

During times of organizational change, leaders can engage team members by:

- Having discussions with personnel to understand the need for and purpose of change
- Discussing positive outcomes associated with specific changes
- Reassuring team members that leadership will be there to support and listen throughout the process of change
- As organizations makes plans for enacting change, hold focus groups with team members to include them in understanding and managing change or transitional activities. People are more open to change when they have opportunities to contribute to the decision-making process.
- □ Identify some team members as Change Ambassadors. Ideally, these individuals play a key role in supporting others during times of transition and in fostering positive and timely communication about change with the team.
- Team members may feel more comfortable when timelines are set for implementing new polices or practices. Having an incremental approach to change allows people to feel prepared to make transitions.
- As organizations or teams begin to implement change, it is beneficial to have a tangible way to measure progress. Creating time for ongoing dialogue between leaders and team members may contribute to a smoother transition. As change targets are reached, taking time to celebrate with the team provides encouragement and positive energy for moving forward.
- Consult with colleagues from other organizations that have gone through similar times of change or transition. Ask for advice, promising practices and other helpful tips for easing transitions.

- □ Keep a suggestion/idea box in the staff room for team members to voice their thoughts or concerns during the transition time. Review these suggestions weekly to assess whether there are any ideas that might be beneficial to implement.
- When anticipating periods of change, invite team members to share personal experiences highlighting responses to change and effective practices for making transitions and adapting to change.
- Organize a targeted workshop for staff on skills for managing change and transition. Once the workshop has been completed, carry out a follow-up session for team members in order to share how they might help one another in applying such skills to effectively manage change.
- At a staff meeting, invite team members to brainstorm and make a list of activities that they enjoy doing outside of workplace responsibilities. Over the course of the next two weeks, challenge team members to build time into their schedule for undertaking one or two activities from their lists. At a subsequent staff meeting, invite team members to share about their experiences of completing these activities.
- In making changes, team members often foresee potential emerging challenges. Invite team members to identify such challenges and to break them down into manageable units. For each unit of challenge, brainstorm potential responses that could be used a basis for formulating proactive solutions.
- Invite local health practitioners to speak at a regular staff meeting or during a lunchtime session on opportunities for including healthy lifestyle activities within regular daily routines. These sessions could involve sharing tips on ways to implement healthy eating and physical activity routines.