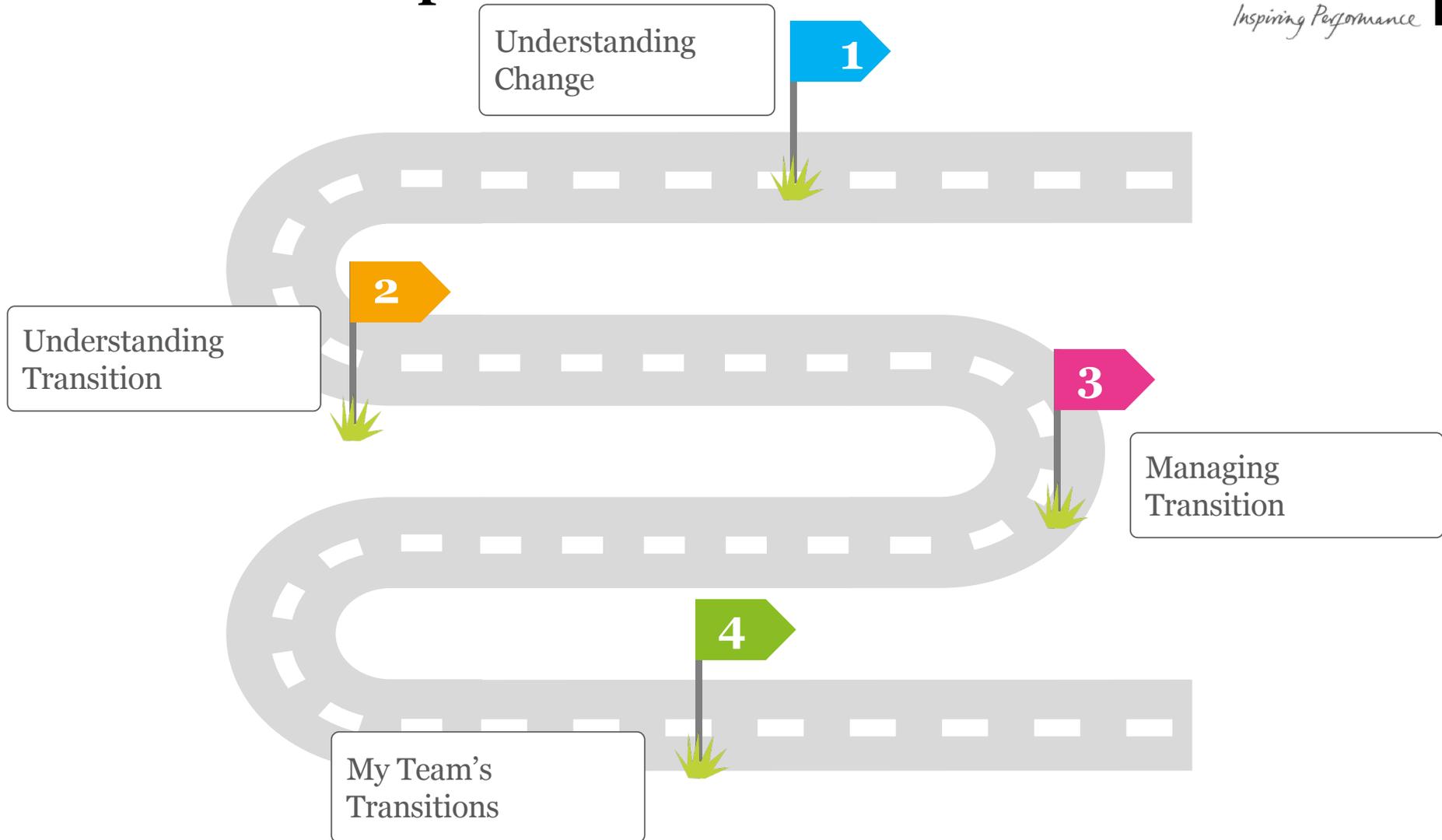
ELM Module : Leading Change

## Learning outcomes

Assessing the needs of your team and stakeholders using a particular change model

Understanding & overcoming resistance to change

# Session roadmap



# Understanding Change

## What's changed in your world over the last...

- Week?
- 3 Months?
- 12 Months?
  
- Think about...
- **Operational change**
  - Systems, procedures, structures, technology, relationships/people, decision making, accountability etc.
- **Strategic change**
  - Cultural, economic, social, environmental, longer-term goals & initiatives
  
- For you personally?

## Your views on Change

### Guided Discussion





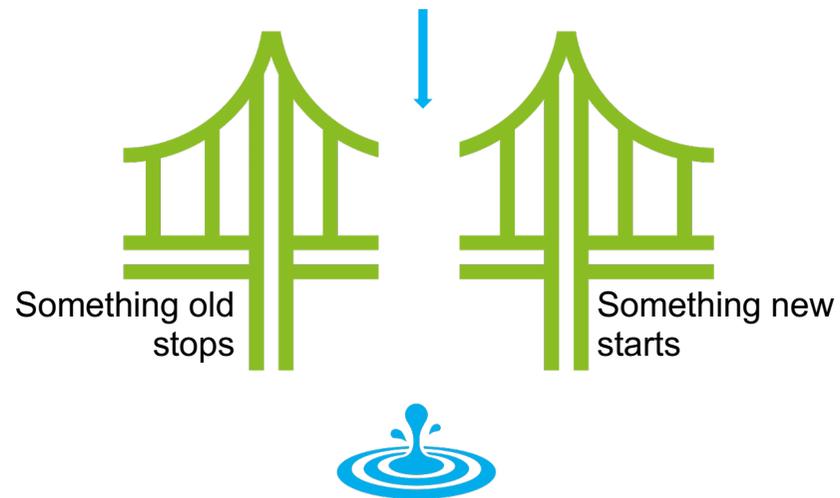
# Change is...

expected  
tough exciting constant  
necessary frustrating  
an external event!  
fulfilling situational positive  
complex  
the new normal a given

# Change is...

An 'event':  
It is situational and external to us

## Change

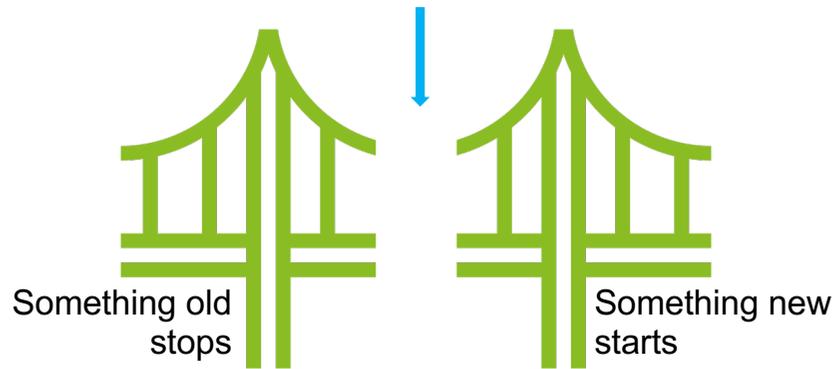


# Understanding Transition

# Change vs Transition

An 'event':  
It is situational and external to us

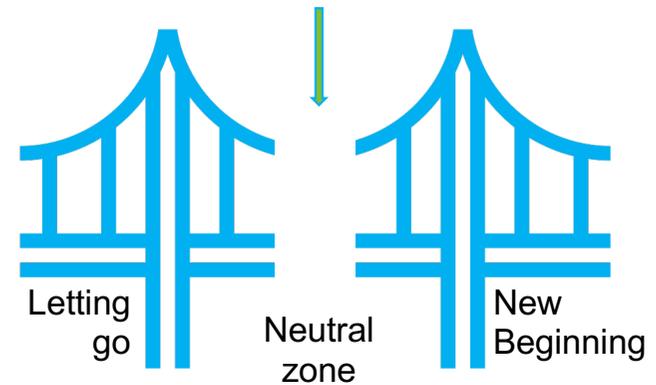
## Change



Can happen quickly for people

A gradual psychological orientation:  
It happens as we try to adapt to change

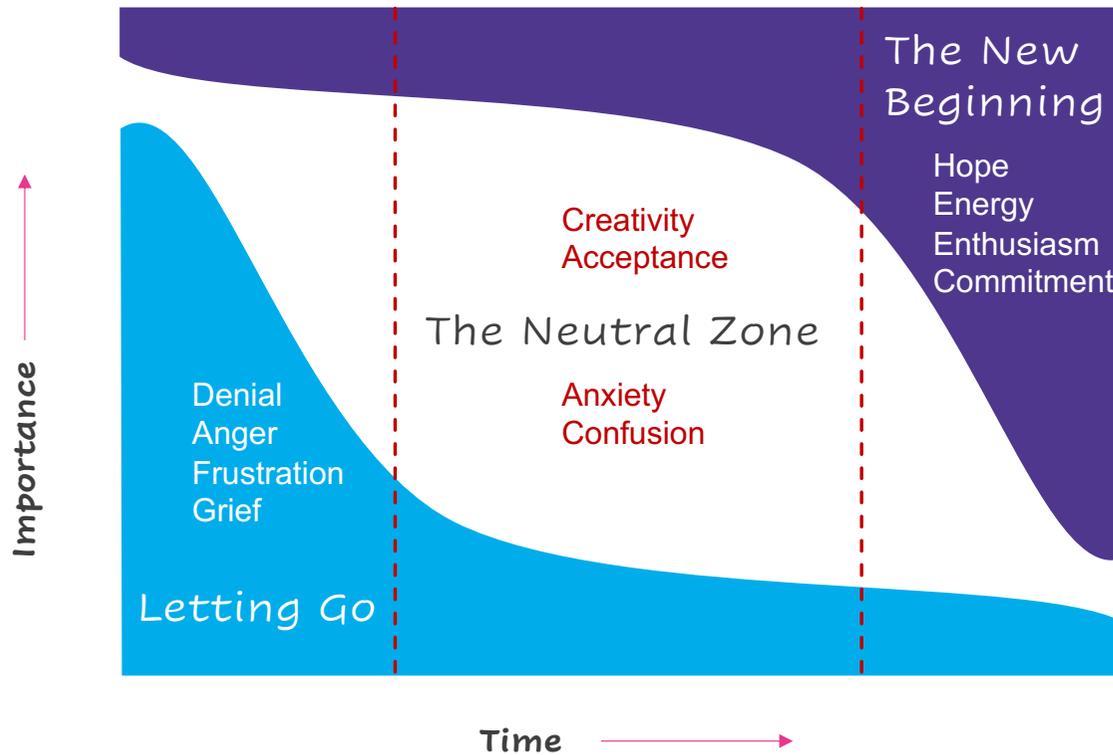
## Transition



Occurs more slowly within people

# Managing Transitions

# The Transition Phases





## Case study : **Change of leadership**

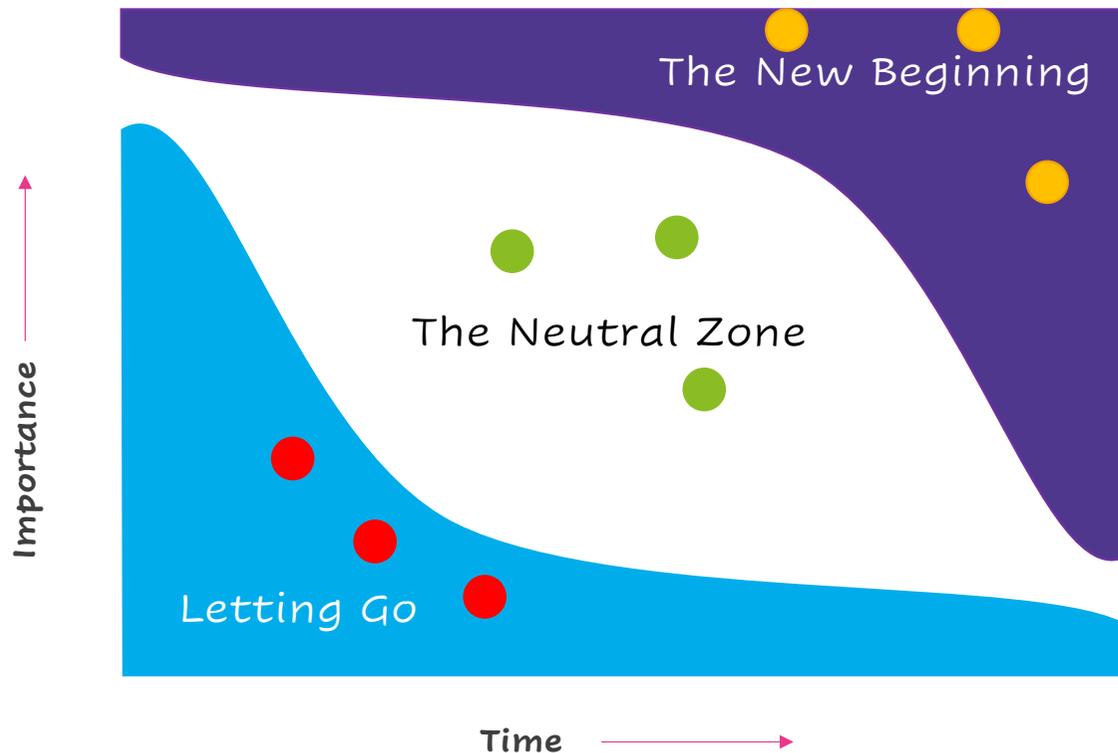
The Marketing team at GSI plc have had a bit of a rough ride of late!

Two weeks ago, Alex, the popular Marketing Director, left the business suddenly! Alex was informal, relaxed and gave the team a lot of autonomy, perhaps too much! The team had been told that Alex resigned, however, rumours have been circulating due to the hasty exit and apparent absence of a notice period.

It was no secret that the team had been taking some criticism recently. Some key team members had suffered recent ill health, website traffic had been falling steadily and plans to diversify and develop more sophisticated marketing channels are well behind schedule.

On Friday the team were asked to attend a meeting with the MD. At the meeting they were introduced to Kris, the incoming Marketing Director, who will be replacing Alex, and starting on Monday. During the meeting Kris presented some complex ideas that might help the team get back on track quickly. Kris also commented that his management style was very direct and well structured, which in his view is what was needed.

# Case study : **Change of leadership**



Kris recognises the change in pace, management style and culture is going to be a big change for the team, although some will deal with the change better than others.

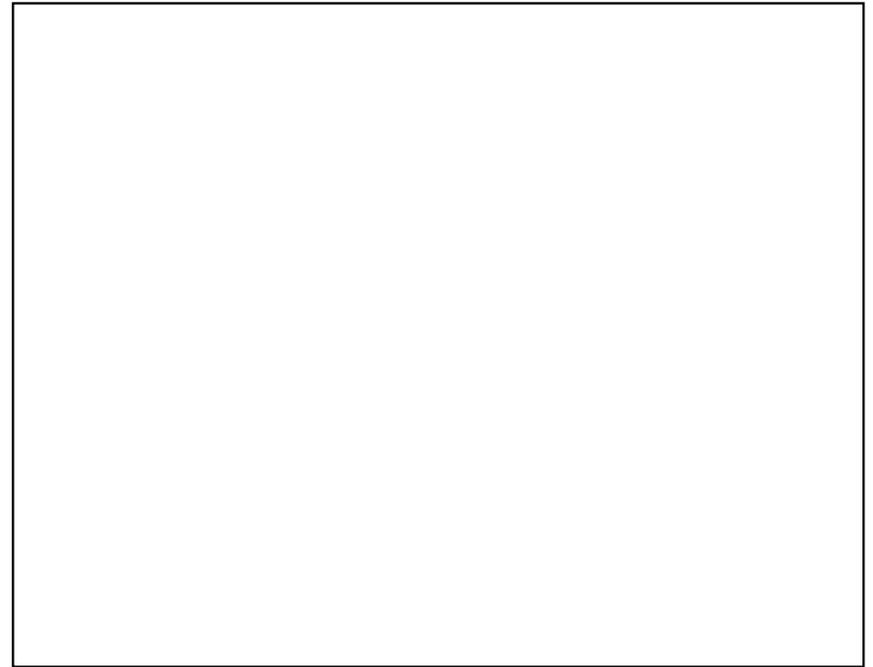
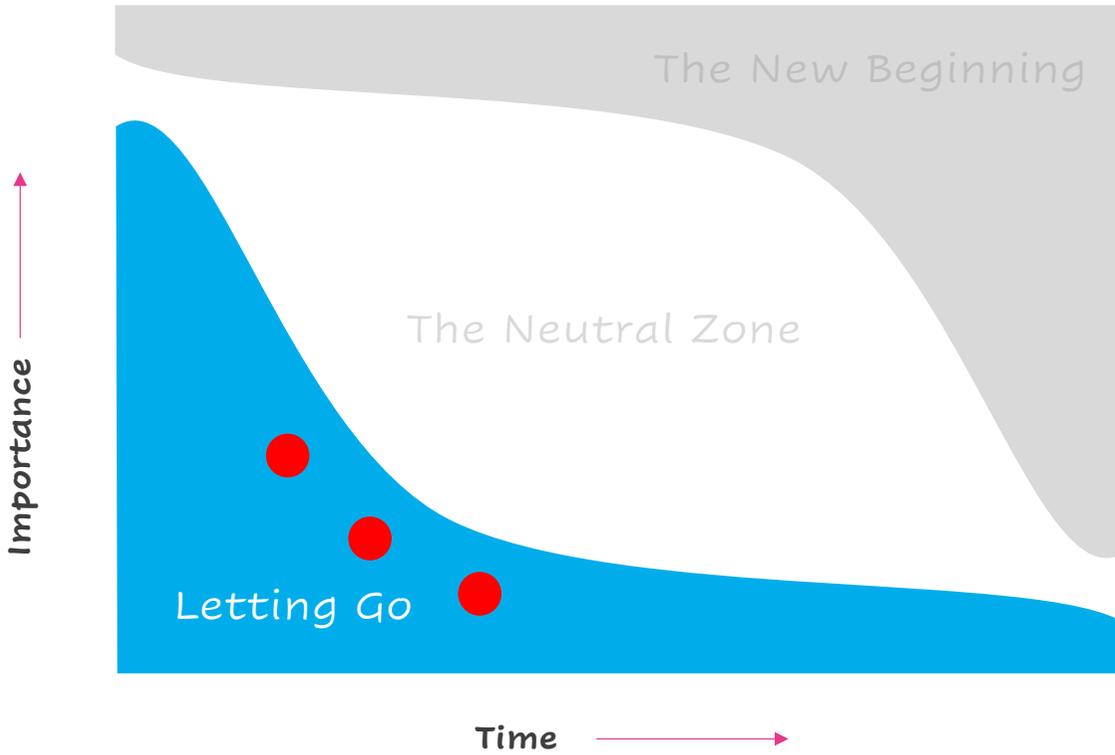
Work in your groups and discuss how Kris might be able to guide the team members in each transition stage

3 team members are in **letting go**

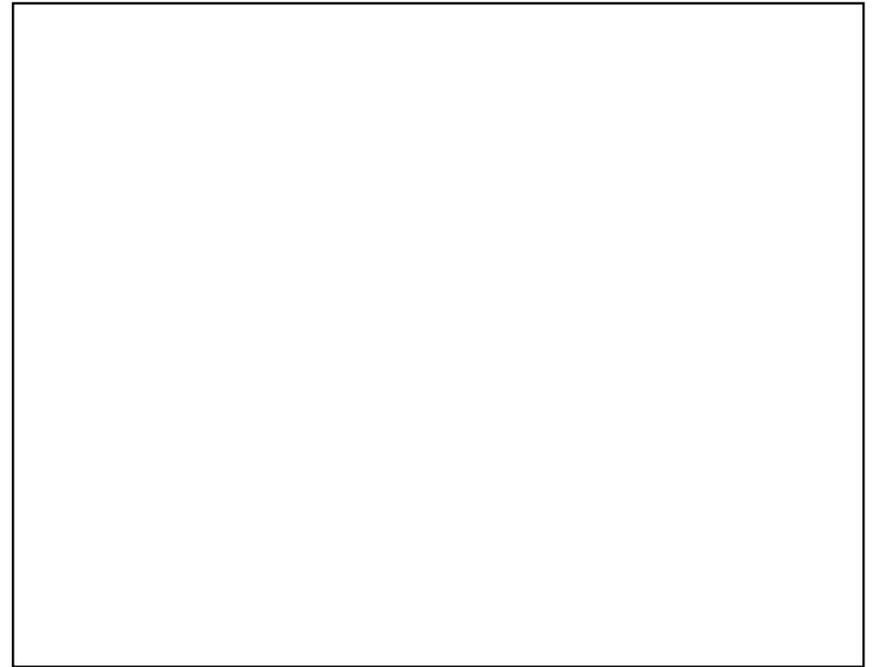
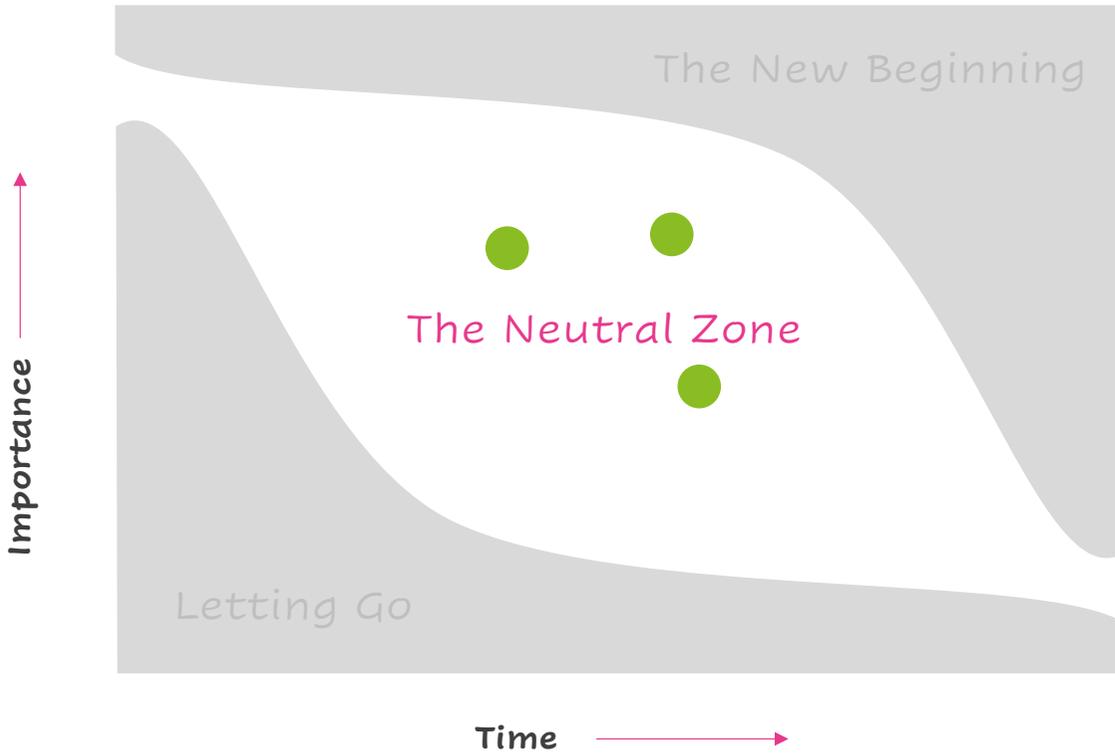
3 team members are in the **neutral zone**

3 team members are in the **new beginning**

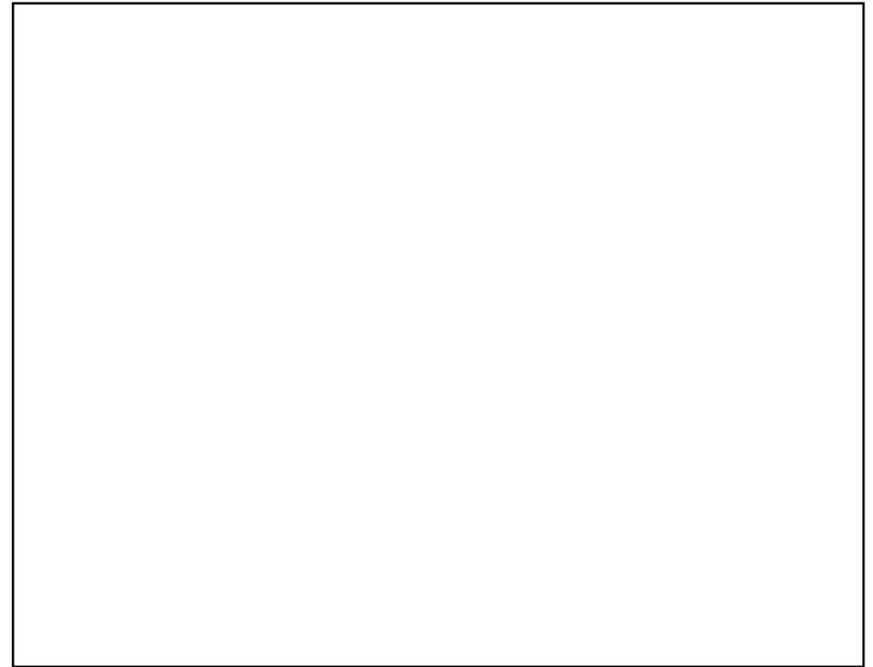
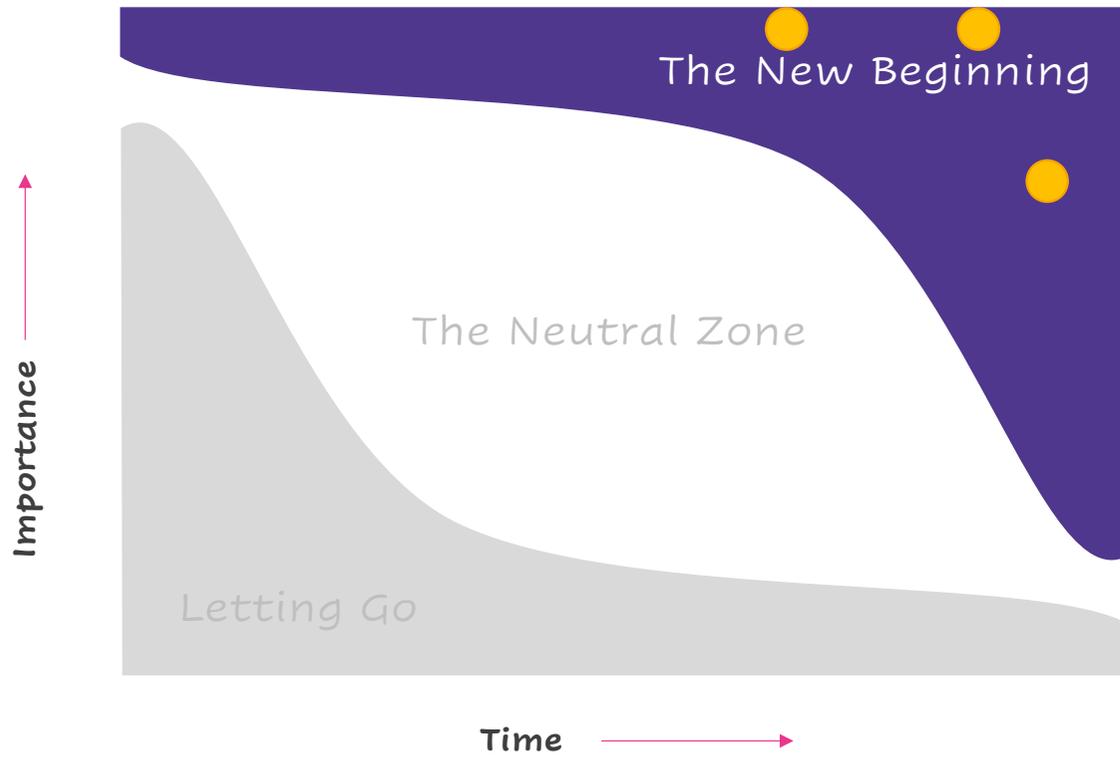
# Letting go



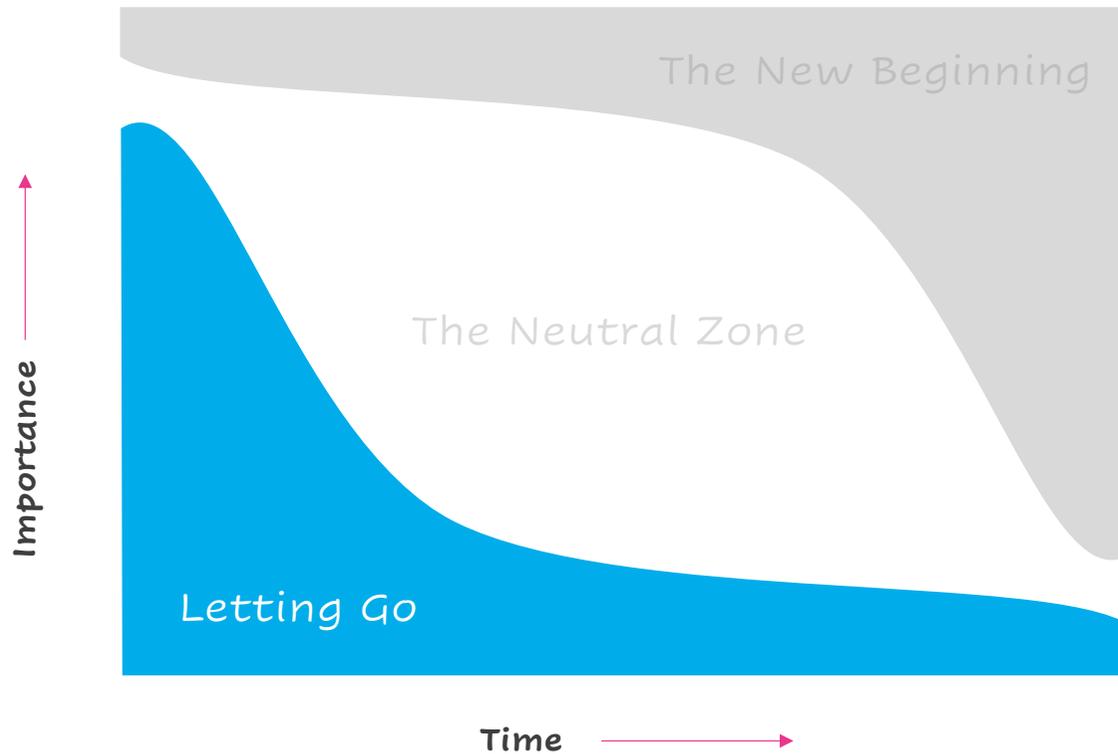
# The neutral zone



# The new beginning



# Letting go



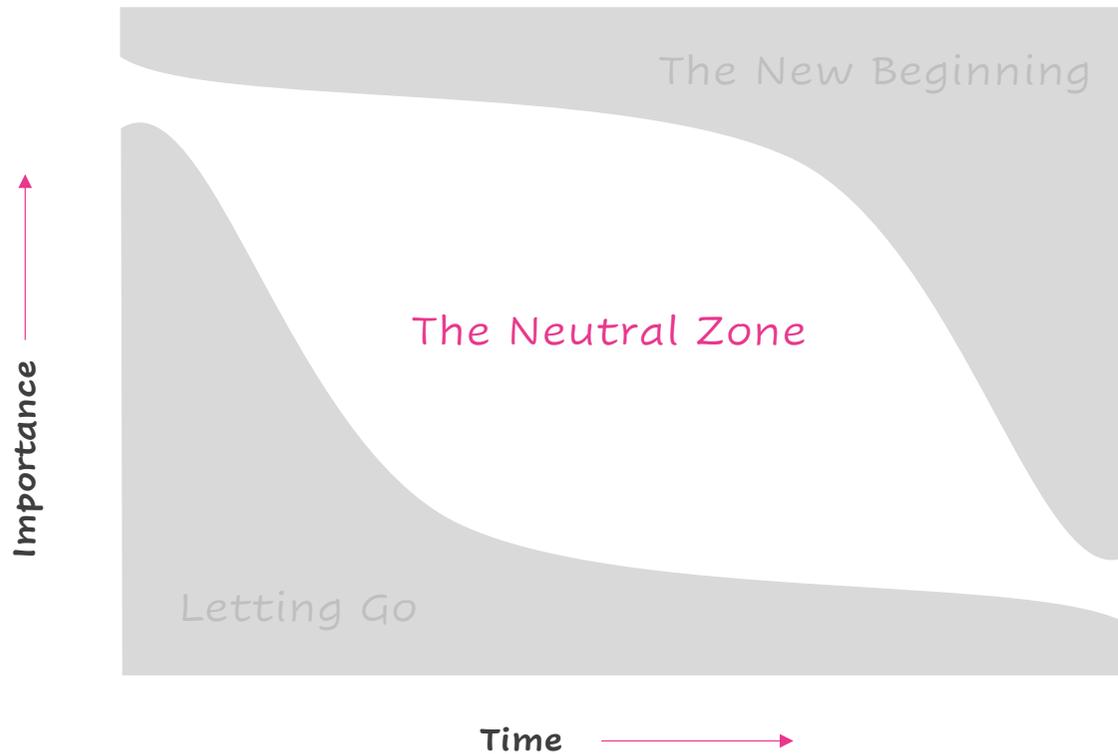
Accept resistance

Listen (Empathetically)

Educate on positive future

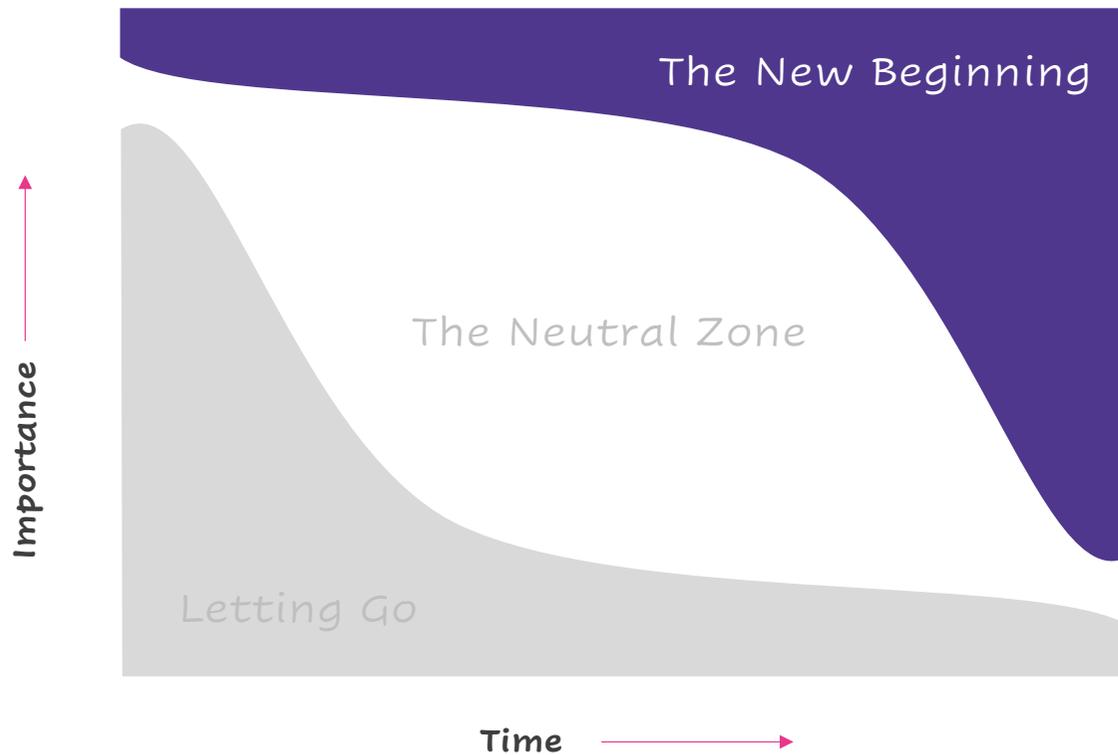
Show how their skills can help

# The neutral zone



- Clear direction (OMTA)
- Early feedback (SBI/CEDAR)
- Prioritisation (Eisenhower)
- Collaboration (GROW)

# The new beginning



Goal alignment

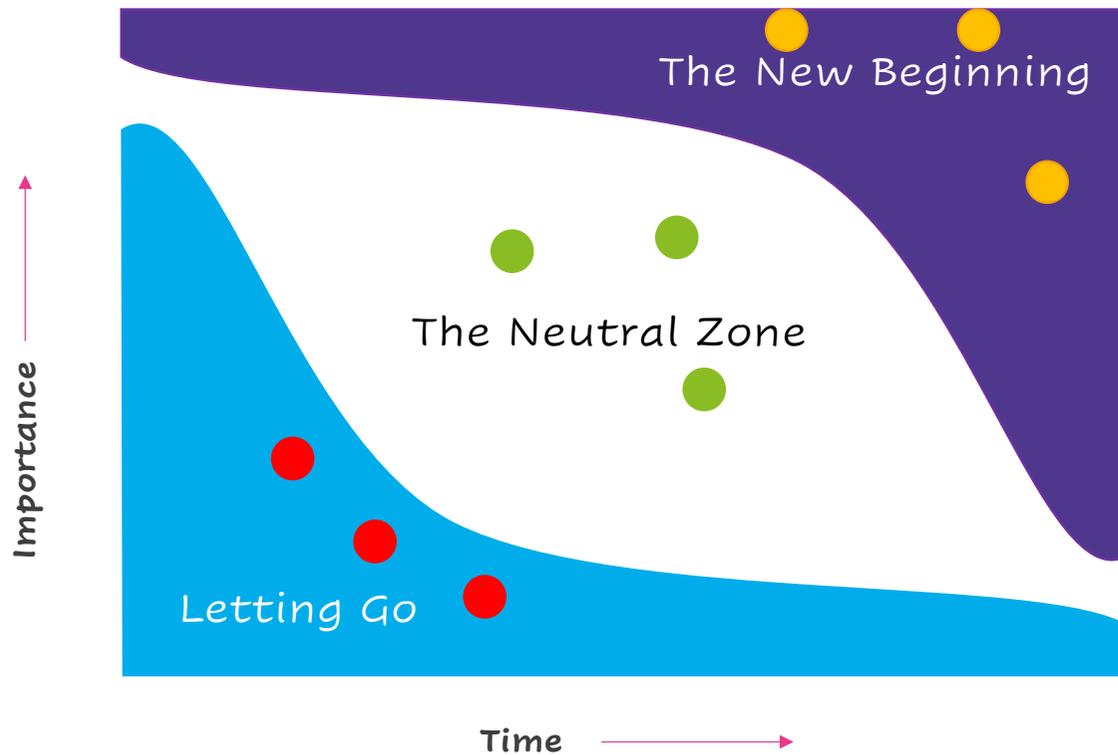
Create consistency

Celebrate success

Readiness for next time

# My Team's Transitions

# My Team's Transitions

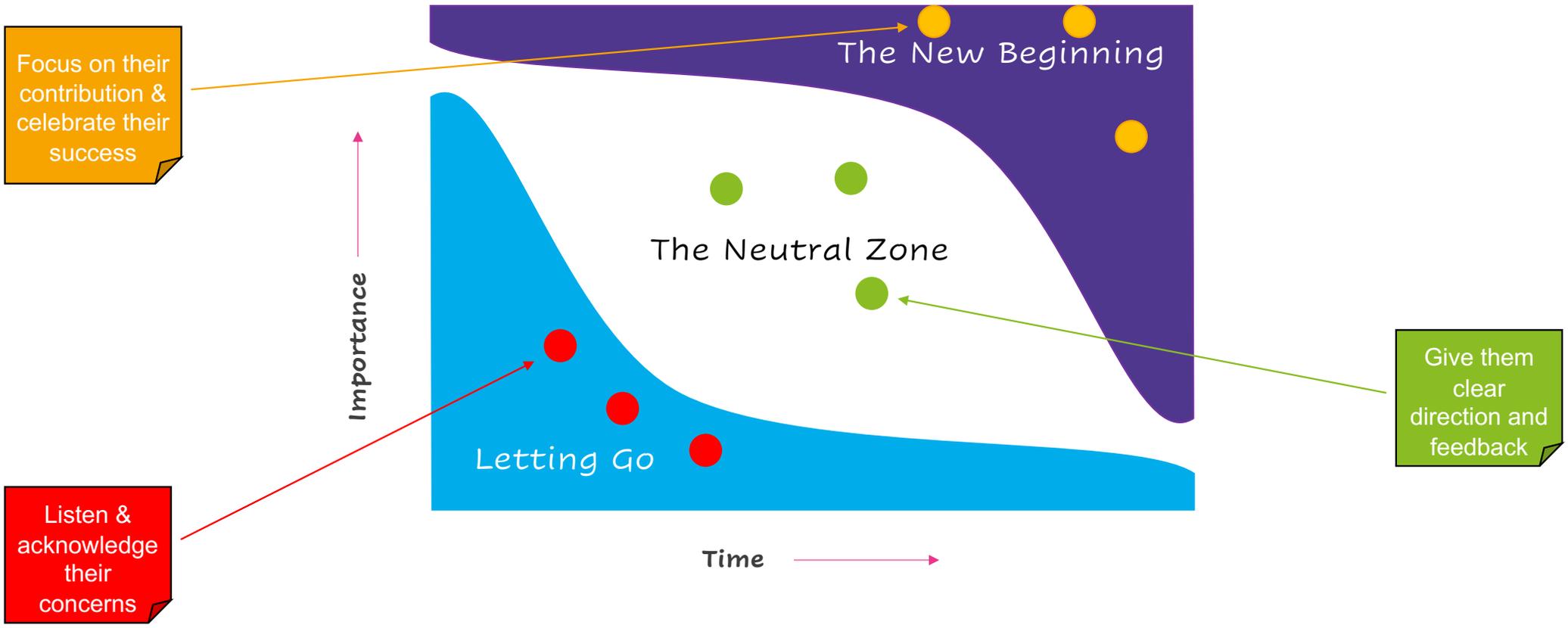


Think about something that has changed, is changing or will change in your team.

Think about your team members. What Transition stage are they in?

What do they need from you to guide into the next transition?

# Jam board Template



# Wrap Up

## Learning outcomes

Assessing the needs of your team and stakeholders using a particular change model

Understanding & overcoming resistance to change

# Managing Expectations: Key points



The team's existence can be threatened by its ability to deal with change



Change is an 'event' that is situational and external to us



Transition is a psychological orientation to the change that we are faced with

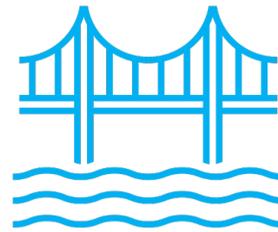


Supporting the team as they transition through change can help change happen more quickly and effectively

# Leading Change: **Action planning**



Consider the difference between the change event the transitions people make



Use the transition model to identify who needs what from you as a leader



Survey the team continually throughout the period of change