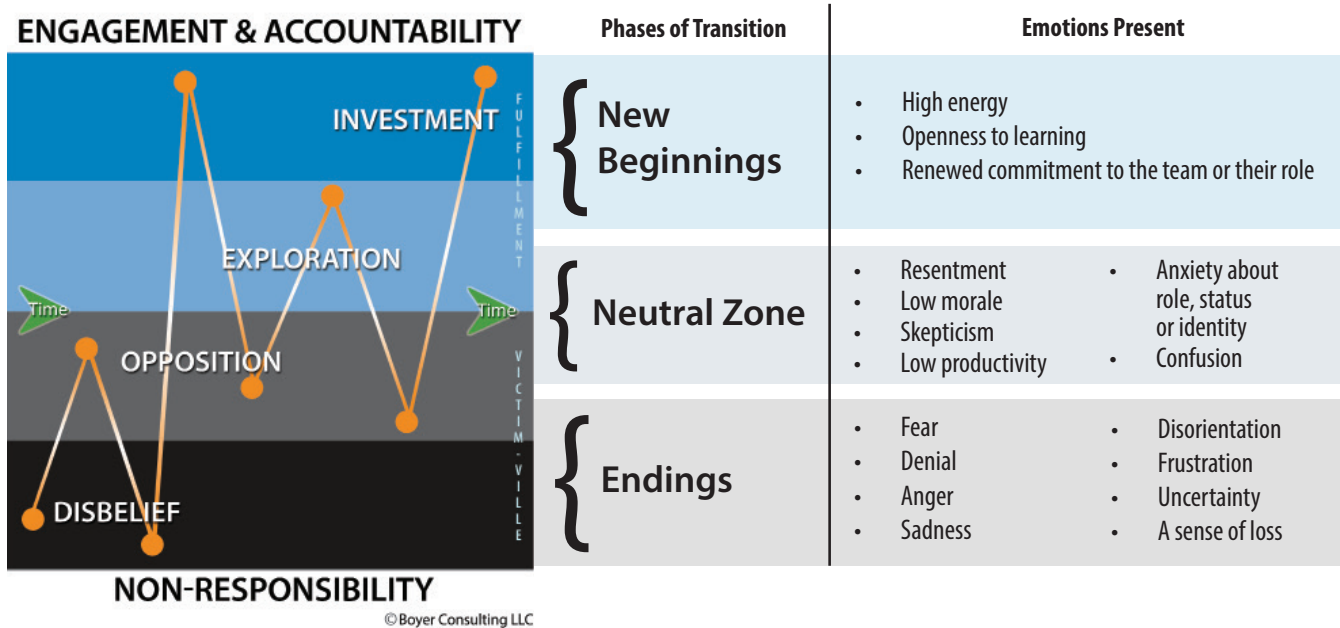


THE ENGAGEMENT FRAMEWORK & ADDRESSING THE EMOTIONAL PHASES OF CHANGE

Goal: To address emotions during each phase of transition in order to help team members move through the Engagement Framework towards Investment and Accountability.



Endings: Recommended Action Steps and Rapport Building Questions/Statements

ACTION STEPS

Check In: Listen and Observe

Acknowledge:

- Get team members to talk about their feelings
- Recognize what is being lost
- Listen empathically

Address:

- Allow time to accept and let go
- Celebrate past successes
- Communicate openly - Share as much information as you have as soon as you have it
- Talk about the benefits of the new change
- Let them know how you will get them the training and support they need to learn new skills
- Incorporate feedback loop

PRACTICE EMPATHY

STATEMENTS

"Let me try to paint a picture of where we are heading and why it will be good for us."

"We've got a lot of talent on this team. Let's focus on our past accomplishments and go forward to repeat them."

"I know change is difficult. I am here to answer any questions and concerns you have to the best of my ability."

"How are you feeling about this change?"

"We're doing everything we can to reduce stress during this process. Your additional suggestions are welcome."

"What do you think is ending for you or for the team as a result of this change?"

"We've gone through a lot of changes. Change can cause stress and uncertainty, but can also bring us new opportunities."

"What impact will this change have on your work?"

"How has your experience of this change differed from what you expected?"

ADDITIONAL BEST PRACTICES

Neutral Zone: Recommended Action Steps and Rapport Building Questions/Statements

ACTION STEPS

Check In: Listen and Observe

Acknowledge:

- Overwhelm and increased workload as they learn new things
- Appreciate confusion and impatience when learning something new

Address:

- Provide clear direction and expectations
- Provide more feedback, recognition and encouragement than normal
- Spend more time checking in with people
- Help with prioritization and managing workload
- Allow "team time" for creativity and brainstorming new ideas that support the change
- Set realistic, short term goals
- Celebrate small wins
- Incorporate feedback loop

BE VISIBLE

STATEMENTS

"Let's brainstorm some ideas of how we might approach this together."

"Let's set a few short term goals that we believe we can accomplish in the next 2 weeks."

"Let's take a team coffee break. I've brought in doughnuts and fruit. We can afford twenty minutes away from this."

"I like your new idea. We've never tried this before, so let's run a few scenarios to see how it might play out."

"Let's pause to assess our progress. Are we on track? Is it where we want it to be? Should we consider a new direction?"

"What are the obstacles you foresee in learning this new process, role, etc.?"

"What skills do you need to develop in order to meet these new goals?"

"Maybe completing all these projects as promised was an unrealistic goal. I will try to get us a few more days. Would that help?"

"Do you feel like things are happening that are out of your control?"

"Do you feel like the rules have changed and you don't understand the new ones?"

"Are you concerned that your role is still important to this organization?"

ADDITIONAL BEST PRACTICES

New Beginnings: Recommended Action Steps and Rapport Building Questions/Statements

ACTION STEPS

Check In: Listen and Observe

Acknowledge:

- Any amount of progress or success
- New ideas, shifts in energy and focus, changes in attitude
- Observable benefits

Address:

- Discuss vision and goals
- Link new goals and responsibilities back to their performance plan
- Never miss an opportunity to reward individuals and the team for their hard work
- Reinforce and sustain the change through new processes and systems
- Incorporate feedback loop

RECOGNIZE AND REWARD

STATEMENTS

"Let's identify your most important goals and lay out a plan with action steps to help you reach them."

"How do you need to "flex" or behave differently to maximize these opportunities?"

"Let's talk about our successes this week as a team."

"Let's take a minute to discuss the benefits we are already seeing as a result of this change."

"I know you hit some snags, but that is part of the learning process. Overall, you handled the task perfectly. Keep up the great work!"

"I am so impressed with your attitude towards learning this new process. This is a perfect growth opportunity for you."

ADDITIONAL BEST PRACTICES