



FORGING BOLD HORIZONS

Leading Through Change
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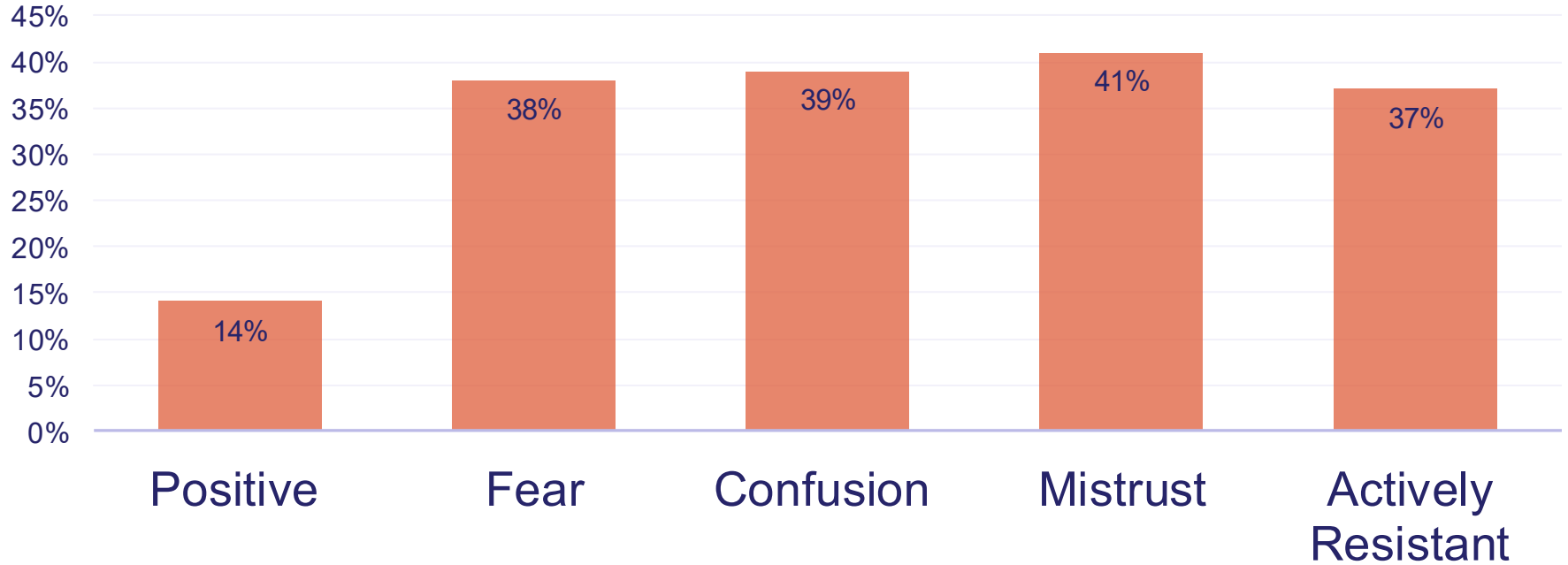
Agenda

- Why Change Matters
- Leadership Disciplines
- Managing Resistance
- Real Life Examples
- & Tools You Can Implement Immediately

Monday Morning Scenario

- A company wide email announce a major change to your process
- **Show of hands:**
 - Who feels excited?
 - Who feels nervous?

Initial Response's to Change



Why Change Matters

- Keeps us relevant to customers/citizens
- Improves efficiency & accuracy
- Enables adaptability & innovation
- Unlocks new opportunities & growth

What Leaders Need To Do During Change

Six Disciplines

- Clarify the why & the end state
- Lead with empathy & psychological safety
- Build a change network (champions & SMEs)
- Plan the path (roadmap, risks, training)
- Communicate relentlessly (cascade + two-way)
- Celebrate & reinforce progress (small wins)

Discipline 1: Clarify the Why & End State

Why clarify the why:

- Creates Understanding
- Builds Buy In
- Reduces Anxiety

Discipline 1 (Cont.): Change Brief

How to clarify the why:

— Create a 1-page change brief

» Purpose

» Benefits

» Tradeoffs

» Timeline

» Success

CHANGE BRIEF

PURPOSE/WHY IT IS NEEDED

To improve delivery accuracy and reduce delays, all incoming mail will be delivered to the centralized mailroom instead of individual departments. The Administrative Team will sort and deliver mail twice daily.

BENEFITS

- Safer mail handling practices
- Increased delivery accuracy

RISK/TRADEOFFS

Staff may have to check with the mailroom for any urgent deliveries needed outside of the scheduled delivery times.

TIMELINE

- April 1st planning complete
- April 15th testing complete
- April 20th go live

WHAT SUCCESS LOOKS LIKE

- 50%+ improvement in delivery accuracy
- Reduced processing time of an average of 1 day

Discipline 1 (Cont.): Success Measures

- **Turnaround Time:** Reduce incoming mail cycle from X days → X-25% in 6 months
- **Accuracy:** Decrease misroutes/rework by 30%
- **Customer Impact:** Improve response timeliness/satisfaction scores
- **Compliance:** Zero critical audit findings post change

Discipline 2: Lead with Empathy & Safety

- **Listening Sessions:** Scheduled set aside time
- **Normalize the Change Curve:** Uncertainty → Learning → Ownership
- **Set Support Routines:** Office hours, Q&A Channel, Anonymous Feedback

Empathy in Practice (Pause>Probe>Plan)

- **Pause:** “Lets take a moment... How are you feeling about this change?”
- **Probe:** “What is the biggest challenge this creates for your day to day, or overall processes?”
- **Plan:** “Let’s choose one piece to move forward with this week and reevaluate our approach to this change.”

Empathy in Practice (Listen>Acknowledge>Guide)

- **Listen:** “Tell me what is on your mind.”
- **Acknowledge:** “Your concern makes sense because...”
- **Guide:** “Here is what we can do next... Does that feel manageable?”

Discipline 3: Build a Change Network

- **Leadership:** Who is responsible for the change's success.
- **Change Champions:** Respected peers who model new behaviors.
- **SMEs:** Process experts who de-risk and catch gaps.
- **Front-line Voices:** Closet to customers

Build a Change Network (RACI Matrix)

RACI Matrix

- Responsible
- Accountable
- Consulted
- Informed

	Project Manager	Supervisor	Technician	Controls	IT
Task 1	A	I	I	R	I
Task 2	A	R	I	C	C
Task 3	I	A	C	I	C
Task 4	I	C	R	C	A
Task 5	R	C	A	C	C

Discipline 4: Plan the Path

- Roadmap
- Be Open
- Train Staff
- Plan for After Implementation

Discipline 5: Communicate Relentlessly

- **Meet Regularly:** Weekly manager note, biweekly standups, monthly town halls
- **Use trusted channels:** supervisor huddles, Teams/SharePoint, bulletin boards
- **Format:** What changed → What it means → What to do next
- **Close the loop:** Communication is not a one-way street

Discipline 6: Celebrate & Reinforce Small Wins

- Visible Scoreboard
- Micro-recognition
- Story Bank
- Retrospective

Managing Resistance (Without Losing Trust)

- **Clarify** the Why and end state with examples
- **Involve** skeptics in pilots/design reviews
- **Enable** with training, practice, and temporary workload adjustments
- **Evidence** via early wins

Tools & Templates You Can Use Tomorrow

- 1-Page Change Brief
- Roadmap (visual timeline)
- RACI Matrix
- Risk & Mitigation Log
- Listen>Acknowledge>Guide (conversation tool)
- Retrospective Guide (keep/stop/start)

Key Takeaways

- Remember the six disciplines reinforce each other, they are not linear
- Lead with clarity & empathy
- Stay involved
- Keep progress visible
- Make change measurable
- Celebrate every step forward

“A leader's job is to look into the future and see the organization not as it is, but how it should be.”

– Jack Welch



Questions?