



Building healthier teams




# Leading Through Change

Supporting Workbook


**“I think that people like what they know.  
And so, I think it’s important that you’re honest  
with people about why the change is happening.”**



## **Expectations, drivers, and pace**

 **“It’s about setting realistic expectations of that change. Finding out what the drivers are for individuals because the change may affect them differently. And you might need to go at different speeds with people, you might need to have different levels of communication about things.”**

Charlotte has significant experience of leading people through a period of change. She sees that there are a few fundamental principles to think about when things are changing. After all, change can be an uncertain time for people. Charlotte talks about being honest about why things are changing and communicating expectations. That can be about communicating when there are things to say, and about saying when there is nothing to update on. Keeping the channels open is the most important thing. Charlotte is also keen to point out that you need to understand the people going through the change, understand what drives them and what the impacts might be. It’s likely to be different for everyone. So, asking questions and listening hard to the answers is key. Some people will be keen to get on with it, others will be more reticent. Managing the pace for people will be a consideration.

-   Communication during change is important, even when there isn’t anything to update on – say so.
- Make sure you understand the individual impacts of change in your team.
- Think about the pace of change and communication. Is anyone being left behind?

 Notes and reflections: \_\_\_\_\_

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## Compromise



**“I think that remembering that even though you may not agree with everybody, that it doesn’t mean that they’re wrong.”**

Charlotte recognises that not everyone will agree with changes that are being made. In fact, it may be the case that she doesn’t totally agree herself. In these situations, it’s important to recognise that whilst views may differ, it doesn’t mean they are wrong. Change impacts people, so it is about them, and not the process. Coming to as good a compromise as possible is an important part of leading through change. Of course, you can’t always keep everyone happy, so open channels of communication and clear understanding of why things must change is important too.



- How can you best involve people when changes are taking place?
- Make sure you know what everyone thinks, particularly the people who ‘do’ what is changing as their job.
- Involving people and seeking their views will help you to make people feel valued.
- Show people you’re willing to adapt if there is a better way of making a change.



Notes and reflections: \_\_\_\_\_

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## **Feeling valued**

 **“There’s a saying that people won’t remember what you say, they won’t remember what you do, but they will remember how you made them feel.”**

This is a key theme to Charlotte’s story. Being open to ideas and listening to people is critical when going through change. If you can make people feel valued during change, make people feel like they’re involved, even if they don’t necessarily agree that goes a long way to getting the change through to where it needs to be. In large areas of the Trust, you won’t necessarily be able to involve every single person. But if you decide what the goal is and who that goal directly impacts, and then work with them, that’s a great place to start. Charlotte also points out that being visible and approachable in times of change can be extremely helpful. Being open to ideas and just being around to talk to is beneficial.

-   Set a goal, work out who is impacted, and work with them.
- Make sure you know why the change is happening. If you don’t understand, ask!
- Decisions are not made just because someone thinks it’s a good idea.
- Patients are likely to be at the root of most decisions.

 Notes and reflections: \_\_\_\_\_

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