



STRATEGIES LEADERS NEED TO EMBRACE TO EFFECTIVELY LEAD THROUGH CHANGE

Profound change has become the new normal in our technology-centric world of cable/broadband. Mergers, acquisitions and dramatic shifts in how we do business have had a deep impact, both good and bad, on personnel. Leaders have a responsibility and obligation to know how to effectively navigate change to ensure the best possible outcome for their company, their organization and their customers.

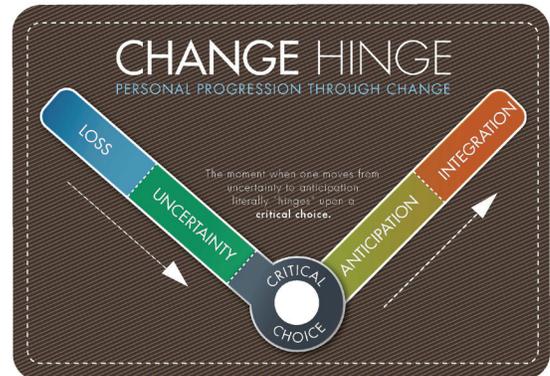
Recently, NCTI brought together industry leaders and experts for a discussion on change. Our panel of experts shared six strategies leaders should practice to effectively lead through organizational change.

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UNDERSTAND THE CHANGE HINGE

The Change Hinge is a model developed by Mentoring/Leadership expert, Dr. Elizabeth Selzer. This model has proven to bring greater understanding to the change process, to maintain an element of control while helping you anticipate any resistance from others involved, and to foster the development of skills to support others through the process.

- » **Loss:** Recognize Loss in Relationships/Power/Territory
- » **Uncertainty:** Ask yourself, what will the change look like? What will change for me and my team?
- » **Hinge:** Choose to accept change. This is where you have control in choosing to move through the change. (This is the change hinge.)
- » **Anticipation:** Seize the opportunity to learn.
- » **Integration:** Accept the change as your "new normal."



70% of all changes attempted in organizations fail.

Source: McKinsey & Company

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EMPATHIZE

Bringing the human element to the forefront of any change will help employees navigate the change a little easier.

- » Acknowledge their feelings
- » Show how the change can benefit them.
- » Recognize their loss.
- » Listen to their fears, concerns, even excitement.

31% of employees believe profit is all that matters to their organization, and that their organization doesn't care about employees.

Source: Businessolver's 2016 Research



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MITIGATE FEARS AND ANXIETY

Perception is reality. Leaving employees to make their own assumptions about the impact of change will cause unnecessarily heightened anxiety and fear, making the process of change that much harder.

- » Identify the *Merry-Go-Rounders* and the *Roller Coasters*. Merry-Go-Rounders tend to be more averse to change whereas Roller Coasters embrace, and even crave, change. Make your Roller Coasters your change ambassadors.
- » Normalize the process. Limiting the daily disruption can minimize the overall impact of change.
- » Paint the picture of what the change will look like. Be Proactive.
- » Share your own anxieties.
- » Show employees you are in the trenches with them.
- » Cascade positive messages.
- » Ensure employees know they are valued and respected.
- » Arm employees with the tools they will need to succeed
- » Communicate, Communicate, Communicate.



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FORTIFY PROCESSES AND PROCEDURES

The more you can plan and anticipate roadblocks, setbacks or changes in priorities, the easier change (anticipated OR unexpected) will be.

- » Stay one step ahead of the change(s).
 - Identify what each team/business unit is responsible for.
 - Gain clean accountability and communication. Determine who you go to for what.
- » Become more agile.
- » Make decisions based on what is best for both your employees and customers.
- » Excite others about the changes coming.
- » Ensure employees know they are respected and where they bring value.

Companies with high effectiveness in **change management** and **communication** are three and a half times more likely to **significantly outperform** their industry peers than firms that are not effective in these areas.

Source: Willis Towers Watson 2013–2014 Change and Communication ROI Study



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PRACTICE TRANSFORMATIONAL LEADERSHIP

Dr. Selzer describes transformational leaders as those who develop followers into better workers and ultimately better people.

- » Be humble.
- » Be authentic.
- » Be transparent.
- » Trust your employees.
- » Be supportive of a family-oriented, genuine environment.
- » Be thoughtful about the messages you deliver.
- » Be encouraging of a mentor/mentee environment.

True authentic leadership is “others focused”. You work for your followers.

Your job is to help them become better
not the other way around.

Source: Dr. Elizabeth Selzer, Leadership 101



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IMPLEMENT PREVENTATIVE MAINTENANCE

- » Hire good people who solve problems and work well with others
- » Know your teams. Be observant, be investigators. Do spot checks a couple levels down to see how employees are feeling.
- » Pause, reflect and acknowledge the work people are doing.
- » Self-evaluate. How do you view change? Are you a learner or are you change-avoidant? How will your own views affect your employees through the process?
- » Take responsibility and be the north star for your team.
- » Instill a sense of pride in your employees for their company and the work they do. If the employees believe it, the customers feel it.

Changes are inevitable and not always controllable.
What can be controlled is how you **manage, react to**
and **work through** the change process.

Source: Kelly A. Morgan
