

Tips for Managers During Times of Change

When the organization undergoes a change, managers can help support their employees through the transition and remain productive in the following ways:

Build Resilience in Employees

- **Model resilience**, optimism and a readiness to tackle adversity.
- **Provide open**, honest, transparent communication about the changes.
- **Check in**. Ask people how they are doing. Be visible.
- **Show empathy**, and a willingness to be somewhat flexible during the transition period.
- **Solicit and incorporate feedback** and input—showing others that you value their ideas/suggestions.
- **Maintain clear goals**, expectations and priorities.
- **Be consistent**. Ask for, and demonstrate, commitment.
- **Use empathy**—it can be your most important tool, if used appropriately.
- **Remember**, you don't know exactly how the employee may feel. Use qualifiers in any statement of understanding, such as "I can imagine this is very difficult," NOT "I know how you feel."
- **Express empathy** about how they might feel, not about the decisions that have been made.
- **Readily challenge people**. Promote accountability. Reward risk-taking, persistence and accomplishments.
- **Encourage** problem-solving.
- **Do not use platitudes** and false promises.
- **Avoid sounding disingenuous** through exaggerated expressions of gratitude and the employee's value.

Remember... In a crisis, EAP + Work/Life support is available 24/7.

We're not an insurance company. West's Health Advocate Solutions is not a direct healthcare provider, and is not affiliated with any insurance company or third party provider.

©2017 Health Advocate HA-M-1701015-11FLY