



LEAD  
THROUGH  
CHANGE

# COMMON CHALLENGES 'WHAT IF'



Public  
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There are some common challenges that managers face when they lead through change. Take a moment to think about these challenges and the tips and how you might solve this challenge in your team and record them.

| Common challenges  | Tips to solve this challenge  | How will you resolve this challenge if it occurs? |
|--|---|---|
| <p>You're asked to lead a team to implement a change that you don't agree with</p> | <ul style="list-style-type: none"> <li>• Give yourself time to think about the change to prevent your frustration clouding your judgment.</li> <li>• Take some time to think about what your concerns are, where they are coming from and think about what you can control.</li> <li>• Have a conversation with your manager to discuss your concerns, ask for support and discuss how you should discuss this change with your team.</li> <li>• Ask for more information, clarify the 'why' and understand the case for change.</li> <li>• Be mindful of what you say in front of your team (e.g. it's not advisable to say "I don't agree, but we just have to do it"). Your team will mirror your response.</li> <li>• Connect the change to the agency's purpose and focus on what's best for the organisation, not what is best for you and your team.</li> <li>• Write down the positives for this change.</li> </ul> |   |



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|---|---|---|
| <p>You have some influential team members who are vocally resistant, and this is affecting others</p> | <ul style="list-style-type: none"> <li>• Have a conversation to understand their concerns and what's causing them.</li> <li>• Think about strategies that address these concerns.</li> <li>• Give them an active role in the change (e.g. peer them with someone who is excited about the change, ask them to come up with ideas or solutions to solve their concerns).</li> <li>• Have regular conversations to set expectations, monitor how they are going with the change and to provide feedback.</li> <li>• If the behaviour persists, set boundaries and address their behaviour.</li> </ul> |   |



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|--|--|---|
| <p>Your team is looking to you for answers, but you don't have all the information</p> | <ul style="list-style-type: none"> <li>• Recognise that leadership isn't about having all the answers. It is often more effective to ask questions, because this shows interest and helps to build trust and relationships.</li> <li>• Have regular conversations with your team to understand their issues, apply coaching questions to support them.</li> <li>• Manage people's expectations, e.g. tell them what information you have asked for, when you expect to receive information and what information you can and cannot share with them.</li> <li>• Talk with your team to identify what is in their control and what is not in their control.</li> </ul> |   |



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|---|--|---|
| <p>Your team is disengaged or avoiding the change</p> | <ul style="list-style-type: none"> <li>• Reflect on the amount of change your team has been going through and how that might contribute to what they are feeling.</li> <li>• Recognise the feelings that your team might have in relation to the change.</li> <li>• Share your lessons learned from previous change and what will be done differently in this change.</li> <li>• Explain the why of the change and discuss what support your team needs.</li> <li>• Ask what part of the future excites them.</li> <li>• Ask for their input.</li> <li>• Action quick wins and celebrate.</li> </ul> |   |



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|--|--|---|
| <p>Your team sees you as part of the leadership team who is forcing the change upon them, rather than part of the team (i.e. 'us' vs 'them' mindset)</p> | <ul style="list-style-type: none"> <li>• Remember that as a leader you will need to balance your team's needs with the organisation's needs and help the team to understand the agency's position - and why the change matters for the agency and customers.</li> <li>• Have a direct conversation with your team about the team dynamic - ask them what they need from you, and be explicit on what you need from them.</li> <li>• Engage with your team on a day-to-day basis and be curious so they feel you are trying to understand their perspective.</li> </ul> |   |

