



# Managing your Teams

## In Turbulent Times





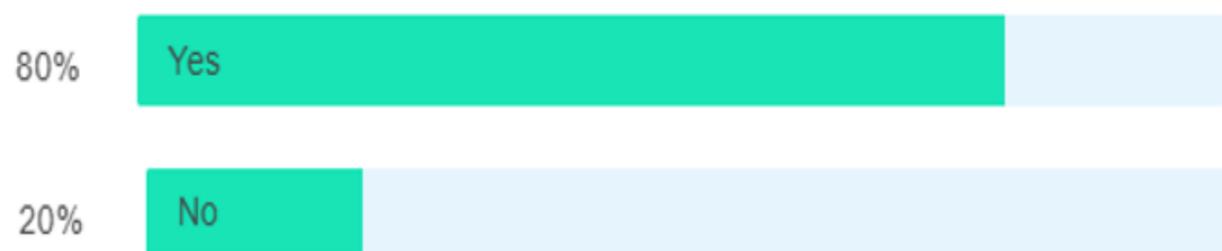
# Thank you for registering for our webinar 'Career Coaching during Turbulent times'

The next few months are going to be a challenge for many businesses as we come out of lockdown, furlough ends, and we go back to work – be that at the office, home-office, or a combination of both.

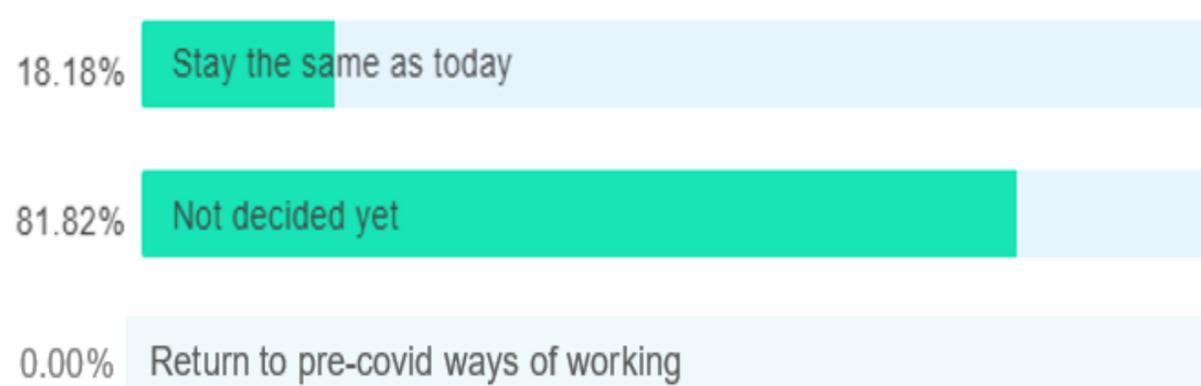
Throughout the webinar we discussed how to best to protect, manage and motivate our people during the times ahead; knowing that some will stay, and some will sadly be let go.

During our discussion we conducted two polls: The results painted a picture of the challenges our audience and organizations will be facing over the next 3 – 6 months. It was clear to see that things would not be going back to post-Covid times.

## 1) Has your organization furloughed people during the pandemic?



## 2) In terms of staff home/office working, after lockdown will or organization?



The individual needs of both groups of people, those staying employed and those that will be let go, will be of major importance to business and HR leaders.





# Those who leave

It's a tough time in the jobs market, with many firms struggling because of lockdown. UK unemployment is at a five-year high with 1.74 million people unemployed.

Handling redundancies well will enable you to minimize the uncertainty and disruption that it may cause for your team and your business.

Leavers must be made aware that when they enter the job market, they need to be selling themselves.

Here are our Top Tips for leavers (job seekers) which can be used by HR departments when working with this group:



- \* Job seekers should identify their skills and competencies so they can talk through how they can benefit their new Company.
- \* Job market vacancies are filled 30% by agencies and 70% by contacts and networking. Therefore, job seekers should not put 70% of your efforts into chasing 30% of the marketplace. Learn how to network and communicate with your contacts.
- \* CVs are their sales brochure. Readers will give it 90 seconds, are mainly interested in the last 10 years and what was achieved in each job.
- \* CVs should be kept to two pages, punchy bullet point statements, and focus on what was achieved rather than responsibilities which are implied in the job title.





# Those that remain

These people are the future of the organization. They may feel a sense of guilt that they have been saved whilst some of their friends and colleagues have gone. They could be worried that the organization will be expecting more work from them due to the reduced number of people left.

How do you motivate this group which change in the business is happening?

Here are some Top Tips:



- \* Career goals should be set for the remainers. This may need sensitive introduction and might not seem appropriate straight away by someone who is coming back after a long period of time.
- \* Encouraging them to take responsibility for their career within the business – set their own personal development plans.
- \* Encouragement of upwards management, through to engagement and performance. Policies normally cascade down from the top, ask people at the coalface how they would do things. Junior staff, or teams, are much more engaged if they see their ideas being implemented by the organization (change management).
- \* Individuals need to feel comfortable, supported and engaged in their new teams. Their jobs may be very different when they come back. Working conditions may be different with more people working from home – as we see from our poll, things will not go back to pre-Covid days.
- \* Added consideration will be needed for home-workers who may not feel part of a team. Encourage lunchtime and end of day get-togethers to forge team spirit and a community.





# 5 ways to get your people on-board with change

A big part of bringing your people successfully back to the office will be based around transformation and the fact that change in the workplace is a must-do, and no longer a nice-to-do. Managers understand this and factor it into their long-term vision for their company. However, to achieve success, you also need to get your team to invest in the vision and embrace the change necessary to attain it.

Naturally, many people in your teams will fear change. Change inevitably brings a lot of uncertainty and insecurity, possibly a heavier workload and a major upheaval in everyone's day-to-day job.

Without change, however, you simply won't be able to compete. So how do you encourage your people to be enthusiastic about change and embrace it, rather than fear it?

## **1** *Start a conversation with your team*

A major concern is the loss of control. If you have a genuine dialogue with your team members – connecting with them as individuals and referencing their emotions – then they are more likely to respond positively.

You need to create a vision for change that paints a picture of what the organisation will look like at the end of it and how it will benefit both your people and your customers.

Don't overload your people with too much information at once. Heavy documents laden with charts and diagrams won't get read, so give people enough information to understand the change and how they will be affected personally. Be truthful about change and include some of the possible negative effects if appropriate. Building trust is crucial to support your people through change.

## **2** *Use a variety of ways to communicate your message*

There are plenty of ways to communicate change to your people, either in a large group setting or more intimate environments such as one-to-one chats with key leadership.

Don't forget that social media and other digital platforms offer an engaging experience for your people. Giving your team regular opportunities to access the change message and reinforce it can help get buy-in over time.

It's also important to have an open forum for discussion, so that your people can express any concerns and have them allayed. This should happen within a safe environment online as people often feel more confident expressing concerns in writing rather than in person.



## **3** *Tell stories to sell the change*

You can engage your people emotionally by framing change as a story. Storytelling helps people imagine the future once the change has taken place and is therefore likely to improve confidence.

Similarly, use analogies or metaphors to describe the results of change. Research shows that people remember more messages communicated in this form than when presented with lists or bullets. Because these types of messages connect with the emotional parts of the brain, they are instantly memorable and powerful.

## **4** *Remember that 'clarity trumps persuasion'*

If your change messaging is messy, unclear, or inconsistent, then you're more likely to meet with resistance. On the other hand, clear and consistent messaging will instill confidence, especially around the team responsible for leading the change.

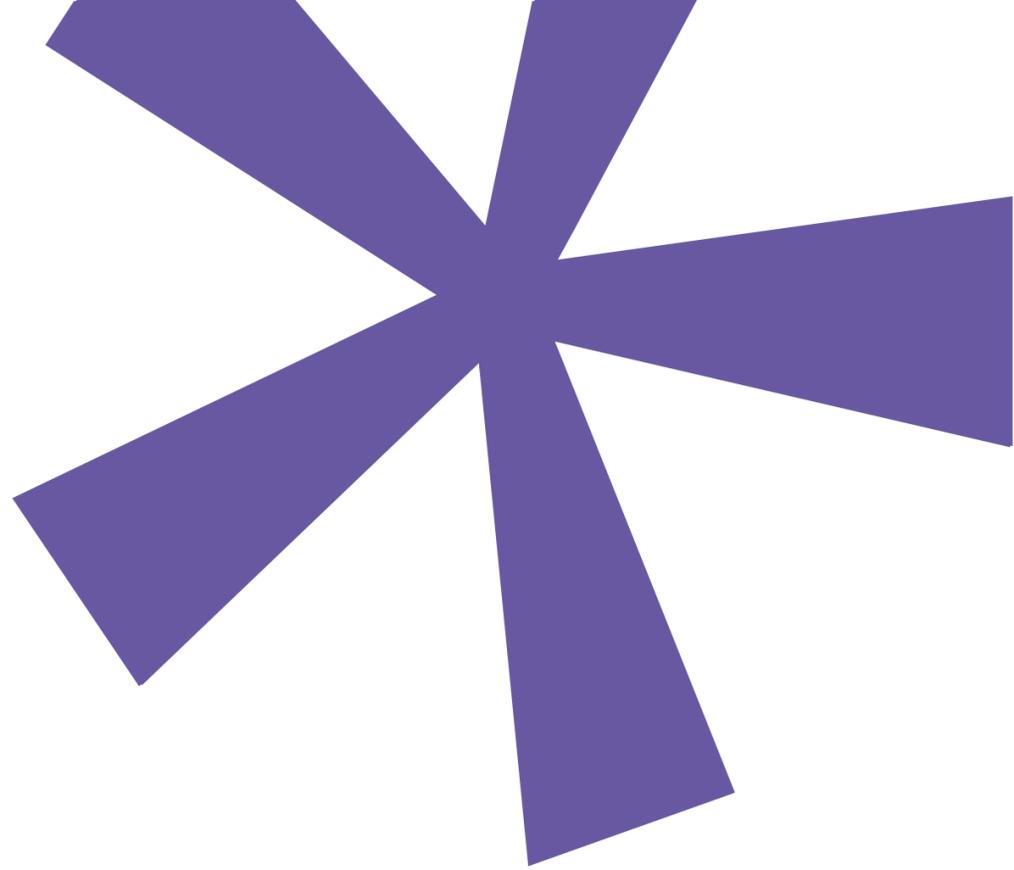
## **5** *Sell your strategy*

As a rule, keep it simple and communicate the following:

- \* Here's what our change initiative is about ...
- \* It's important to do because ...
- \* Here's what success will look like, especially for you ...
- \* Here's what we need from you ...

## **Walk the talk**

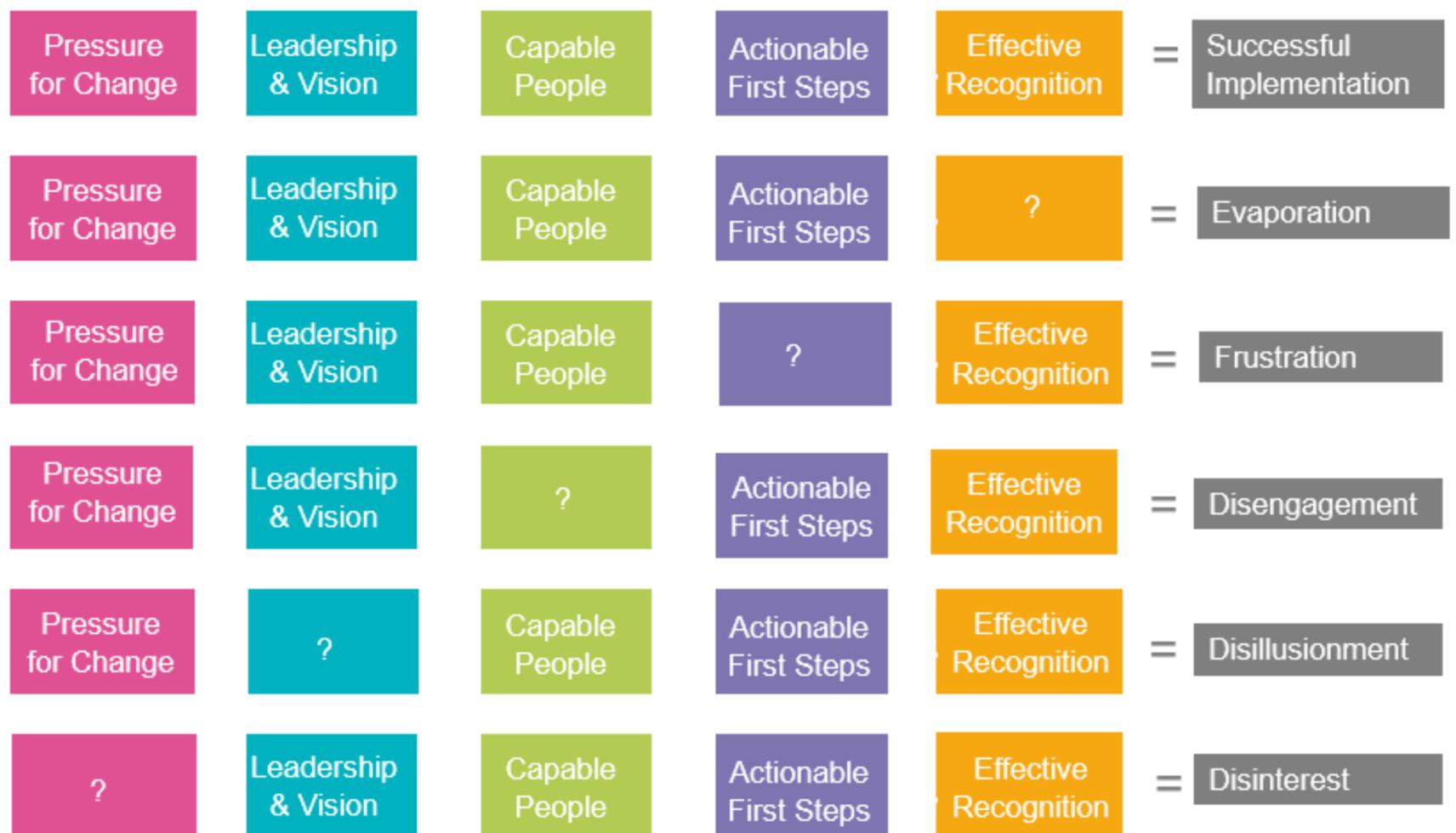
Your messaging will have much more resonance and credibility if management act and embody the change themselves. Talk is cheap, after all, but putting those words into action early on will make your team more open to change. It will also prevent cynicism and make it easier for you to get your team on board.





# Change - The Ingredients of Success

We believe there are five key ingredients for successful change. Each one needs careful consideration as missing just one out could put the process and outcome in jeopardy.



Understanding how people react to change will help you as the change manager provide the right type of support, to the right people, at the right time. This will help minimize the initial resistance and maximize the contribution from those who will support and champion the project – ultimately this means you will have more people working with you, and fewer people working against you!





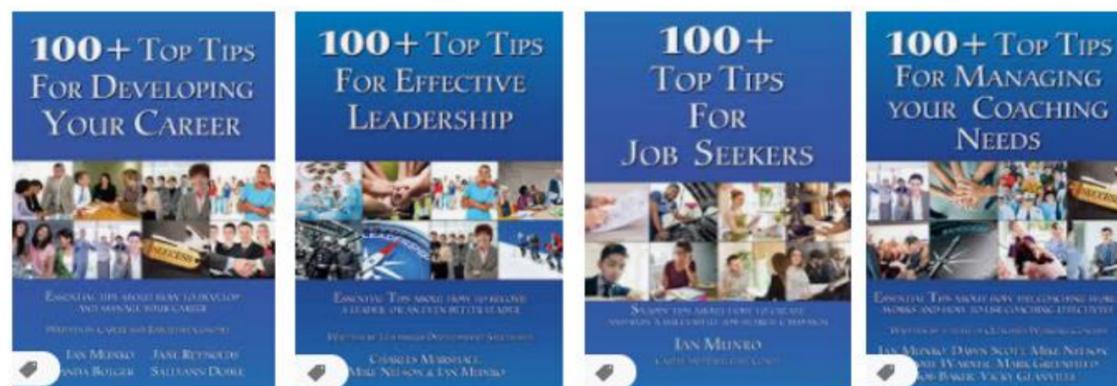
Guest speaker at this month's webinar was Ian Munro, accredited coach, and writer/author

Ian has written and published 9 books in his 100+ Top Tips series.

As you registered for the webinar, we would like to offer you a 30% discount on each book until Friday 9th of April. The discount code is 'CEGOS30' which can be entered in the view basket page.



<https://www.100toptips.com/shop>



No matter what challenges you face going forward, Cegos is here to help and advise. You will find our Learning Bites useful at this time. Each Bite consist of 2 hours of virtual classroom and 30 minutes of workshop activity. Our Learning Bite library consists of 33 titles, these are just a few that maybe of interest:

- \* Change Management
- \* Coaching
- \* Difficult Conversations
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