Leaders Supporting Employees Through Organizational Change

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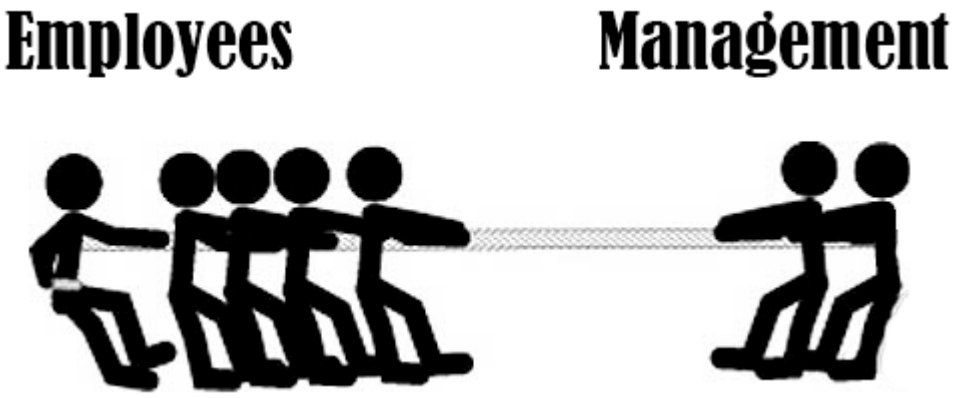
Emotional response to change initiatives

- Employees do not understand the goal of the change, thus they do not understand the implications of the change.
- Change causes anxiety as the employee does not know how the change will affect their self-interest. IE: do they have the skills to adapt to the change?
- Employees view change as disruptive to their routine
- Ambiguity can result in employees not trusting leadership



Strebel, P. (1996). Why Do Employees Resist Change? Harvard Business Review, no. 3, 86. Retrieved from http://search.ebscohost.com/login.aspx?direct=true&db=edsgao&AN=edsgcl.18289355&site=eds-live

Prepare employees for organizational change

- Develop a change management plan that includes:
- Education and communication
- Encourage participation and involvement
- Facilitation and support
- Negotiation and agreement
- Defining the need for the change
- Developing a vision of the result of the change

Change management plan turns targets of change into partners of change

"What if, and I know this sounds kooky, we communicated with the employees."

Kotter, J. (2007). Leading Change: Why Transformation Efforts Fail. Harvard Business Review,. Harvard Business Review, 85(1), 96–103. Retrieved from http://search.ebscohost.com/login.aspx?direct=true&db=bsu&AN=23363656&site=eds-live