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Course

Leading Through Change

Trainer

James Rose

Objectives

- Understand why people resist change
- Respond constructively to emotional and rational resistance
- Translate organisational change into clear team plans
- Communicate change with confidence and credibility
- Maintain performance and wellbeing during uncertainty
- Influence upwards and across the organisation



Change check in

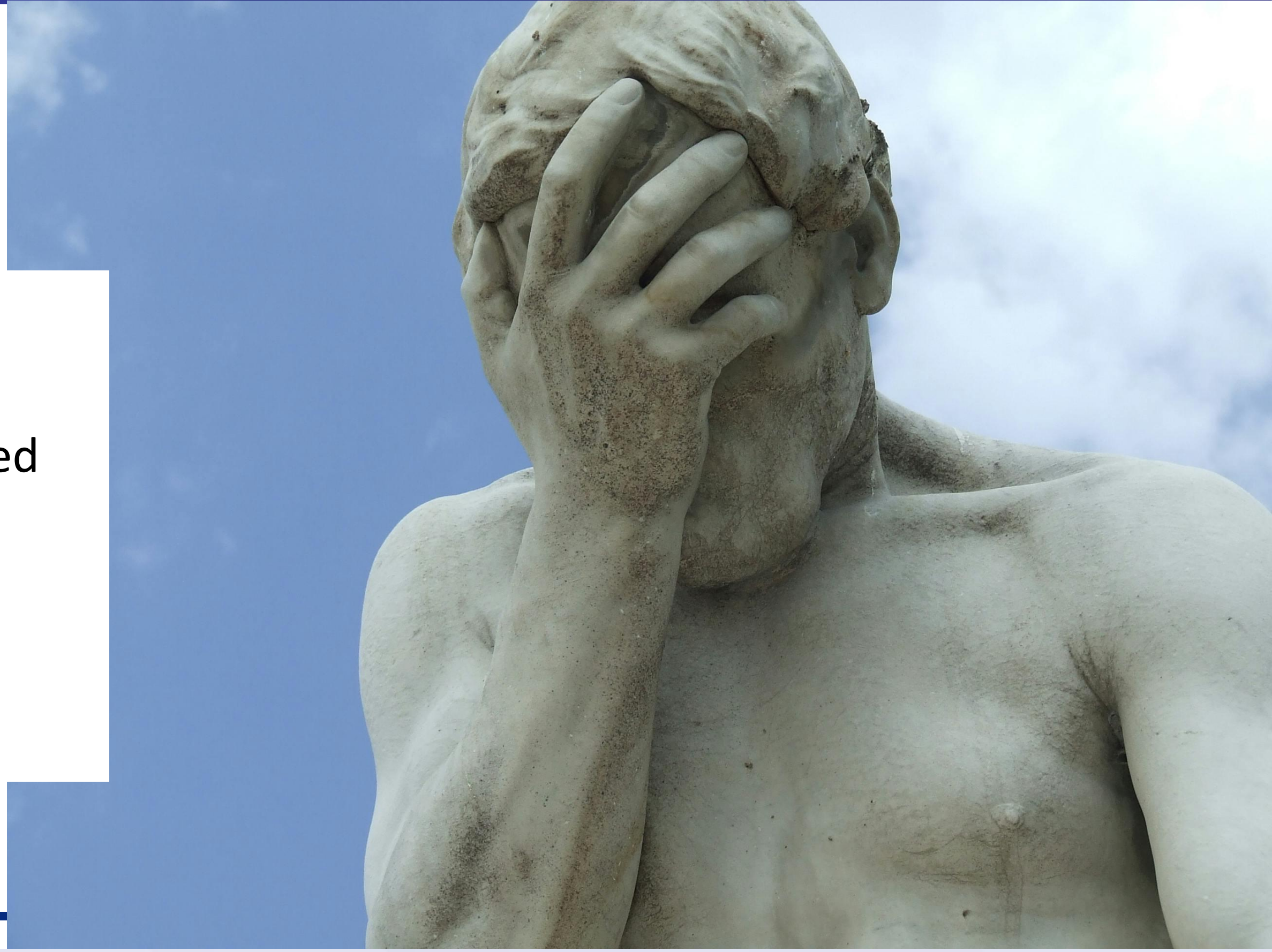
What change are you currently leading?

Breakout: How do people tend to react to change?

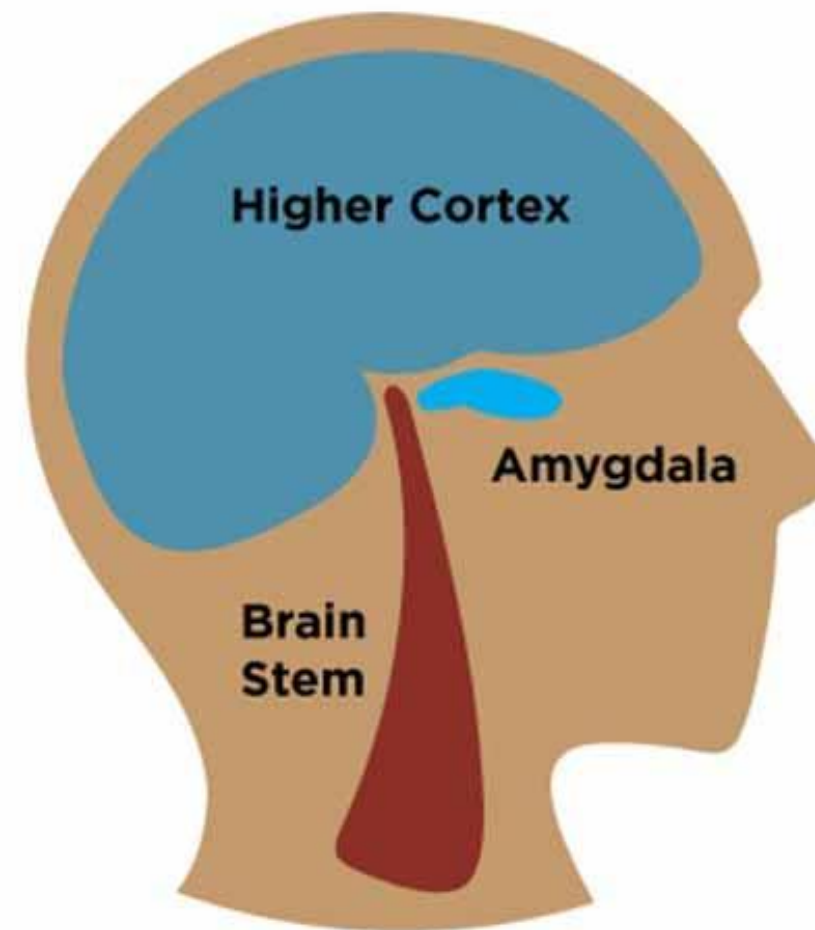
- Emotional reactions such as anxiety, frustration, excitement, fear, or curiosity
- A tendency to focus first on potential risks rather than benefits
- Increased reliance on habits and familiar routines during uncertainty
- Strong resistance due to a natural reaction to perceived threat
- Informal conversations and rumours increase, especially if information is missing
- Productivity or confidence sometimes dipping temporarily during transition periods
- Increased need for reassurance, clarity, direction, and psychological safety
- Resistance often being less about the change itself and more about uncertainty or perceived consequences

Breakout: **And why can change fail?**

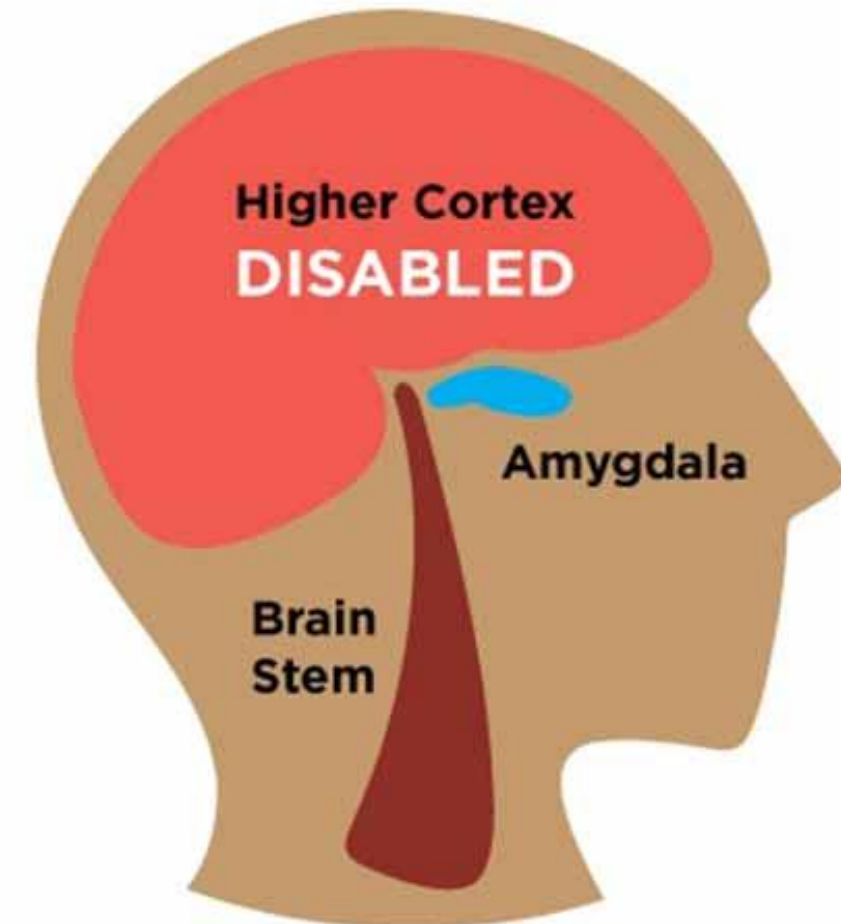
- Lack of clarity
- Poor communication
- Emotional resistance is ignored
- Leaders not aligned
- No visible progress
- Fatigue and burnout



The Amygdala Hijack



LOW Emotion
(Calm, Relaxed)



HIGH Emotion
(Anger, Fear, Excitement, Love,
Hate, Disgust, Frustration)

Managing Change: System 1 vs. System 2 Thinking



React Defensively

System 1: Reactive & Emotional



- Defensive Response
- Dismiss Concerns
- Increased Tension



Resistance & Conflict

VS.

Respond Thoughtfully



System 2: Reflective & Strategic

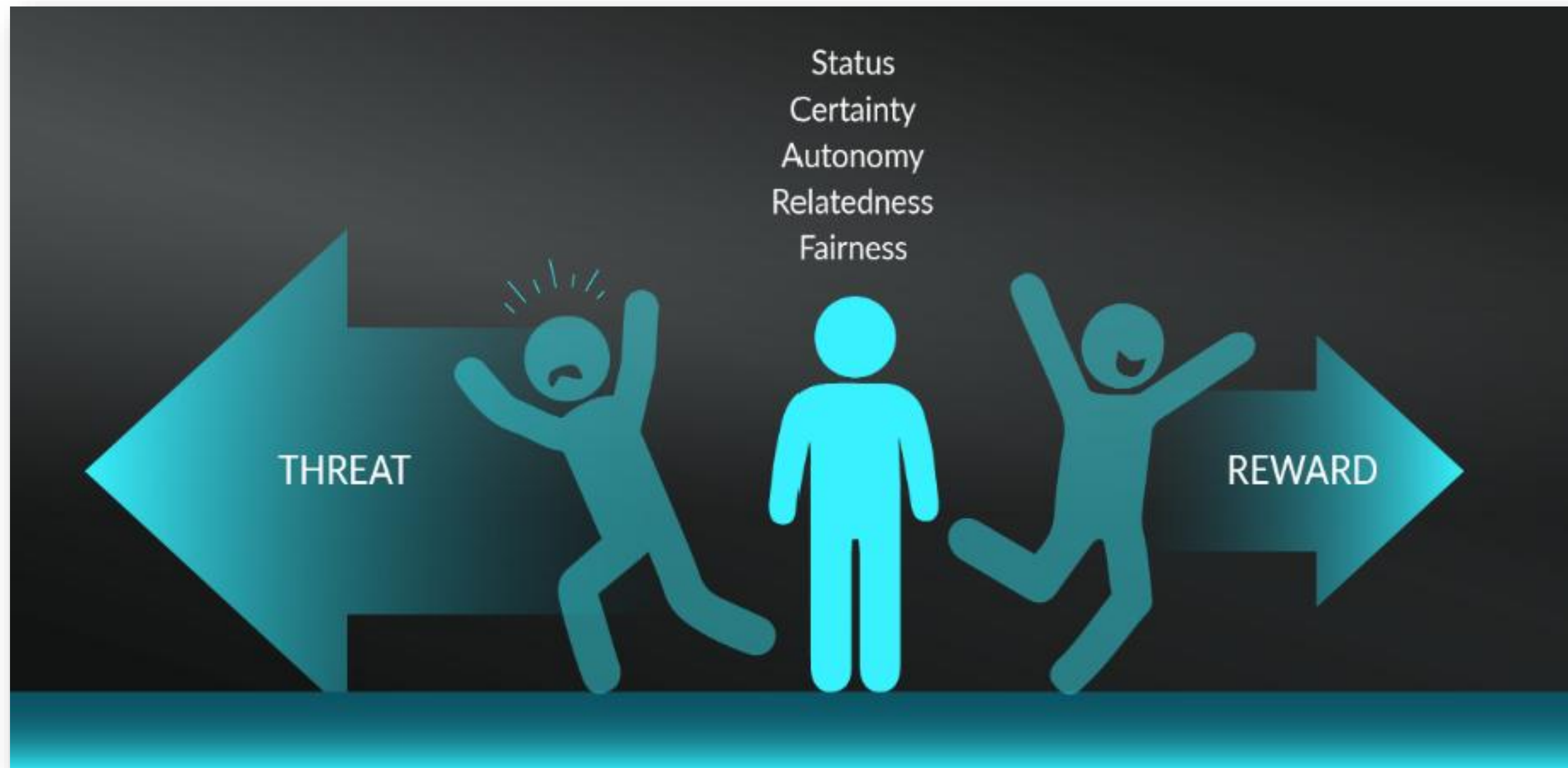


- Listen & Understand
- Address Issues
- Build Alignment



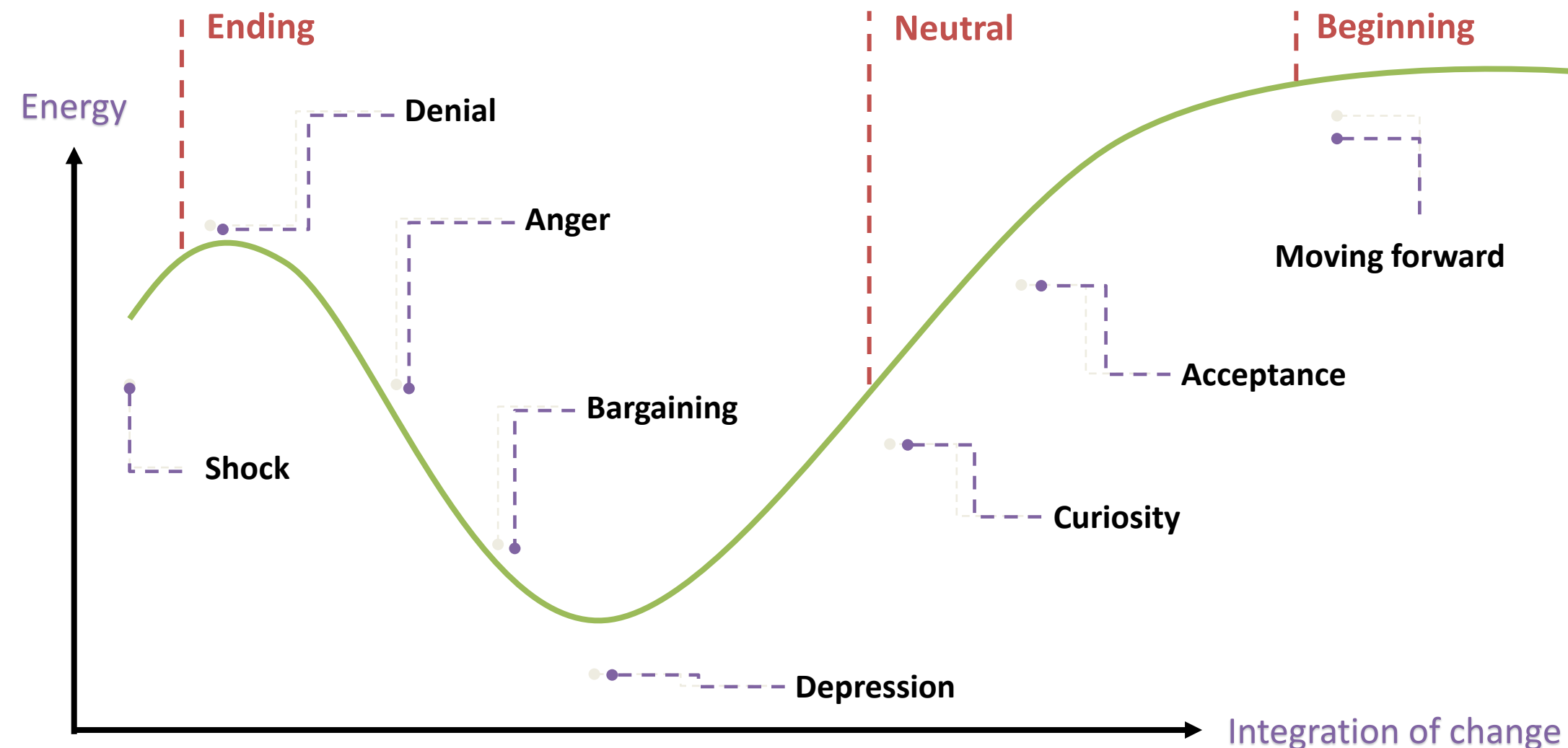
Trust & Collaboration

Triggers for negative responses



	ACTIVATES THREAT	ACTIVATES REWARD
STATUS Importance relative to others	- Asking 'Do you need advice?' - Annual Performance Review - Sense of being 'left out'	- Noticing work done & improvements - Public acknowledgement - Allowing people to provide feedback on their own work
CERTAINTY Ability to predict the future	- Prospect of change - Not knowing people's expectation	- Vision, maps, plans & strategy - Making the implicit explicit 'Can't tell you now but will tell you by ...'
AUTONOMY Exerting control over events	- Sense that stress is inescapable - Pressure to conform to team norms	- Having a choice 'which do you prefer?' - Individual 'point of need' decision-making
RELATEDNESS Sense of connection with others	- Meeting someone unknown - Feeling let down or excluded	- Shaking hands, swapping names, discussing something in common - Showing genuine interest (listening mentoring, coaching)
FAIRNESS Fair exchanges between people	Sense of discrimination	- Increase transparency in communication - Enable groups to create their own rules - Help people see situation from other perspectives

The human response to change: where are your team and how are they behaving?



What does this look like in your teams?

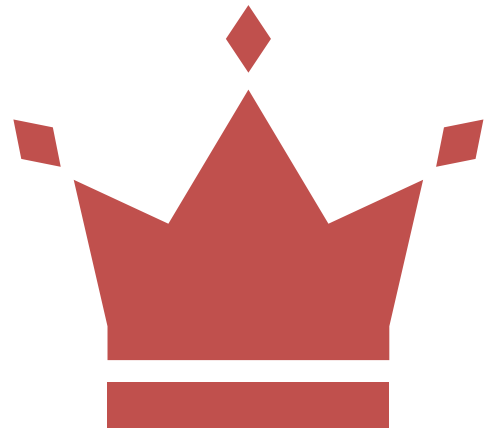
Emotional

- Fear
- Loss
- Uncertainty

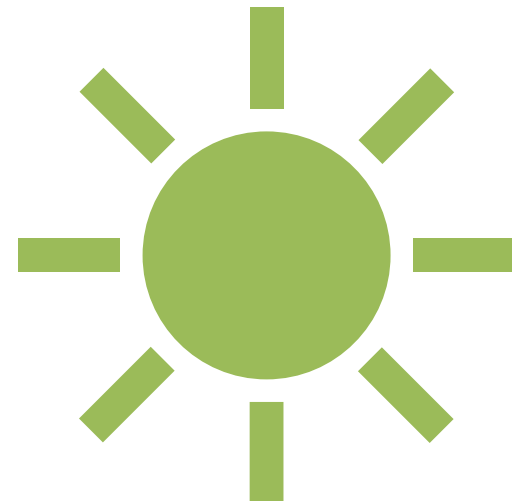
Rational

- Workload
- Resources
- Unclear processes

The managers role in change



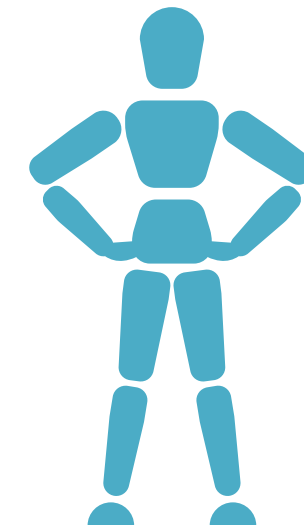
Managers vs
leaders



Openness and
transparency



Building trust

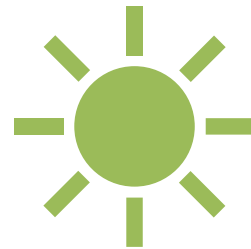


Modelling
behaviour

The managers role in change



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Openness and
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Building trust



Modelling
behaviour

So, we have to:

- Be honest and have open communication
- Show emotional intelligence and empathy
- Influence thoughts and behaviours
- Create psychologically safe environments
- Role model appropriate behaviours
- Manage performance to get the work done
- Manage upwards

Let's go through each in a bit. First, a case study...



Blue Hat

Successful reflection
process



Red Hat

Intuition and feelings



Yellow Hat

Optimistic judgment,
Benefits and Hope



White hat

Available and required
information



Black Hat

Critical judgement, Risks
and Weaknesses



Green Hat

Creative and
Alternative Ideas

How can you communicate the change successfully?

- Be honest about uncertainty
- Use clear, simple language
- Build trust and credibility
- Avoid “toxic optimism”
- Show empathy
- Listen openly
- Be prepared

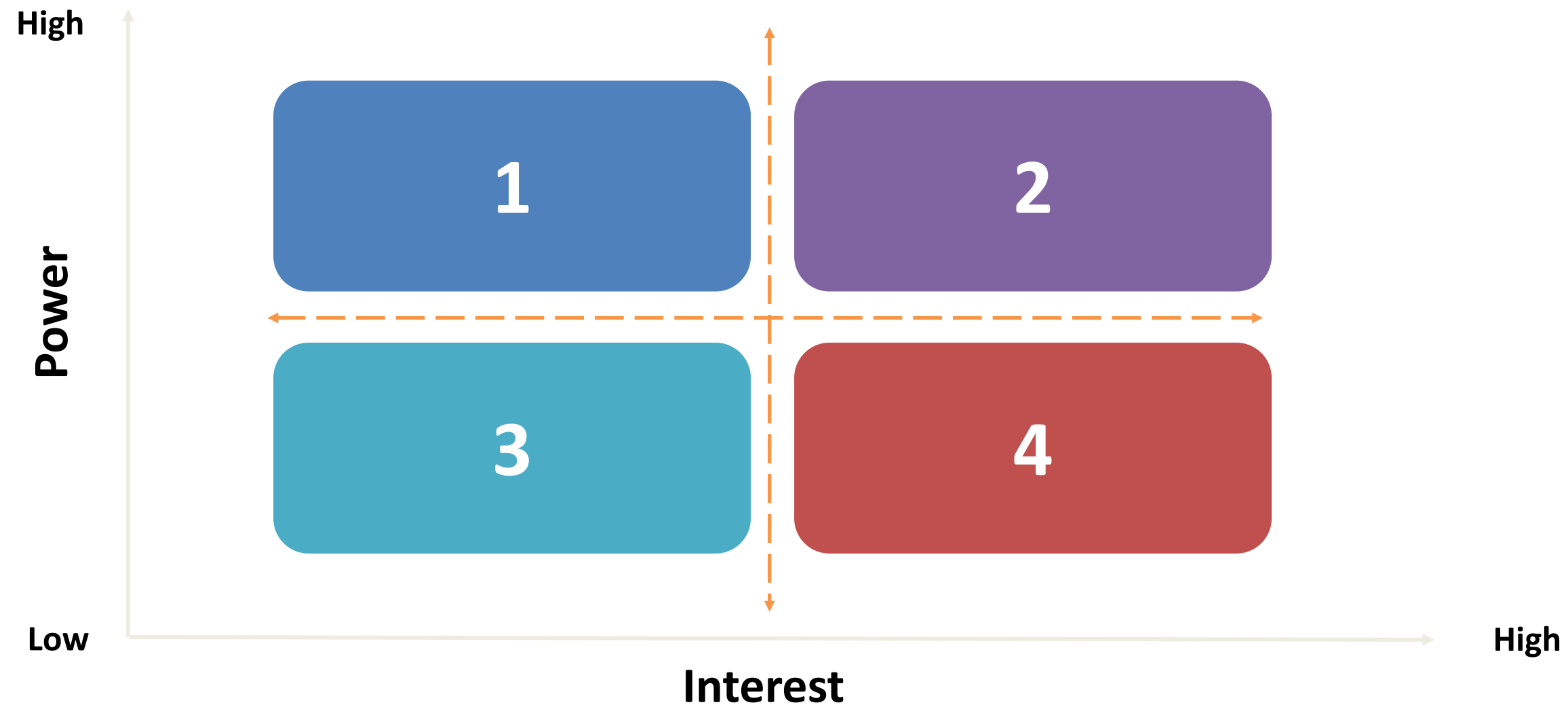


How can you...

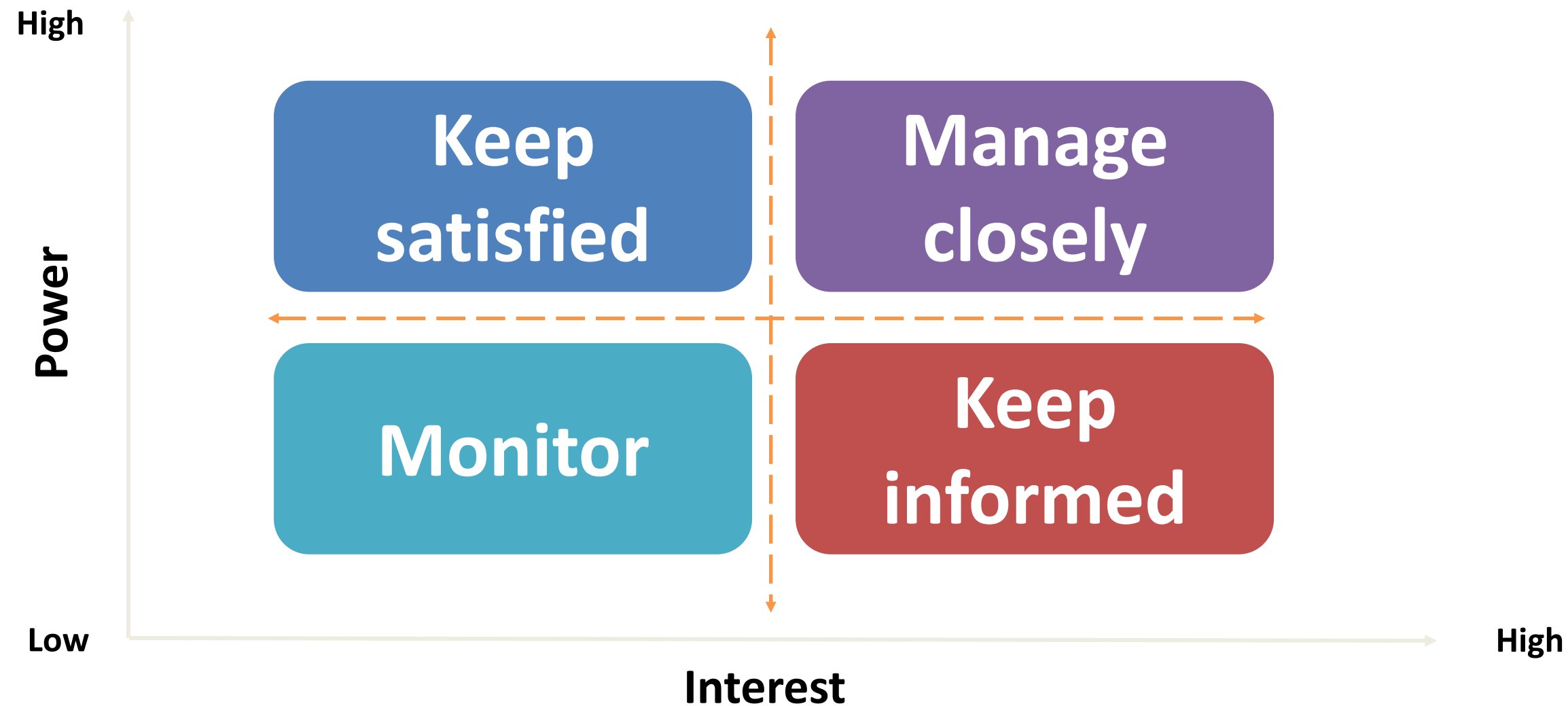
“Respond with empathy
without losing
authority.”

- Continually communicate
- Be available
- Listen actively
- Acknowledge feelings
- Normalise reactions
- Avoid reinforcing negativity
- Stay assertive

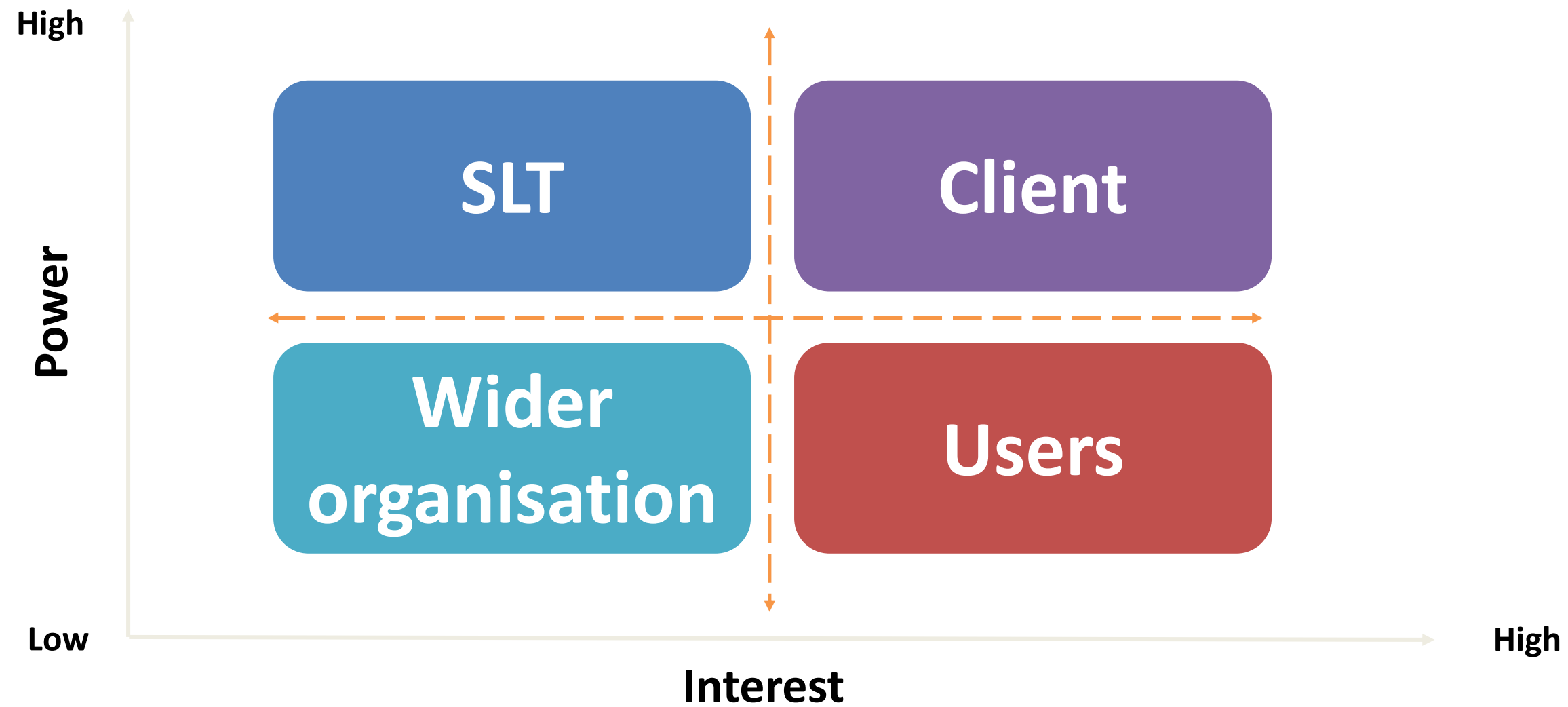
How to communicate to different people



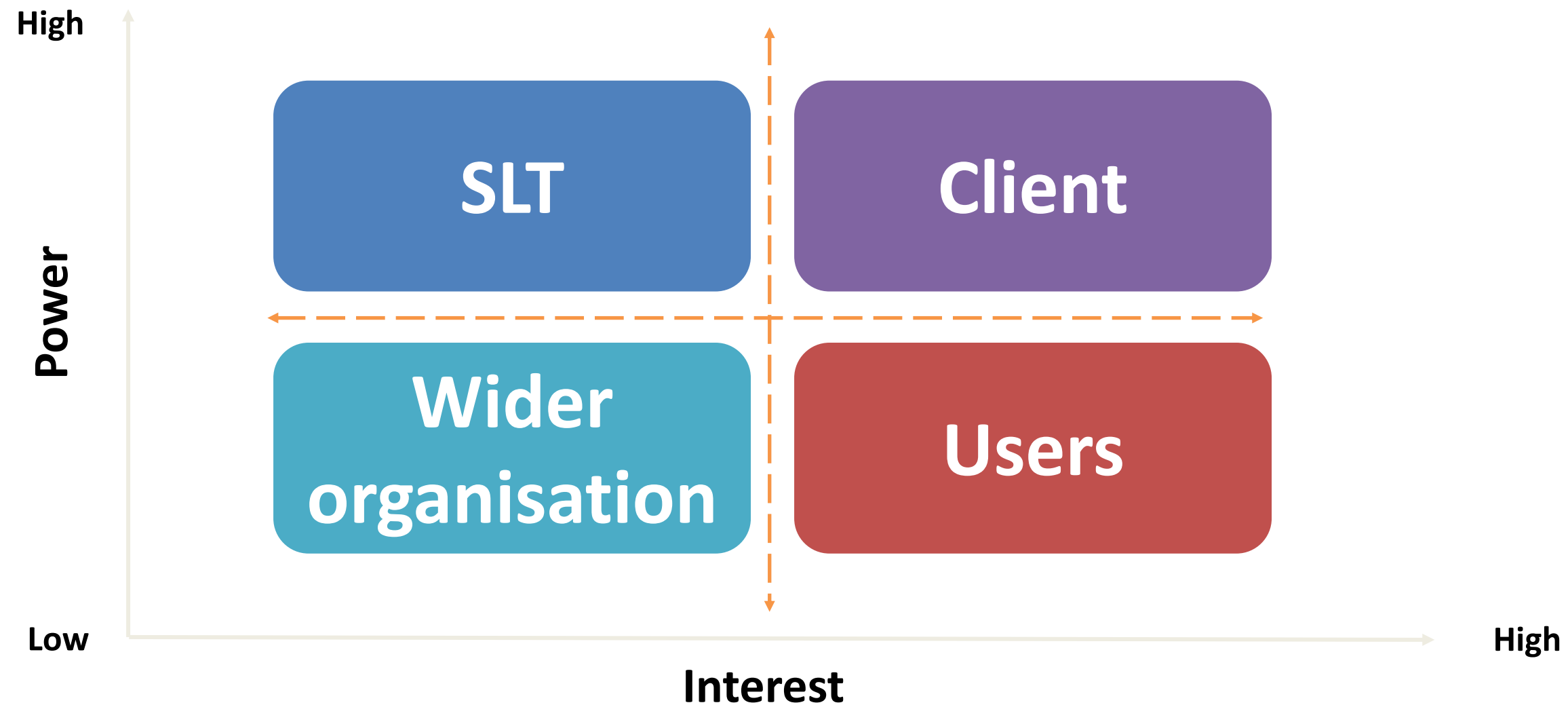
How to communicate to different people



Examples



Breakout: How will you communicate with each group?



Breakout: How will you communicate with each group?



Influential communication during change

**Social
Proof**

Authority

**Commitment
and
Consistency**

Breakout: How will you use these strategies at your workplace?

Psychological safety: 4 stages



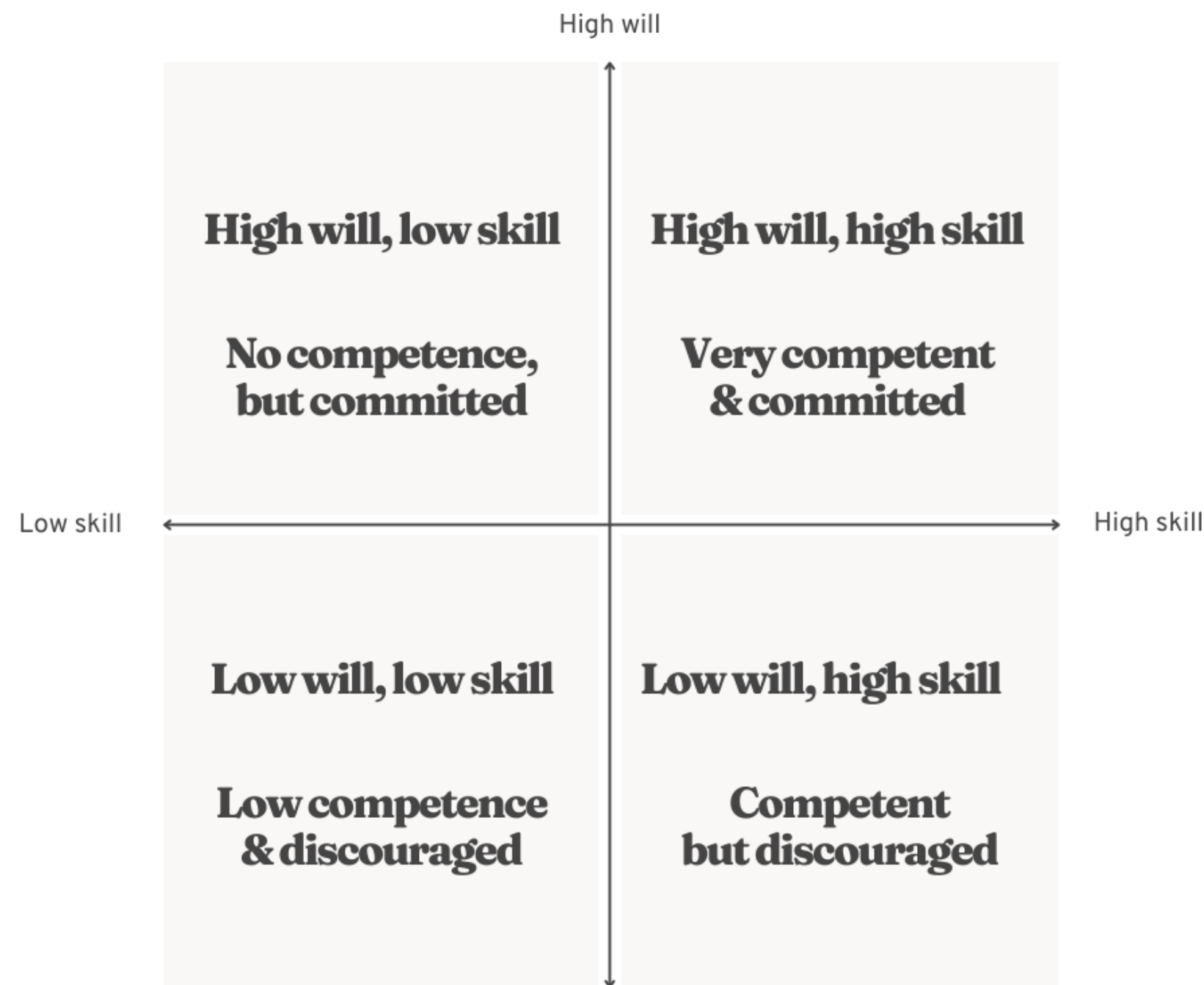
Psychological safety: definition of stages

1. INCLUSION SAFETY Members feel safe to belong to the team	2. LEARNER SAFETY Members can learn through asking questions
4. CHALLENGER SAFETY Members can question ideas or suggest significant change	3. CONTRIBUTOR SAFETY Members feel safe to contribute ideas to the team

Psychological safety: Your actions

INCLUSION SAFETY Know you are valued Treat all people fairly Feel ideas matter Include others regardless of position/title Openly contribute	LEARNER SAFETY Discover Ask questions Experiment Learn from mistakes Look for new opportunities
CHALLENGER SAFETY Challenge status quo Speak up Express ideas Identify changes Expose problems	CONTRIBUTOR SAFETY Engage without constraints Interact with colleagues Have mutual access Maintain open dialogue Debate constructively

Managing resistance: Skill v will



Managing resistance

Calm under pressure

Transparent communication

Consistent behaviour

Listen before responding

Focus on the emotions first

Value them and their contribution

Ask permission to validate the change

Be available *when they need you*





Influencing upwards

- Be assertive
- Prepare well
- Find the right time
- Manage expectations
- Escalate constructively
- Focus on fact, not emotion
- Provide solutions not problems



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