

# MANAGER & LEADERSHIP COACHING GUIDE



**Coaching and Readiness Guide for Managers**



# How This Guide Will Help

## Kickstart Your Readiness for Change!

This change management readiness guide provides managers and leaders with a practical overview of Organization Change Management (OCM), best practices, and key strategies to help you prepare for a change.

These next few pages provide information that will empower you to become a more effective change agent, and to lead your direct reports as they progress through five key change milestones: Awareness, Willingness to Support, Knowledge, Proficiency, and Normalization.

## What is Organization Change Management (OCM)?

Organizational Change Management (OCM) is a structured approach used to transition an organization or a group of individuals from their current state to a new future state.

OCM is all about managing the most important part of change: the people. Its goals are to empower impacted employees to embrace, adopt and use new solutions.

### **ORGANIZATIONS DO NOT CHANGE, PEOPLE DO.**

When organizations undertake projects or initiatives to improve performance, seize opportunities or address key issues, they often require changes: changes to processes, job roles, organizational structures and technology.

However, it is the employees (impacted employees) who ultimately need to change how they do their jobs. If these individuals are unsuccessful in their personal transitions, if they don't embrace and learn a new way of working, the initiative will fail. If employees embrace and adopt changes required by the initiative, it will deliver the expected results.



# Being an Effective Manager of Change

Being a manager and being a manager during a time of transformational change are two different things, and coaching employees through change often requires improved knowledge and skills. During organizational change, managers and supervisors are called upon to fulfill five key roles:

#	Role	Overview of Role During Change
1	<b>Communicator</b>	Managers are the voice of the change to their direct reports
2	<b>Advocate</b>	Demonstrate personal support for the change
3	<b>Liaison</b>	They operate at the grassroots level, and help facilitate the change
4	<b>Coach</b>	They coach and provide 1-on-1 support to impacted employees
5	<b>Resistance Manager</b>	They help identify and mitigate resistance at the grassroots level

Unfortunately, over 40%<sup>1</sup> of managers have expressed difficulties in fulfilling their organizational change management roles. A key aim of this guide is to empower you to become a more effective “manager of change”.

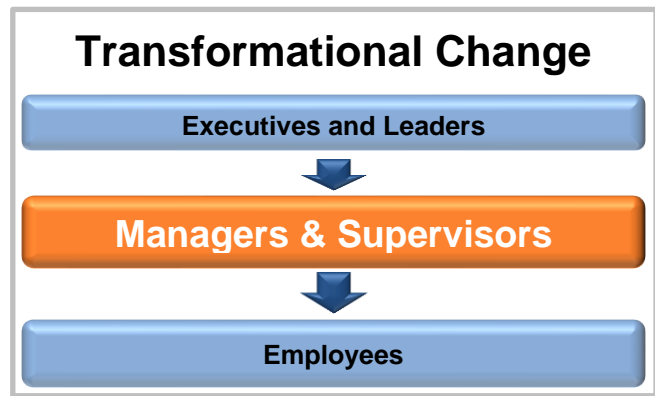
## Your Importance

Managers and supervisors play a key role because of the relationship they have with employees within the organization. They are closest to the employees who need to use new processes, procedures, and policies, and who need to adopt new behaviors brought about by business changes. In many cases, the changes will also affect the work responsibilities and positions of managers and supervisors.

Frontline managers, like yourself, are very critical partners in driving change. Frontline managers drive employee adoption and usage of target state solutions by providing the one-on-one direct support to those employees that are impacted the most by the change.

You understand the day-to-day challenges that your frontline employees go through, as well as how they are balancing conflicting priorities.

Managers have the proximity, trust and relationships with frontline employees that senior executives, change teams and project teams do not have, which makes you extremely important to the change process.



<sup>1</sup> Based on studies conducted by Prosci. Prosci's studies, tools and methodology are based on best practices research with over 4500 international organizations and are used by more than three-quarters of Fortune 100 companies.

# Manager Strategies & Roles for Successful Change

COMMUNICATOR • ADVOCATE • COACH • LIAISON • RESISTANCE MANAGER

## 1. Communicate the Change

Communication is the fundamental pillar of change. People crave information and want to know what is going to happen, how, when and why! Employees want to hear change messages about how their work and their team will be affected by a change from the person they report to. An employee's supervisor is a key conduit of information about the organization, the work that is done and changes to that work resulting from projects and initiatives. The answers to the following questions are best delivered by an employee's immediate manager:

- What does this change mean to me?
- What's in it for me? What is the risk of not changing?
- Why should I get on board?
- Why are we doing this? Why now?



The change management team will help by providing talking points and pertinent information, but those messages should ultimately be delivered to employees by their supervisor.

## 2. Advocate the Change

When change occurs, people turn to their managers and leaders for direction and support. Employees look to their supervisors not only for direct communication and messages about a change, but also to evaluate their level of support for the change effort. If a manager only passively supports or even resists a change, then you can expect the same from that person's direct reports. Managers and supervisors need to demonstrate their support in active and observable ways.



The key is this: Managers and supervisors must first be onboard with a change before they can support their employees.

The change management team will create targeted and customized tactics for engaging and managing the change first with managers and supervisors, and only then charge this important group with leading change with their direct reports.



### 3. Coach Employees

The role of being a coach involves supporting employees through the process of change they experience when projects and initiatives impact their day-to-day work. Employees generally have to go through five change milestones in order to successfully implement change:

- Awareness of the need for change
- Desire to participate and support the change
- Knowledge on how to change
- Ability to implement required skills and behaviors
- Reinforcement to sustain the change



Because of your relationship with your direct reports, you, as a manager can coach individual employees through this change process and help them address the barrier points that are inhibiting successful change.

### 4. Act as a Liaison

Managers and supervisors play a vital role in facilitating a 2-way communication channel. They liaise between their employees and the change management project team, providing information from the change team to their direct reports.

But perhaps more importantly, they provide information about the project (and success of change activities) from their employees back to the change management project team. Managers are in the best position to provide design input, usability results and employee feedback on particular aspects of the solution and change campaigns back to the change team. They are also positioned to identify and raise valid functionality needs and concerns during the implementation phase of the project.

#### 2-Way Communication Channel



## 5. Be a Resistance Manager

No one is closer to a resistant employee than his or her supervisor. In terms of managing resistance, managers and supervisors are in the best place to identify what resistance looks like, where it is coming from and the source of that resistance.

They are also the best suited (when provided with the training and tools to do so) to actively manage that resistance when it occurs. They can use the Resistance Management Guide (see below link) to hone in on which elements of the change process are driving resistance and address them accordingly.

And don't forget to make a personal appeal. When a manager has a close working relationship with an employee, using a personal appeal to support the change can create desire within an employee. A personal appeal works best with honest, open relationships where there is a high degree of trust and respect.

A personal appeal may sound like: "I believe in this change," "It is important to me," "I want your support," "If you go with me on this, I will make sure this works out."

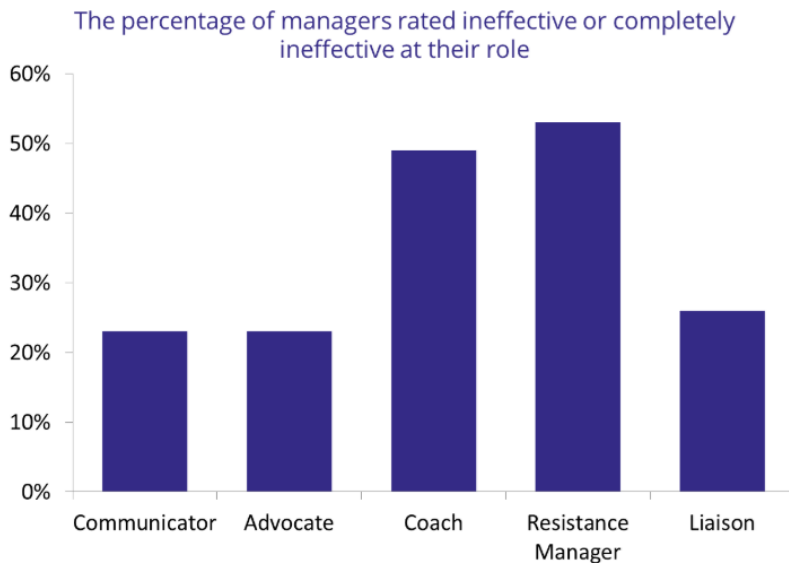
In a personal appeal, there is both an emotional component and an expectations component ("I'm counting on you"). The emotional component is part of each person's desire to support the people they are close to and whom they trust. The "I'm counting on you" component has built in it a sense that the employee will be taken care of in the future, regardless of how things turn out with the change. Both of these elements can build desire to support change.

# Preparing You

## How Effective Are Managers and Supervisors?

Direct reports and employees that participated in a 2016 Prosci “Best Practices in Change Management” study ranked their managers and supervisors in terms of how well they were fulfilling the five roles outlined in the sections above. For each change role, participants ranked managers and supervisors on a scale from "completely ineffective" to "extremely effective."

The graph below shows the percentage of participants ranking their managers and supervisors as "ineffective" or "completely ineffective." From the data below, it is easy to see that managers are struggling the most with fulfilling the coach and the resistance manager roles.



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## Preparing You to Lead, Coach & Mitigate Resistance

The roles of coach and resistance management manager represent the biggest departure for many managers from the role they have historically played in the organization.

Effectively coaching employees through a change, and identifying and managing resistance to change require a new set of skills.

Many times, great managers have difficulty when tasked with becoming great managers of change because they have not been adequately prepared to do so. The goal of this coaching exercise is to empower you to become a great manager of change.