



UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN



2009 BUSINESS LEADERSHIP CONFERENCE

A Leader's Role in Turbulent Times

March 17, 2009

10:30-11:45AM & 2:45-4:00PM

Business Leadership at Illinois: Collaborating for a Brilliant Future

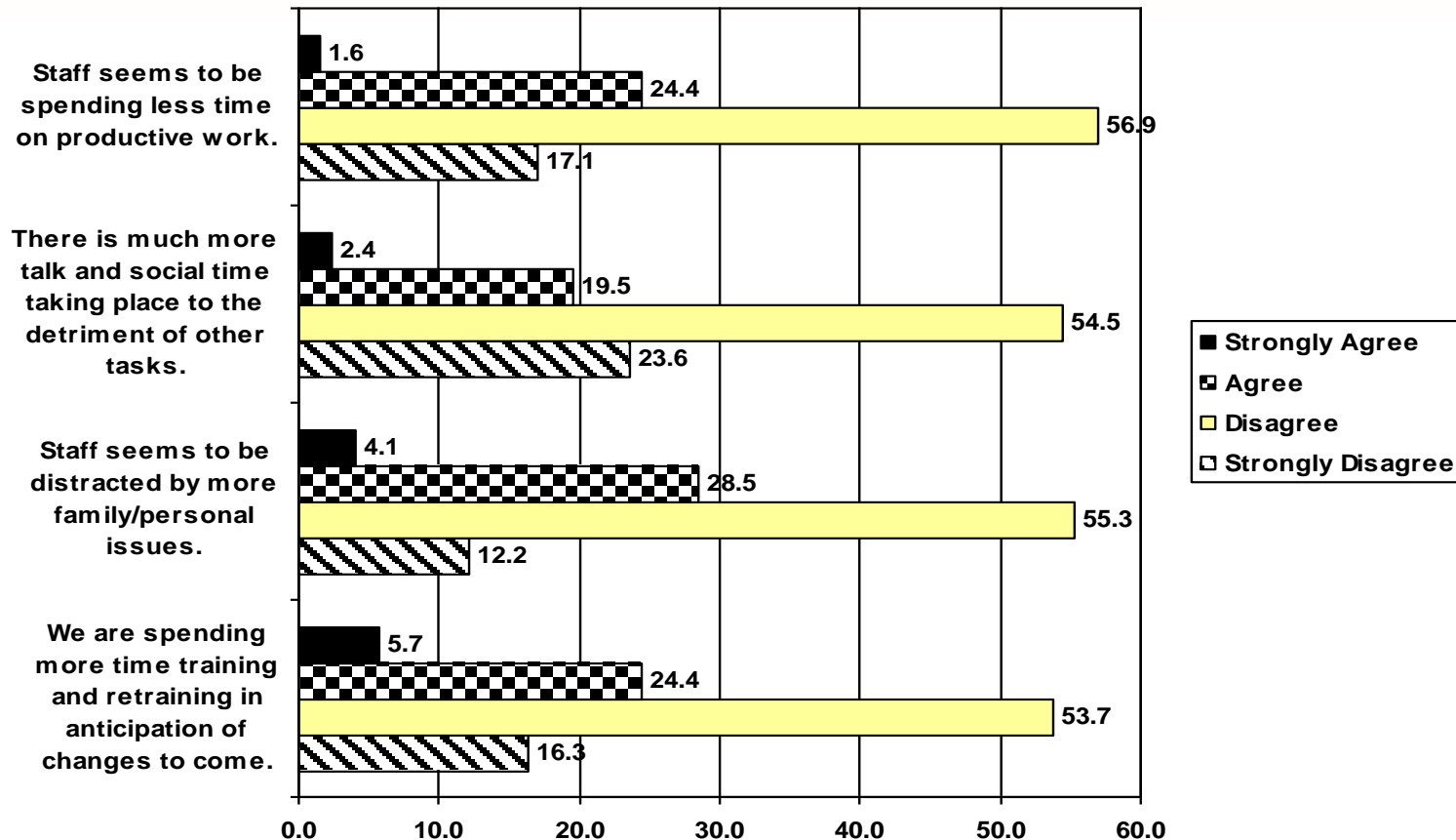
Workshop Presenter(s)

- Karie Wolfson, Interim Director, Faculty Staff Assistance Program
- Aaron Ebata, Associate Professor, Department of Human and Community Development and Extension Specialist, Family Life
- Mary Ellen O'Shaughnessey, Executive Assistant Dean, College of Fine and Applied Arts
- L. Patricia Sherod, Director, Center for Training and Professional Development
- Susan Stewart, Assistant Director, Center for Training and Professional Development
- Tiy Goddard, Manager, Professional Development, Center for Training and Professional Development

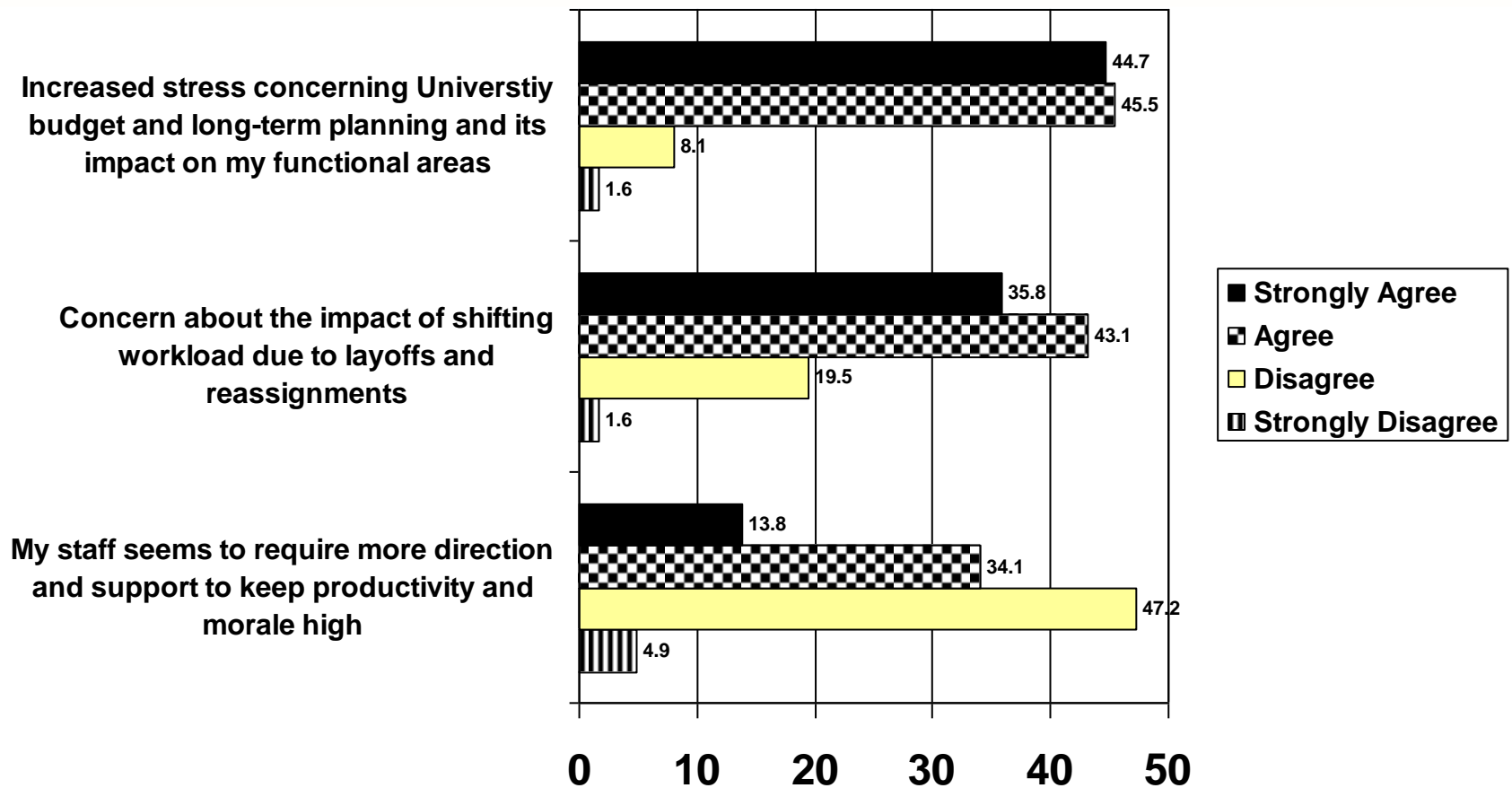
Workshop Objectives

- Provide participants with a model for change and illustrate the three stages
- Provide strategies and identify resources available to help leaders deal with organizational turbulence

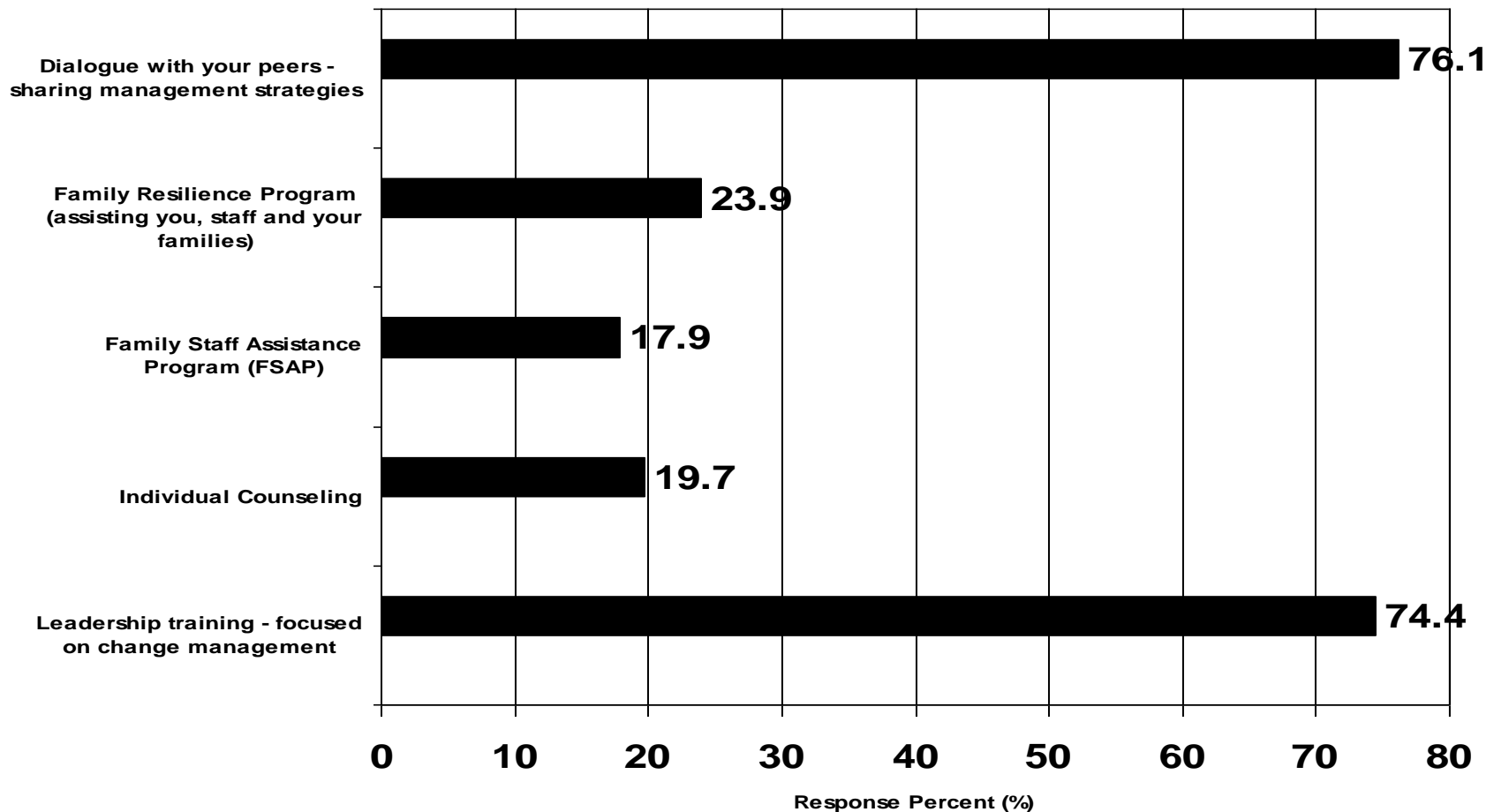
Do you consider your current workplace climate “turbulent”?



What, if any, impact does the University's current financial climate have on YOU?



From the resources below, which would assist you and your staff most during turbulent times?



Definitions

- **CHANGE**

- An event that challenges our beliefs & values. We often don't have control over change.

- **TRANSITION**

- Transition is the process of adapting to the change event. It is psychological. We do have control over how we approach a transition.

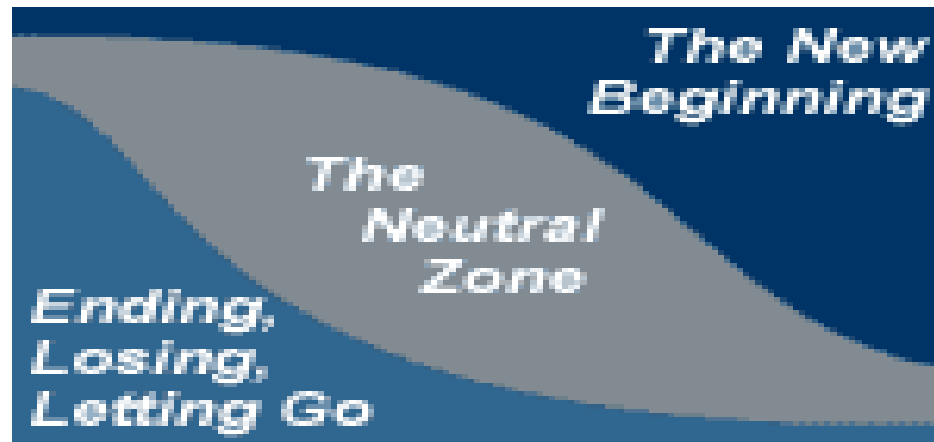
Why Effectively Managing Transition is so Essential . . .

	Typical 8 hour day	8 hour day during transition
Productive Work	4.8 hours	1.3 hours
Talk/Social Time	1.5 hours	3.2 hours
Personal Issues	1.7 hours	1.8 hours
Retraining	0 hours	1.7 hours

4 Typical Reactions to Change

- **FIGHT** – stay and try to stop the change from happening, resist, put up road blocks, etc.
- **FLY** – Move on to other opportunities
- **FLOW** – Take a wait and see attitude
- **FLEX** – Alternate between fight and flow

Bridges Change Model



ENDINGS

Employee Thoughts, Emotions, Behaviors, Energy:

- **Thoughts:** confused; uncertain about the future; thoughts of going back not forward
- **Emotions:** guilt; hostility; mourning; depressed
- **Behaviors:** moody; seeking out others to complain; can't focus on job
- **Energy: HIGH ENERGY—but can be destructive rather than positive**

Strategies for ENDINGS

Questions you must answer over and over . . .

- What is changing?
- What will actually be different because of the change? (processes, working hours, staff responsibilities, etc.)
- Who is going to lose what? (What am I going to lose?)

NEUTRAL ZONE

(Most Critical Step)

Employee Thoughts, Emotions, Behaviors, Energy:

- **Thoughts:** lots of questions—perhaps afraid to ask; what “happens next” dominates thoughts; hoping for failure and return to the “old way”
- **Emotions:** distracted; me-centered; worried; pensive
- **Behaviors:** short attention span; dazed; can only focus on one thing at a time; scattered
- **Energy: LOW—too much confusion and uncertainty**

Strategies for NEUTRAL ZONE

- **Strengthen Intra-group Connections**
 - Frequent meetings; newsletters; email updates; group activities, etc.
- **Use the Neutral Zone creatively**
 - Brainstorm new ideas for old problems
 - Use the time to review processes for improvement
 - Provide training—internally and externally
- **Create a Transition Monitoring Team**

NEW BEGINNINGS

Employee Thoughts, Emotions, Behaviors, Energy:

- **Thoughts:** positive thoughts, wondering why others don't join beginnings
- **Emotions:** feel they know where they are headed; optimistic; more settled; hopeful
- **Behaviors:** focused on work; making and attaining goals; more content; fewer conflicts
- **Energy: HIGH and Productive**

Strategies for NEW BEGINNINGS

- **Keep clarifying and communicating purpose— AGAIN and AGAIN!**
- **Create a stable, sustainable plan**
 - How are you going to communicate from this point; what kind of training is needed for the future; what resources and support do you need, etc .
- **Give employees clear roles and responsibilities**
- **Celebrate successes!!**

Panel Discussion

**Thank You and Good Luck
in Helping Your Staff
Weather Turbulent Times!**