**Activity Sheets**

**Part 3**

**Activity Sheet #3-1**

**Reflections**

Employee Change Readiness Assessment Results

0 – 30 Against Change

31 – 60 Resistant to Change

61 – 80 Not Comfortable with the Change

81 – 100 Willing to Learn About the Change

101 – 120 Accepting of but Need Help Navigating

121 – 140 Embraces the Change

141 – 160 Ready to Lead the Change

* How helpful was this assessment?
* How do you envision using it with others?
* What other questions would you want to include on this assessment?
* On a scale of 1 (not useful) – 10 (extremely useful), how useful was this assessment?

**Basic Human Needs:**

S\_\_\_\_\_\_\_\_

S\_\_\_\_\_\_\_\_

H\_\_\_\_\_\_\_\_

R\_\_\_\_\_\_\_\_

C\_\_\_\_\_\_\_\_

C\_\_\_\_\_\_\_\_

B\_\_\_\_\_\_\_\_

**Activity Sheet #3-2**

**Case Study**:

You have been promoted to the position of manager of the department. You’ve worked together with most of your new direct reports for many years. As a peer, you have had good working relationships with everyone in the area. At least one of your peers also applied for the manager position.

Because of the department’s relatively flat organizational structure, employees have not had many opportunities for promotion. Most of the employees have worked in the same area for most of their work history.

As you are settling in to your new role, you feel that some of your former peers, especially Sydney and Alex, are not taking you seriously as the new supervisor. You have given some directions about how you want certain projects handled, only to have Sydney and Alex ignore you and complete the projects in other ways. When you have addressed this, you have been given reasons such as, “The old way is better,” “What’s the big deal?” and “With the equipment we have, we had to do it that way.”

What Basic Human Needs are not being met for Sydney and Alex?

What levels of energy are Sydney and Alex using?

What do you think Sydney and Alex fear or are anxious about?

What Basic Human Needs are not being met for you, the manager?

What level(s) of energy are you using?

What do you fear or feel anxious about?

What would you do?

1. Do nothing. It will take time for staff to get adjusted to you as the supervisor. You decide to let it ride and see what happens.
2. Call a meeting, inviting everyone in the department and your own supervisor. Lay down the law about who is in charge.
3. Discuss the situation with your boss; come up with a plan to address the issue with the staff involved.

**Activity Sheet #3-3**

**Take Control of Change**

1. Honor and learn from the past
2. Think in “YES’s”, not in “NO’s”
3. Set new goals and go after them
4. Focus on controlling your own actions
5. Let in fresh air

**How Well Do You Lead Through Change?**

When navigating change, people need a confident leader. Use this assessment to rate your effectiveness in leading others through change. Rate the following statements on a scale of 1 to 10, where 1 is I completely Disagree, and 10 is I completely Agree.

\_\_\_\_\_I have complete confidence in my ability to successfully lead my team through change.

\_\_\_\_\_When circumstances change, I have complete confidence that I know what to do or I can figure it out.

\_\_\_\_\_I communicate intentionally and with clarity so people will know what is expected.

\_\_\_\_\_I continuously talk about the vision for the change and encourage everyone to work toward that vision.

\_\_\_\_\_I avoid the tendency to be pulled off course during extended change implementation periods.

\_\_\_\_\_I recognize that my role during change is not to make people happy; it’s to help them succeed despite their discomfort.

\_\_\_\_\_I welcome criticism because it provides an opportunity for me to examine what we are doing, get feedback from a variety of others, and make adjustments if needed.

\_\_\_\_\_I’m optimistic about change, and I can see beyond temporary setbacks and problems.

\_\_\_\_\_I approach change as a process rather than an event.

\_\_\_\_\_I recognize that people have to disengage from their current state and go through an unstable period before they can find a new equilibrium.

\_\_\_\_\_I understand that people’s thought processes can move through change faster than their heart. As a result, I expect that mixed signals and contradictory feelings are common during change.

\_\_\_\_\_I am comfortable pushing people past their comfort zone when necessary.

\_\_\_\_\_I recognize that risk and conflict are necessary to achieve change.

\_\_\_\_\_I am clear with direct reports when decisions have been delegated to them, when a determination will be reached jointly, when advocating for alternative solutions is welcomed, or when the leader will make a unilateral decision.

\_\_\_\_\_**TOTAL**