

# Leading Through Uncertainty

Lessons in Change Leadership

April 2020



# Transition is a 3-Phase Process



People identify what they are losing and learn how to manage these losses.

They determine what is over and being left behind and what they will keep (relationships, processes, etc.)

Beginnings involve new understandings, new values and norms.

People seek to establish themselves in new roles with an understanding of their purpose, the part they play, and how to contribute and participate most effectively.

An in-between time when the old is gone but the new isn't fully operational.

People are creating new processes and learning what the new roles will be, but it's in flux and doesn't feel comfortable yet.



# The Emotional Process of the Change

## Understanding the 3 Phases:



### Endings

*People identify what they are losing and learning how to manage the loss.*

#### Covid-19 Environment

- Lockdowns/Shelter-in-place feels daunting
- Travel restrictions and social distancing can feel isolating
- School closures and lack of learning and connection for children.
- Lack of food supplies/test kits
- Feeling sick or sick family/friend

#### Feelings you or your team might be experiencing:

- I have to learn new ways of working
- Is this the new normal?
- I'm distracted by this crisis
- I am scared/fearful/upset



### Transitions

*An in-between time when the old is gone but the new isn't fully operational.*

#### Covid-19 Environment

- Changes to work/home environment requires adjustment and feels overwhelming
- Unsure how long the pandemic will last
- Worried about layoff/loss of income
- Concern with ongoing health and wellness as a result of COVID-19

#### Feelings you or your team might be experiencing:

- What else will change?
- How is this going to work?
- I don't know how to navigate this?
- I am overwhelmed



### New Beginnings

*Operating models, process, systems and routines are being put in place to adapt to this new normal.*

#### Covid-19 Environment

- More resources on the pandemic
- Relief/support from government/company and community
- Ways to cope and deal with health, financial stability and wellness

#### Feelings you or your team might be experiencing:

- I'm ready to make this work
- I'm ready to try something new
- There are new opportunities that I had not considered before
- I have support



# Leading Your Team

Strategies You Can Use to Cope and Manage:

## Mindset Shift

By labeling the situation/feeling you start to acknowledge and learn that you can release and reframe.

## Behavior Shift

Find specific actions and ways you and the team can adapt to this this new way.

## Routine Shift

Operating models, process, systems and routines are being put in place to adapt to this new normal.



# Leading Your Team

## Understanding the strategies:

### Mindset Shift

By labeling the situation/feeling you start to acknowledge and learn that you can release and reframe.

#### Lead with empathy

Acknowledge the change and create a safe space for team to share

#### Clarify Expectations

Manage expectations to the new reality and the adjustments that might be needed.

#### Personal Communication

Stay visible through frequent and personal check-in's.

### Behavior Shift

Find specific actions and ways you and the team can adapt to this this new way.

#### Build engagement

Listen and co-create solutions together for the new way of operating.

#### Reinforce expectations

Set manageable expectations for the team to feel like they can make progress and have wins.

#### Frequent Communication

Share information frequently and discuss what is top of mind for the team even if you might not have all the answers.

### Routine Shift

Operating models, process, systems and routines are being put in place to adapt to this new normal.

#### Show encouragement

Celebrate the adjustment to this new way of working.

#### Celebrate accomplishments

Discuss recent contributions and build confidence about the capabilities and achievements of the team.

#### Adopt and Adjust

Adopt process, systems and routines that are working. Discuss with the team the ways of working that needs to be adjusted/refined.



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