



Perspectives®

NEWS ON THE NET:

Maximizing Productivity...by helping people balance life and work

Volume 2; Issue 6
August 2006

QUOTE OF THE MONTH:

“When you confront a problem
you begin to solve it.”

-Rudy Giuliani



IN THIS ISSUE:

Introducing Perspectives Organizational Consulting Services

Perspectives is pleased to announce its new division, Perspectives Organizational Consulting Services. [MORE...](#)

Tips for Coping With Organizational Change

Downsizing. Reinventing. Reorganizing. Merging. Acquiring. Joint venturing. Relocating. Restructuring. Many of these have become euphemisms for removing significant numbers of employees from a company's payroll. It's a time of high stress and shifting, often-volatile emotions. [MORE...](#)

The Stress of Trauma

Anniversaries are known triggers

Indelible in American minds are the images of two airlines crashing, over and over again, into the World Trade Center on 9/11. Will the images of Hurricane Katrina have a similar psychological effect on survivors who see images over and over again as local and national media focus on the one-year anniversary? [MORE...](#)

<http://www.sunherald.com/mld/thesunherald/living/15346912.htm>

For more information, you can use for your employees or information about programs that Perspectives can provide to your organization, please visit us at <http://www.perspectivesltd.com>

About This E-Mail

You received this email newsletter from Perspectives because you are a valued friend. If you would like to be removed from this mailing, please respond by emailing us at khintz@perspectivesltd.com and placing "Please Remove" in the subject line.

Suggestions and feedback are also welcome at khintz@perspectivesltd.com

© 2006 Perspectives, Ltd., All Rights Reserved



Organizational Development Services ...

The services offered thru this division will help companies and organizations optimize performance, develop leaders and manage organizational change. The following are some signs that a company or organization could benefit from organizational consulting:

- High turnover
- Complaints focused on a certain area or person
- Low morale
- Tension between department or groups
- Ineffective or inefficient meetings
- Organizational change
- Customer complaints

To address these and other organizational concerns the Perspectives Organizational Consulting Services has a variety of solutions that can be customized to each organizations unique situation. Services include:

- Individual performance coaching
- Supervisor and Team Leader Training
- Organizational surveys
- Competency development
- DISC Profile
- 360 degree feedback
- Employee retention strategies

For more information about how we can assist you please contact Maureen Dorgan Clemens, Vice President of Organizational Consulting Services at 847-793-2435 or email mclemens@perspectivesltd.com



Whatever the kinds of change that people encounter, there are certain patterns of response that occur and re-occur. It is important that change leaders understand some of these patterns, since they are normal outcomes of the change process. Understanding them allows leaders to avoid over-reacting to the behaviors of people who, at times, seem to be reacting in mysterious, non-adaptive ways.

Ken Blanchard, well-known management consultant, has described seven dynamics of change designed to help managers' better address employee reactions to change.

People will feel awkward, ill-at-ease and self-conscious

Whenever you ask people to do things differently, you disrupt their habitual ways of doing things. This tends to make people feel awkward or uncomfortable as they struggle to eliminate the old responses and learn the new. Think back to your own experience and you will discover this theme. Whether it be learning to use a computer, the first time picking up your infant, or dealing with a new reporting relationship, recall the self-consciousness that you probably felt. People want to get it right, and fear that they will appear inadequate.

People initially focus on what they have to give up

Even for positive changes such as promotions, or those that result in more autonomy or authority, people will concentrate on what they will be losing. As a change leader you need to acknowledge the loss of the old ways, and not get frustrated at what may seem to be an irrational or tentative response to change.

People will feel alone even if everyone else is going through the same change

Everyone feels (or wants to feel) that his or her situation is unique and special. Unfortunately, this tends to increase the sense of isolation for people undergoing change. It is important for the change leader to be proactive and gentle in showing that the employee's situation is understood. If employees see YOU as emotionally and practically supportive during the tough times your position will be enhanced and the change will be easier.

People can handle only so much change

On a personal level, people who undergo too much change within too short a time will become dysfunctional, and in some cases may become physically sick. While some changes are beyond our control, it is important not to pile change upon change upon change. While changes such as downsizing bring opportunity to do other positive things, the timing of additional changes is important. If you are contemplating introducing changes (that are under your control), it may be a good idea to bounce your ideas off employees. A good question to ask is "How would you feel if...."

People are at different levels of readiness for change

Some people thrive on change. It's exciting to them. Others don't. It's threatening to them. Understand that any change will have supporters and people who have difficulty adapting. In time many people who resist initially will come onside. Consider that those people who are more ready for the change can influence others who are less ready. Open discussion allows this influence process to occur.

Continued...



Continued...

People will be concerned that they don't have enough resources

People perceive that change takes time and effort, even if it has the long-term effect of reducing workload. They are correct that there is a learning time for most change, and that this may affect their work. It is important for change leaders to acknowledge that this may occur, and to offer practical support if possible. In the downsizing scenario this will be even more crucial, since resources themselves are cut. Consider following the downsizing with a work smart process, whereby job tasks are reviewed to examine whether they are still necessary.

If you take the pressure off, people will revert to their old behavior.

If people perceive that you are not serious about doing things the new way, they will go back to the old way. Sometimes this will be in the open, and sometimes this will be covert. The leader must remind people that there is a new course, and that the new course will remain. Coaching towards the new ways is also important.

Conclusion

It is important for leaders to anticipate and respond to employee concerns and feelings, whether they are expressed in terms of practical issues, or emotional responses. Try to anticipate the kinds of reactions and questions that employees will have, and prepare your responses. Remember that the success of any change rests with the ability of the leaders to address both the emotional and practical issues, in that order.

The seven dynamics of change were taken from an article by Ken Blanchard, and published in The Inside Guide, Oct., 1992.

