

UNIVERSITY *of* WASHINGTON

Total Talent Management

Leading and Managing Change

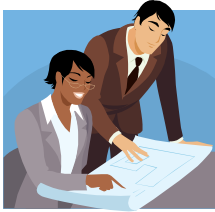
BE BOUNDLESS



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Leading and Managing the Change



Every change begins with a leadership decision. Making the decision to institute changes is not always easy. Being prepared, planning well, and being surrounded by a good team will make that decision a lot easier.

Preparing and Planning

Begin by putting yourself in a positive frame of mind. You are likely to experience higher than normal levels of stress and knowing this beforehand will give you the ability to be prepared mentally and physically. You will be the anchor person and foundation, and with your steady hand will guide your team through the stressful events. Be a reassuring and active force throughout the whole process.

It is impossible to prepare for every contingency, but planning for the known is a must. Add time or extra room to the schedule for the unknowns. When you encounter an unexpected event your schedule should not be put off by much if you have built in some leeway. It will provide that buffer that gives you and your team the ability to deal with the unknowns and keep rolling with the change process.

Suggested Activity

Consider completing the following activity with your team.

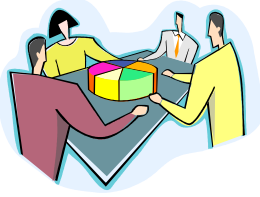
Estimated Time	20 minutes
Topic Objective	To get into the right mindset to during the preparing stage of change management and realize you cannot control everything.
Topic Summary	Expect the unexpected. Rolling with the punches and being prepared.
Materials Required	Worksheet: Unexpected Events
Planning Checklist	None
Recommended Activity	Divide participants into groups of 4 and distribute the worksheet. Instruct the groups: What unexpected events could occur that would create a problem for a change management plan? For example: power loss, weather, illness, mechanical issues, etc. In debrief, ask: Pool the top events from the group and discuss which events would cause the most disruption?

Worksheet: Unexpected Events

Use what you know about planning and preparing for change and create a list of five unexpected events that could occur. For each item list a workaround or contingency plan to help lessen the impact of the event.

Unexpected Event	Workaround or Contingency Plan
1.	
2.	
3.	
4.	
5.	

Delegating



Surround yourself with people that you can delegate to and be confident in their abilities and skills. Be precise and specific with your directions as when the change process begins you will be depending on these individuals and their talents. Communicating and providing feedback are the keys to successful delegation; make sure your team understands this. If communication fails or there is not accurate feedback the chances of a success are lessened.

An issue that sometimes arises when delegating is micro-managing. Keep an eye out to not micro-manage as you can quickly lose track of events and it will take time away from your main duties. Delegating is a skill that takes time as you must first learn the strengths and weakness of your team and know what tasks you can and cannot hand out. It may not be possible to always delegate, but when it can be done it will provide a great resource.

Further Study

To learn more about change management, consider our in-person offerings such as, [Navigating Change in a Complex World](#), and [Courageous Collaboration](#). Further trainings to develop Organizational Excellence will be shared here in the Leadership Café, on all of the competencies found in our [Competency Guide](#). Subscribe now to [The Learning Lab](#), an online platform featuring Business Skills & Productivity, Leadership Development, and Office 365, powered by Skillsoft Percipio and customized for UW learners.