



Zephyr Industries—Project Axius

Manager's Toolkit: #2

Overcome Change Resistance to Create a Culture of Stability



As the most trusted person in an employee's work life, managers must bring order and sense to organizational changes. And with the enterprise's operational stability project as our top priority in IT, the amount of change occurring *in this initiative alone* can seem staggering.

To help you **create a culture of stability**, we list our **top five resistance management tips** below to help motivate your staff to adopt this initiative and **begin building your capability for managing change**.

Top five tips for managing employee resistance:

1. **Provide a clear path to the future.** Reiterate the division's vision of the future, including specific goals and timelines, and how their efforts contribute to the outcome. **Interpret and repeat these messages** to ensure clear understanding. Ask your team probing questions to determine their comprehension.
2. **Use active listening.** Employees often want to voice their feelings and concerns about work-related issues. In other words, they want to be heard. When undergoing change, this becomes even more important for employees. **Give your team an "off the record" opportunity to vent.** Create a safe forum to do so, either in a private or group setting. Don't judge—just listen—and try to understand their concerns.



3. **Show how the initiative benefits your team.** Share the WIIFM Principle—“**What’s in it for me?**”—with your team. Employees have much to gain, including added systems capacity/faster work completion, improved functionality, and increased reliability.
4. **Create a sense of hope.** Share your passion for the change and the positive impact it will have on your team and the division. Reinforce the idea that we are building a culture of stability and that **changing our “way of doing things” will substantively improve our competitive advantage.**
5. **Set expectations.** Let your team know that while you may empathize with their feelings, **they are still accountable for achieving goals and results.**

Extra tip: When your team (or employee) begins making measurable advances or achieves important milestones, remember to **recognize and reward their positive behaviors** at [Nominate a Colleague](#) or [Axius 100 Program](#).

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