

Preparing for Change:

SECURITY

You cannot lead change, or persuade others to choose change, without understanding the competing interests of your team or stakeholders. First and foremost, people need to feel safe. They need to know that their incomes and their persons are secure, and that change won't increase their level of worry in the long run.

THE APPROACH

If you can truthfully outline how, in a best-case scenario, change could actually increase people's job security and comfort, do it. However, the uncertain nature of change means that sometimes you may not be able to give everyone the answer they want now, which is how this change will impact their job in the future.

PRO TIPS

If you don't know how change will impact your team's job security, you should be up front with them.

1

Be direct. "We don't know exactly how this will affect everyone's jobs, but we do know that this change is necessary/unavoidable if we want to survive and thrive. I believe that within X weeks/months we will know precisely how this will shake out."

2

Be clear, concise, and transparent. This will not satisfy everyone, but the one thing that is never forgiven during change is not loss of status, or even the loss of jobs, but the loss of trust because you lied. Be positive, tell the truth, and move expeditiously.

REMEMBER!

In order of priority for your team, their needs are: 1) security, 2) relationships, and 3) meaning. Effective change leaders meet these needs in *reverse* order. Unless you start with *meaning*, the need or hope for change, you'll just seem nosy as you ask people over lunch about their worries, their jobs, their inner work lives, and/or their organizational social statuses.



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