


# Navigating Change Management Risk



**Nonprofit Risk Management Center  
Affiliate Webinar Series**

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## Today's Agenda





- How Change Affects People
- Steps for Effective Change Management
- Barriers and Challenges
- Tips and Takeaways

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# How Change Affects People

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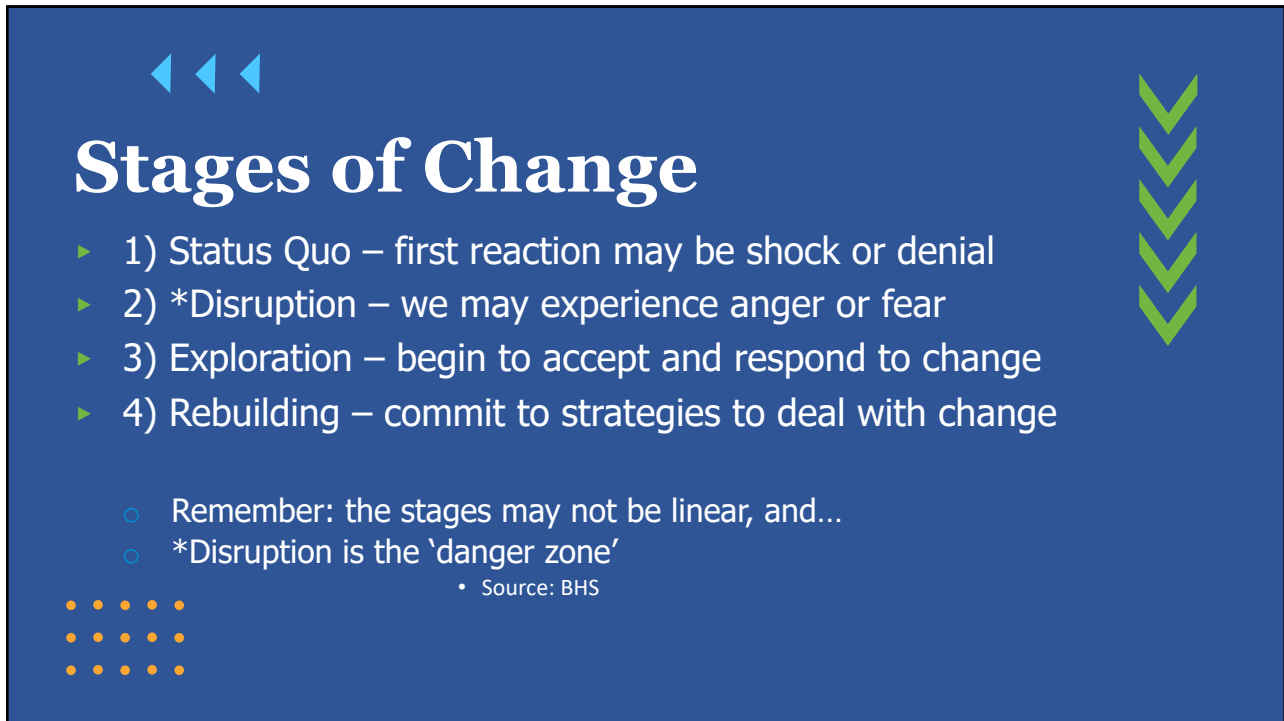
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# A World of Change

- ▶ Why does the pace of change feel so fast?
  - Covid-19
  - Climate change
  - Artificial intelligence
  - Calls for equity
- ▶ And much more...

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# Stages of Change

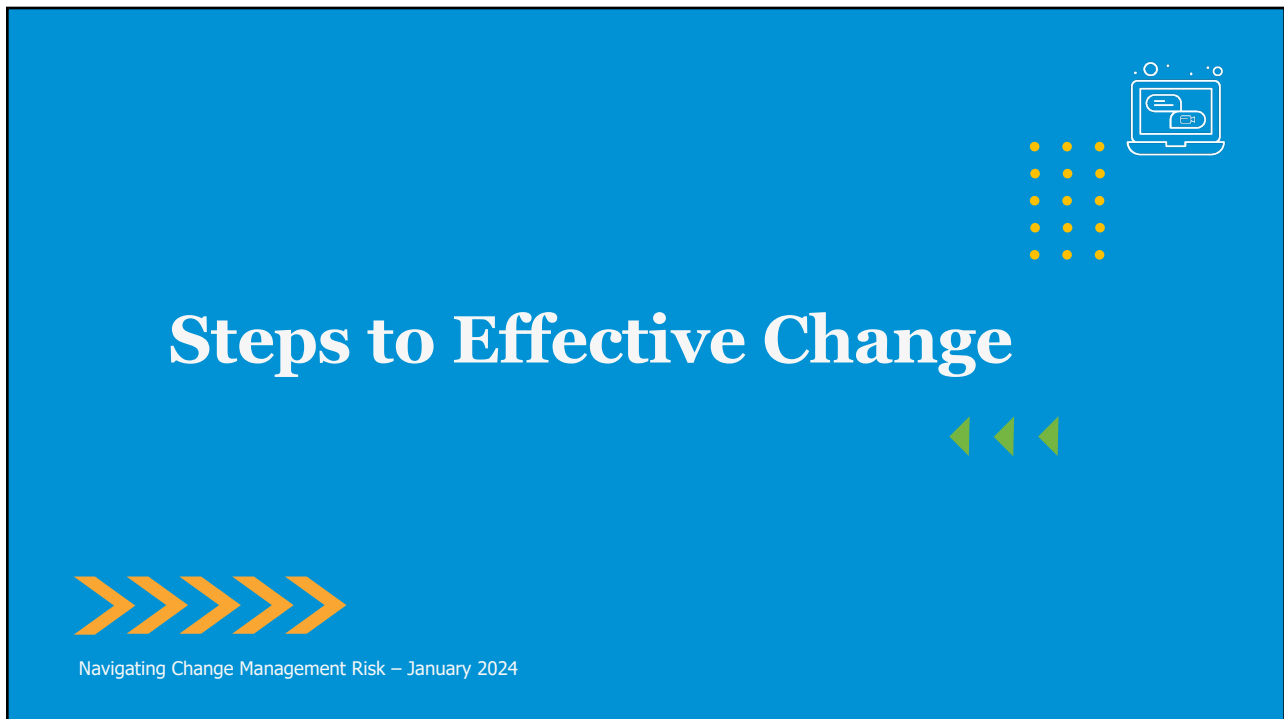
- ▶ 1) Status Quo – first reaction may be shock or denial
- ▶ 2) \*Disruption – we may experience anger or fear
- ▶ 3) Exploration – begin to accept and respond to change
- ▶ 4) Rebuilding – commit to strategies to deal with change

- Remember: the stages may not be linear, and...
- \*Disruption is the 'danger zone'


• Source: BHS



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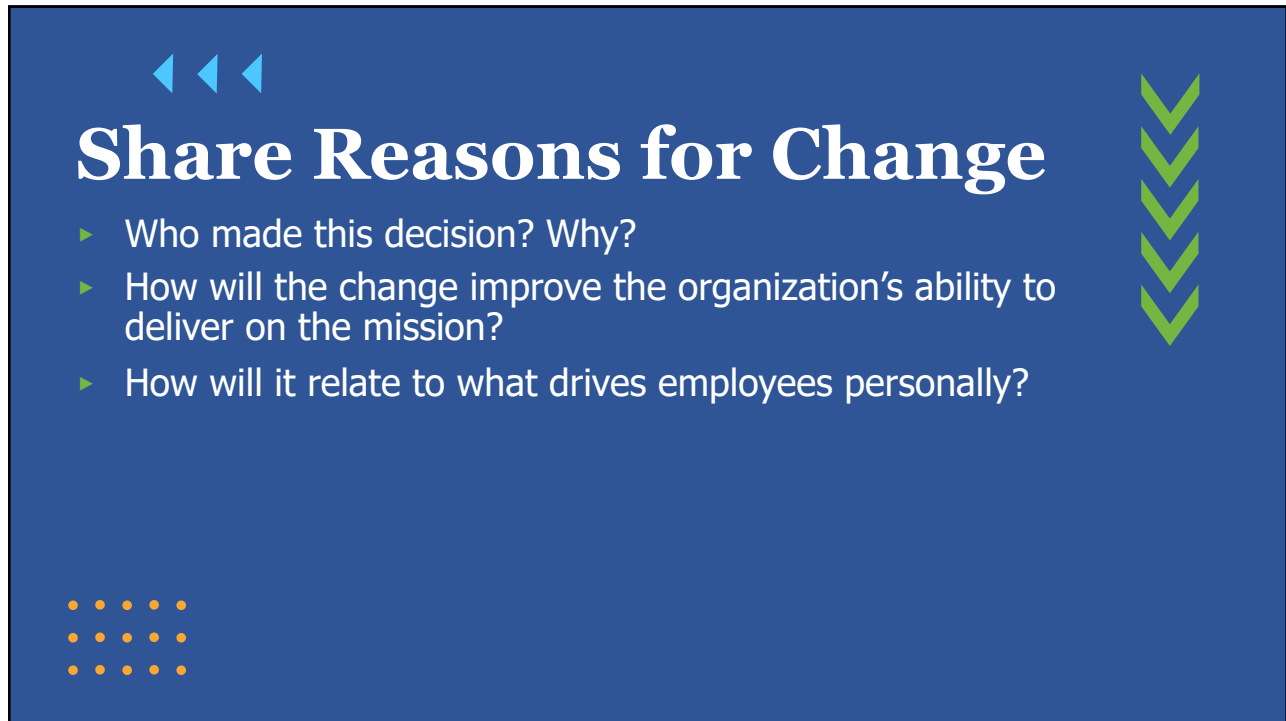


# Steps to Effective Change



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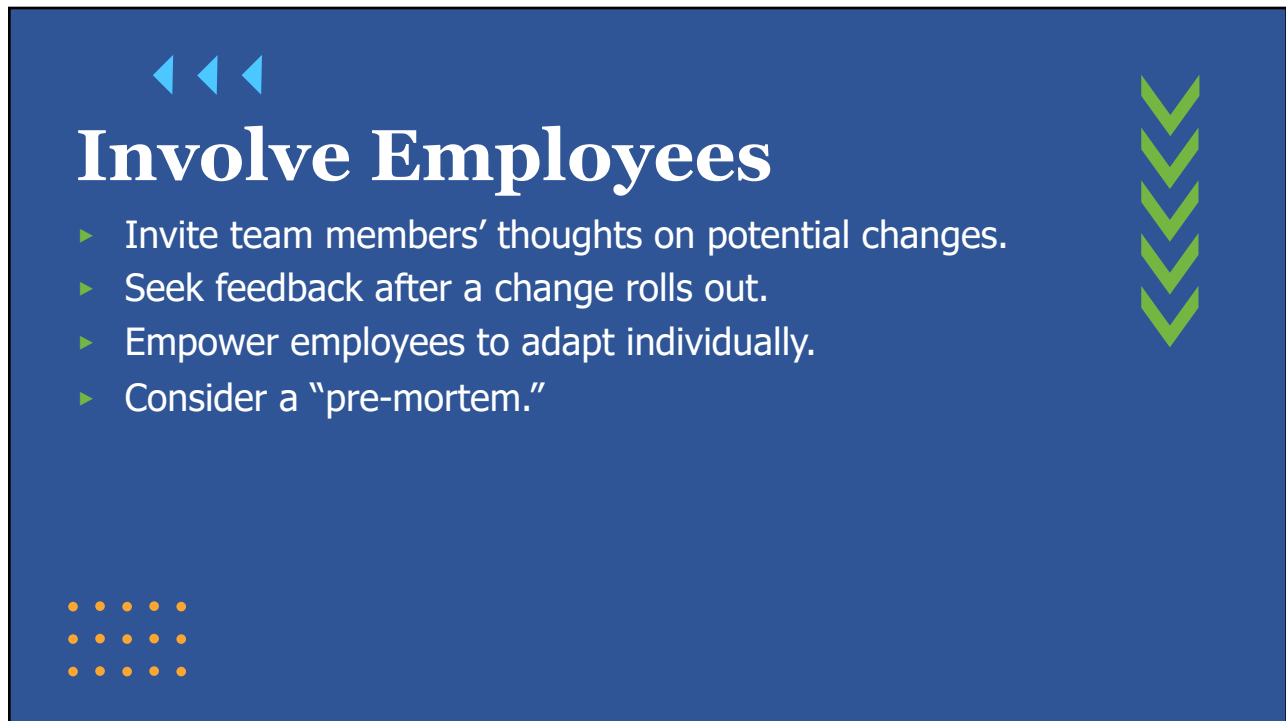
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## Share Reasons for Change

- ▶ Who made this decision? Why?
- ▶ How will the change improve the organization's ability to deliver on the mission?
- ▶ How will it relate to what drives employees personally?


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## Involve Employees



- ▶ Invite team members' thoughts on potential changes.
- ▶ Seek feedback after a change rolls out.
- ▶ Empower employees to adapt individually.
- ▶ Consider a "pre-mortem."

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# Make Space for Sadness

- ▶ Give employees space to voice worries and fears.
- ▶ Make them part of creating the solution.
- ▶ Never brush off questions or worries.



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# Consider Equity in Change

- ▶ Make sure change is applied fairly
- ▶ Race Forward recommendation: Racial equity impact assessments to identify what groups change would affect





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## Provide Signposts for Change

- ▶ Communicate clear expectations to your team members.
- ▶ Help your team members prioritize amid changes.
- ▶ Reiterate where you're going.




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## Give Managers Space

- ▶ Work with them to remove some day-to-day tasks from their plates.
- ▶ Provide change management and leadership training.
- ▶ Discuss what you're learning.



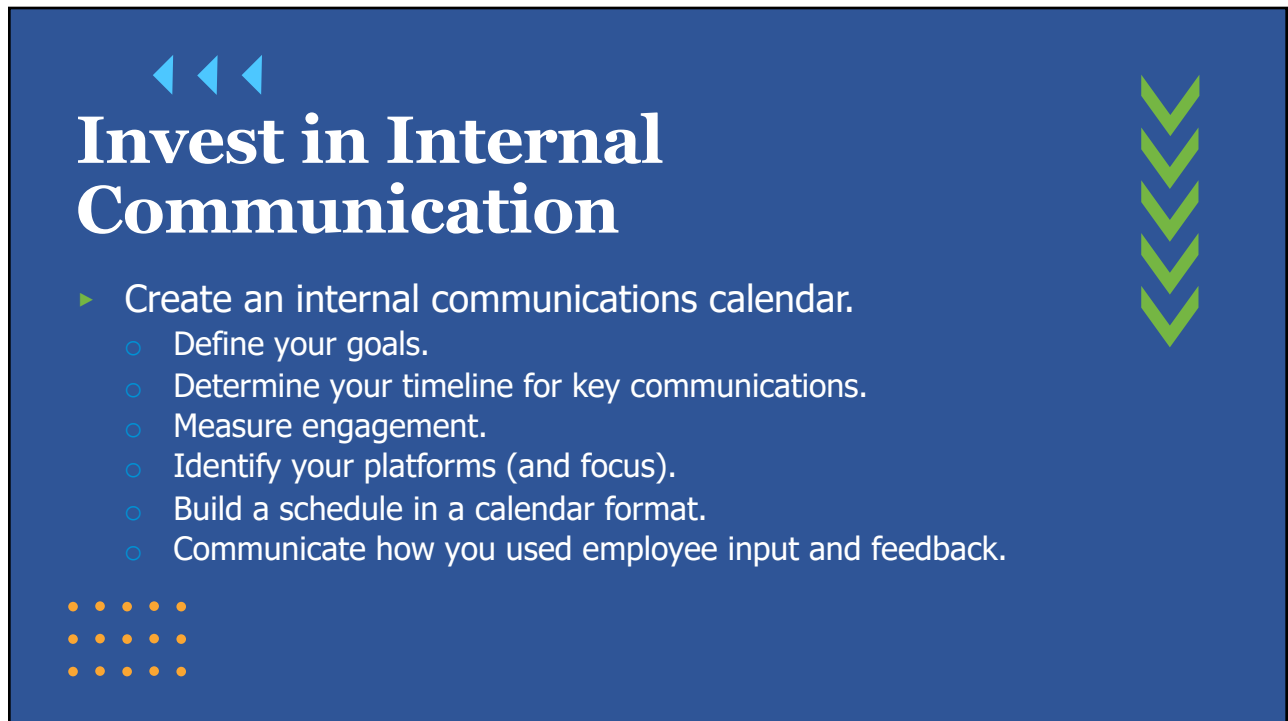
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## Hold a Debrief

- ▶ What did you learn?
- ▶ What worked well?
- ▶ What can you improve for future changes?

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## Invest in Internal Communication

- ▶ Create an internal communications calendar.
  - Define your goals.
  - Determine your timeline for key communications.
  - Measure engagement.
  - Identify your platforms (and focus).
  - Build a schedule in a calendar format.
  - Communicate how you used employee input and feedback.

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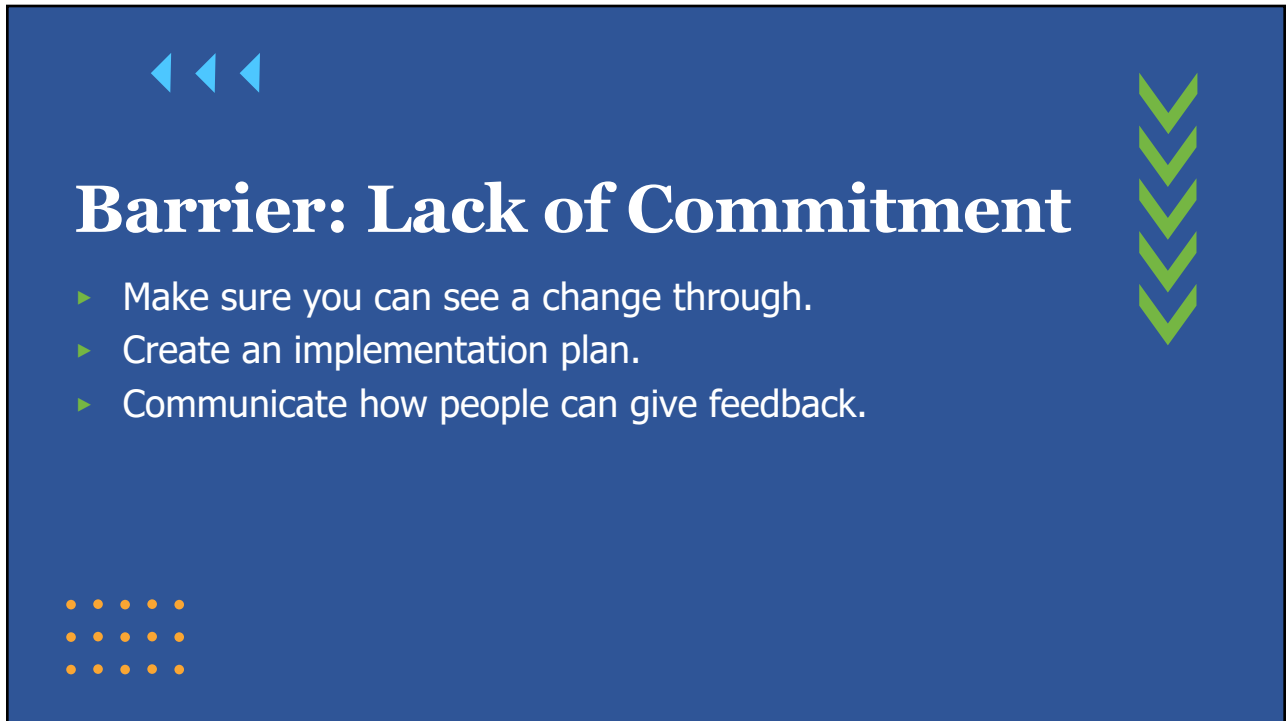
# Barriers and Challenges



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## Barrier: Lack of Commitment

- ▶ Make sure you can see a change through.
- ▶ Create an implementation plan.
- ▶ Communicate how people can give feedback.



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## Barrier: Not Admitting Defeat

- ▶ If you've worked through the steps and a change doesn't work out, admit it!
- ▶ Hold a small ceremony or even a party to say goodbye to the change.

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## Barrier: Change Fatigue

- ▶ Prioritize changes and pace their rollout.
- ▶ Work flexibly with employees to ensure must-do tasks get done in a timely manner.

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# Barrier: Organizational Culture

- ▶ Let employees know how best to share ideas within and across departments.
- ▶ Try to find a way to say yes before you say no.
- ▶ Don't punish employees for honest mistakes.
- ▶ Value and invite disagreement on your team.



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# Tips and Takeaways



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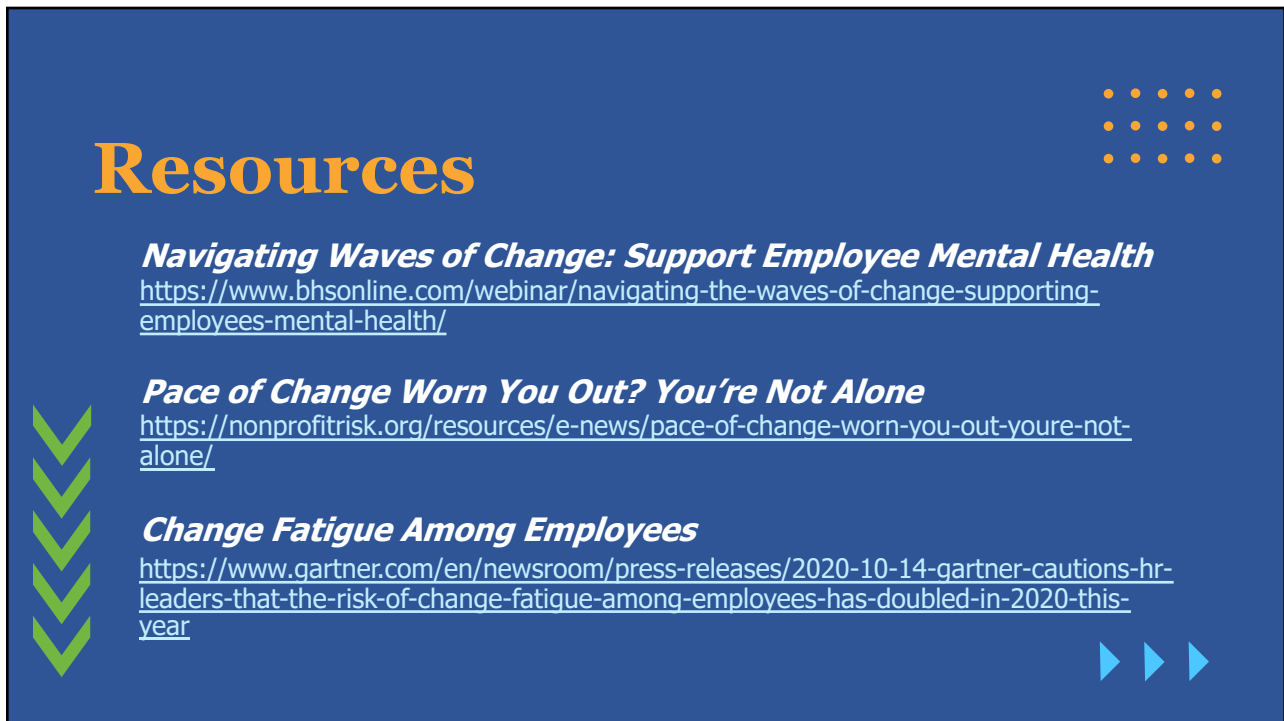
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# Remember:

- ▶ The only person who likes change is a wet baby.
  - Be patient!
- ▶ Lean into the discomfort.
- ▶ Get curious.

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# Resources

***Navigating Waves of Change: Support Employee Mental Health***  
<https://www.bhsonline.com/webinar/navigating-the-waves-of-change-supporting-employees-mental-health/>

***Pace of Change Worn You Out? You're Not Alone***  
<https://nonprofitrisk.org/resources/e-news/pace-of-change-worn-you-out-youre-not-alone/>

***Change Fatigue Among Employees***  
<https://www.gartner.com/en/newsroom/press-releases/2020-10-14-gartner-cautions-hr-leaders-that-the-risk-of-change-fatigue-among-employees-has-doubled-in-2020-this-year>

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# Thank You!

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