

NAVIGATING ORGANIZATIONAL CHANGE

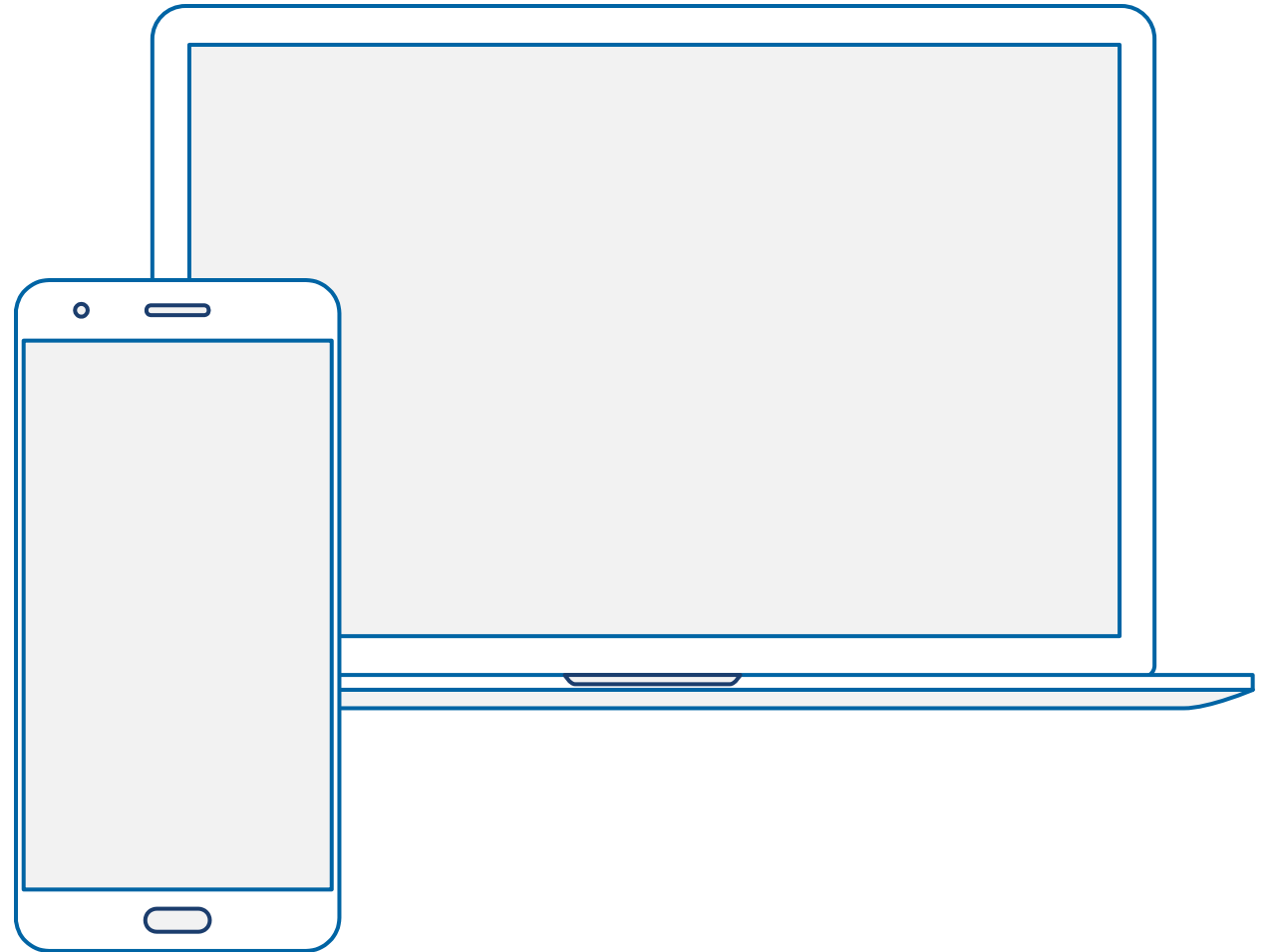
Leader Resource Series
June 2025

Monica Shaffer, Director of Employee Experience
Kelly Shedd, Program Manager, Co-Worker
Experience
Bob Martin, Senior Director, Performance
Excellence

UCI Human Resources
Empower People Success

WE WANT TO HEAR FROM YOU

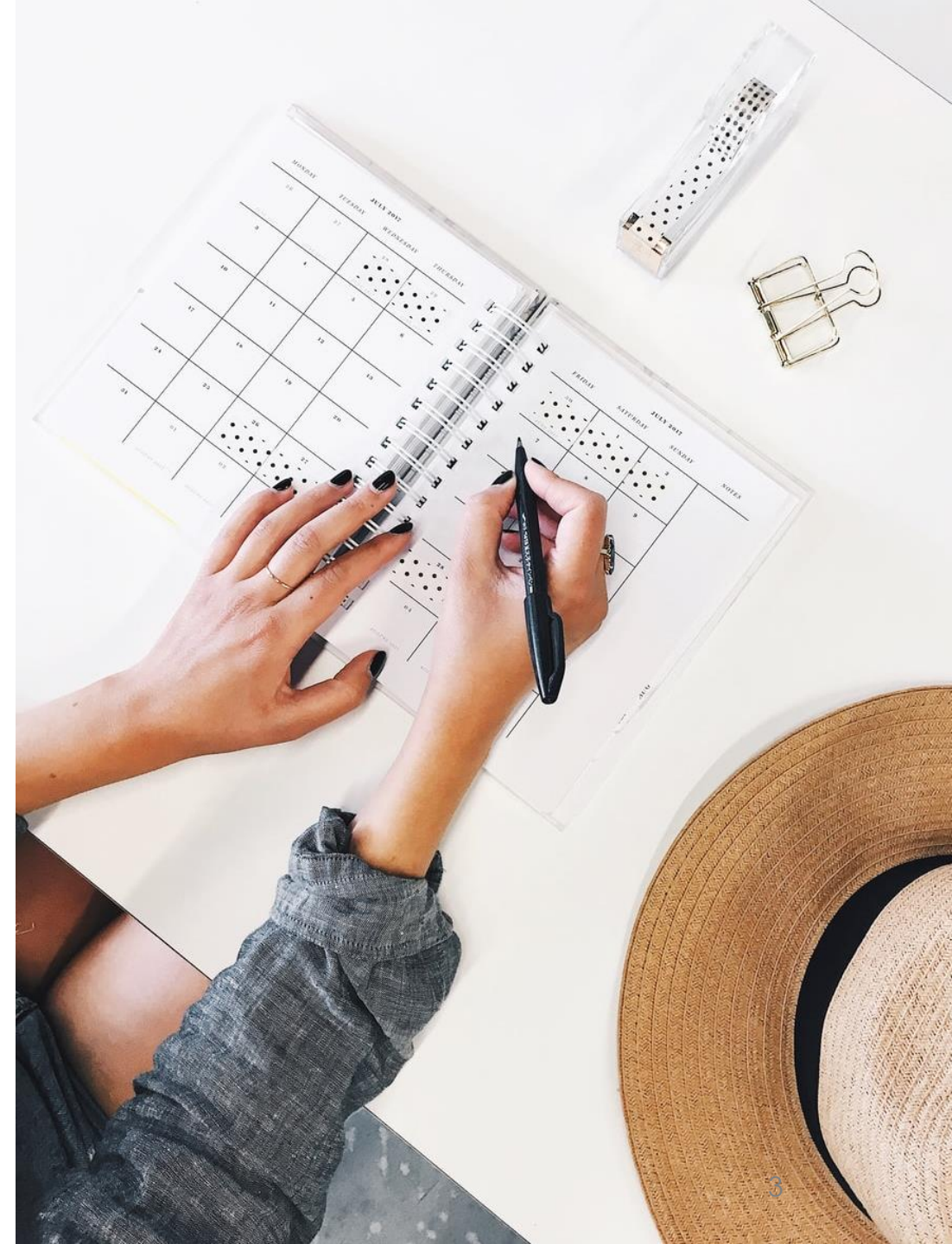
- **To ask a question:**
 - Raise your “hand” from the Zoom participant menu at the bottom of your Zoom screen
 - Type your question in the “Chat” window. You can send it to “everybody” or privately to a specific individual participating in the meeting.
- **We encourage you to use the Zoom app**
 - From your phone or computer to participate.
- **We encourage you to enable Video**
 - From your phone or computer to participate.
- **If you are dialing in:**
 - Please associate your phone number by entering in both your **participant ID** and the **meeting ID**



AGENDA

- Welcome
- Leader Resource Series Overview
- Introduction to Navigating Organization Change
 - Phases of Change
 - Helping Teams Navigate Phases of Change
 - Increasing Resilience
 - Key Takeaways
- Finding Resources

Empower People Success



LEADER RESOURCE SERIES

A program designed to equip people leaders with tools to support themselves and build stronger, more resilient teams—quickly and effectively.

OBJECTIVES

1. Provide leaders with targeted tools, resources, and knowledge to effectively support their teams during moments that matter most.
2. Share practical tips that do not increase workload.
3. Support UCI's leadership development and engagement goals.



KEY DRIVERS OF ENGAGEMENT



A CARING MANAGER



FOCUS ON STRENGTHS



PURPOSE



DEVELOPMENT



ON-GOING
CONVERSATIONS

NAVIGATING ORGANIZATION CHANGE

- Introduction
- Manager's role in change
- Organizational change

Introduction

Bob Martin, PsyD | Sr. Director Performance Excellence | Human Resources



- 15 years
- Production Manager
- Shingijutsu-trained (lean)
- Military, Commercial, SSG, & International
- Org. Assessment/Devt.
- Doctorate in Psychology



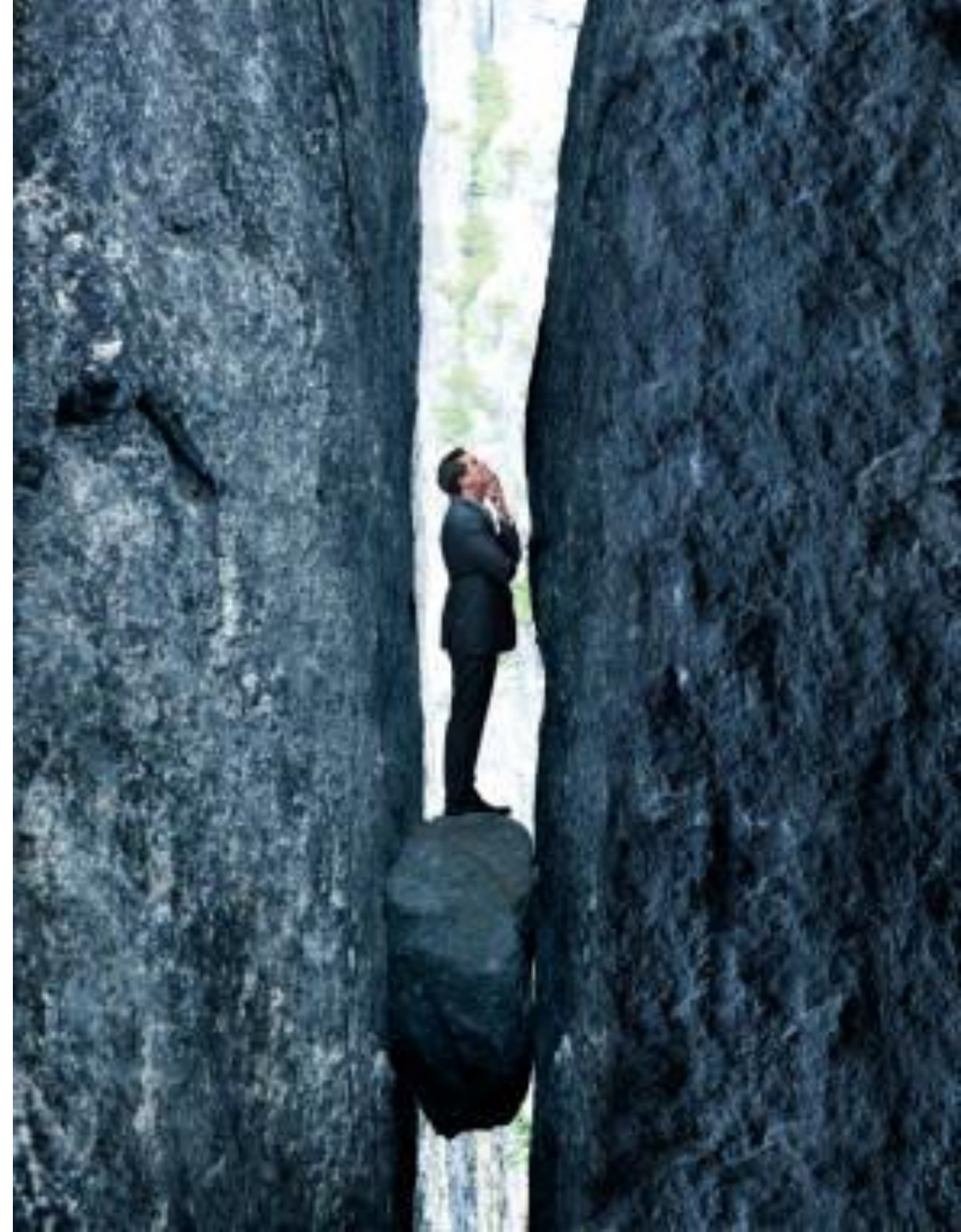
- 5 years
- Performance Excellence
- Org. Assessment/Devt.
- Lean Six Sigma Blackbelt
- Lean Academy
- MOVERS



- 8 years
- Health Scorecards
- Org. Assessment/Devt.
- Process Improvement
- LSS Certification
- Executive Coaches

MANAGERS ROLE IN CHANGE

- Managers are often responsible for implementing change they didn't initiate
- Caught between leadership expectations and team resistance
- Stuck between a rock and a hard place



ORGANIZATIONAL CHANGE



WHAT IS ORGANIZATIONAL CHANGE?

- Altering strategies, culture, systems, and processes in response to pressure or stimulus
- Goal to improve, adapt, survive, grow, etc.



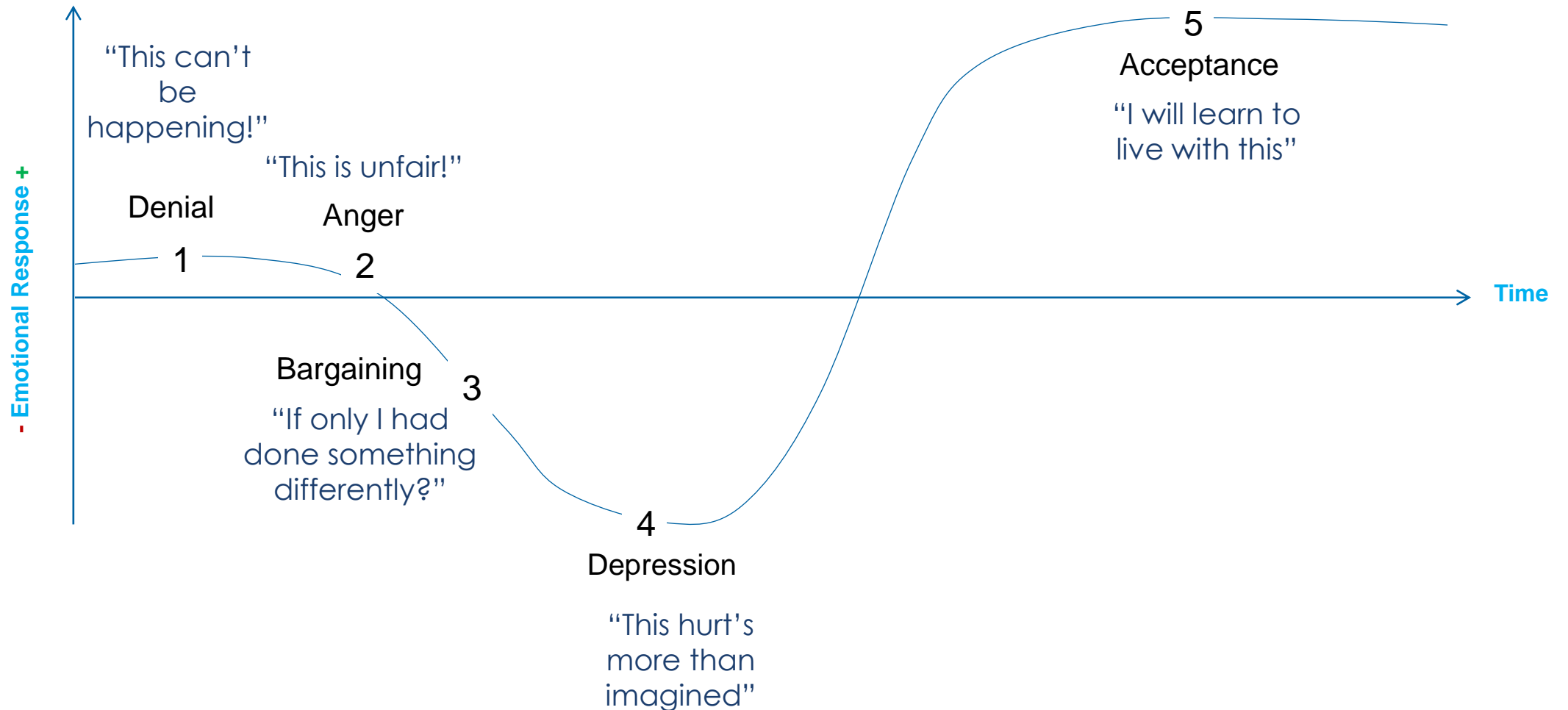
NAVIGATING ORGANIZATIONAL CHANGE

- Understanding phases of change
- Helping teams through change
- Increasing resilience

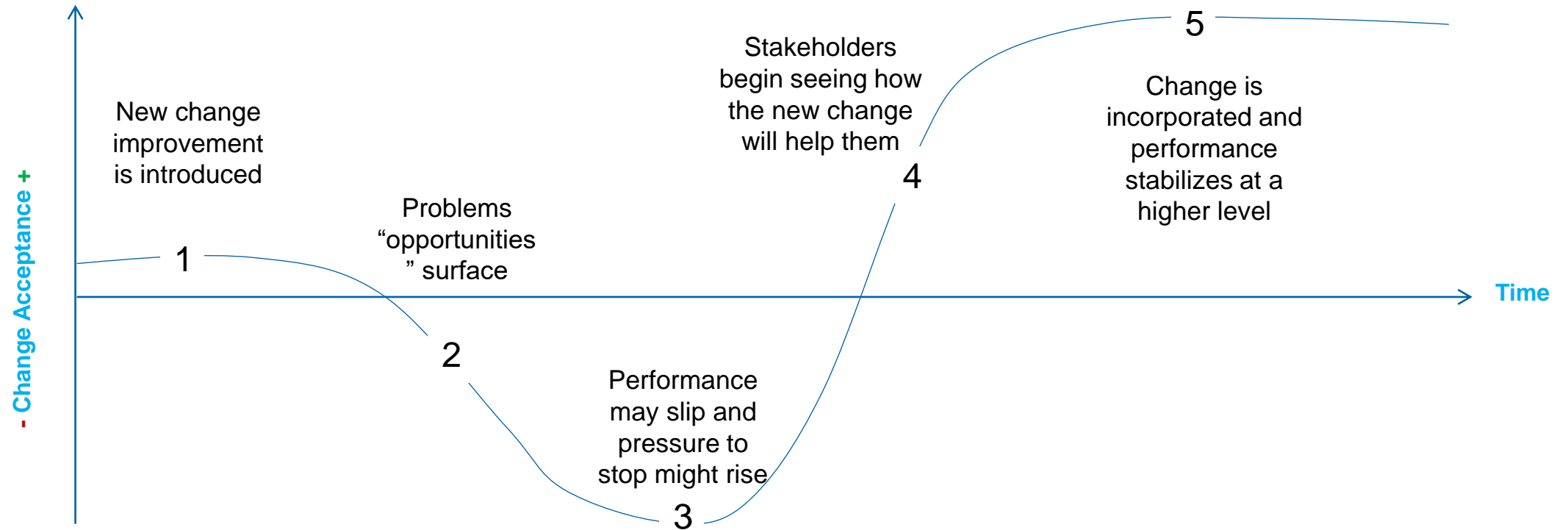
UNDERSTANDING PHASES OF CHANGE

- State and reactions

Kubler Ross – Five Stages of Grief



Phases of change



State	New Change	Disruption	Chaos	Explore	New Status Quo
Reaction	Mixed	Frustration	Give-up	Hesitant	Acceptance
Counter	Involve	Understand	Address	Reinforce	Celebrate

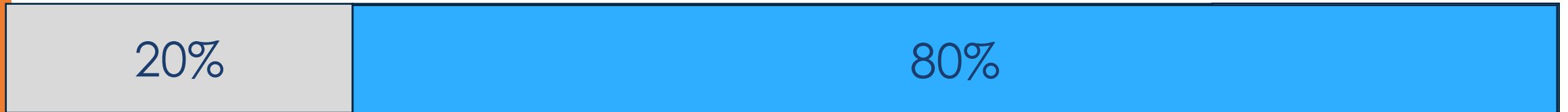
HELPING TEAMS THROUGH CHANGE

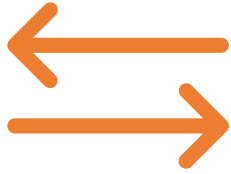
- Understanding emotions and resistance

Resistance & support - 20/80 rule

Vilfredo Pareto – Italian economist & sociologist

- In 1896 Pareto noted that 20% of the population owned 80% of the land.
- 20% of bugs cause 80% of the errors
- 20% of staff drive 80% of the productivity
- 20% of students/staff/faculty/etc. cause 80% of the problems
- 20% of patients have 80% of the medical complications/co-morbidities
- But...the 20% works on both ends





*20% will resist, and
20% will support*



*The middle is waiting for
proof, clarity, trust, or for the
change to go away*

MOBILIZE THE MIDDLE (60%)

HOW TO MOBILIZE THE MIDDLE

- Be transparent. Acknowledge/address the reality of the change
- Leverage peer influence (authentically) by involving them.
- Ask, invite, show – not tell, push, or mandate

QUESTIONS TO ASK TEAM MEMBERS (AND YOURSELF)

- “What’s something we could do right now to make this feel less like it’s being ‘done to you’ and more like it’s with you?”
- “What can we start doing, stop doing, and continue?”

MEET PEOPLE WHERE THEY ARE

- Not everyone is in the same place emotionally or mentally
- Remember the Kubler-Ross (gauge emotions)
- Use 1:1 conversations, or small groups if appropriate; not emails
- Prioritize presence over persuasion

QUESTIONS TO ASK

- “What part of this change feels most unclear or uncomfortable?”
- “How are you really doing with everything going on right now?”
- “Is there something you haven’t had space to voice yet?”



PROVIDE STRUCTURE AND GIVE SPACE

BALANCING STRUCTURE AND SPACE

- People need to understand the guardrails but also need freedom to move within them.
- Too much structure suffocates, too little creates chaos
- Define goals, roles, expectations and boundaries clearly
- Allow autonomy in execution, pacing, and problem solving
- Empower them to help shape how the change looks

QUESTIONS TO ASK

- “Do you understand the goals? Do they make sense?”
- “Where do you wish you had more room to make decisions?”
- “Do you have any ideas to make things better?”



HUMANIZE THE PROCESS

- Change is emotional long before it is operational.
- Conduct change with the intent to create safety, dignity, and trust.
- Acknowledge loss, fatigue, uncertainty
- Normalize emotional responses – it's ok
- Be authentic; acknowledge what is difficult not just what's next

QUESTIONS TO ASK

- “What’s something you miss about the way things used to be—and how are you processing that?”
- “What’s something you wish you could say out loud during times like this?”

SUPPORT THROUGH ACTIONS

Your support must be tangible, timely, and tailored to meet real needs. Platitudes do nothing.

- Make change easier to live, not just understand
- Offer resources (job aids, mentors, life resources program, micro-training, etc.)
- Continuously seek feedback
- It's okay to not have all the answers. A listening ear is sometimes all that is needed

QUESTIONS TO ASK

- “What kind of support do you need right now?”
- “Are we missing anything that would help us move forward?”
- “What is working? What isn't?”



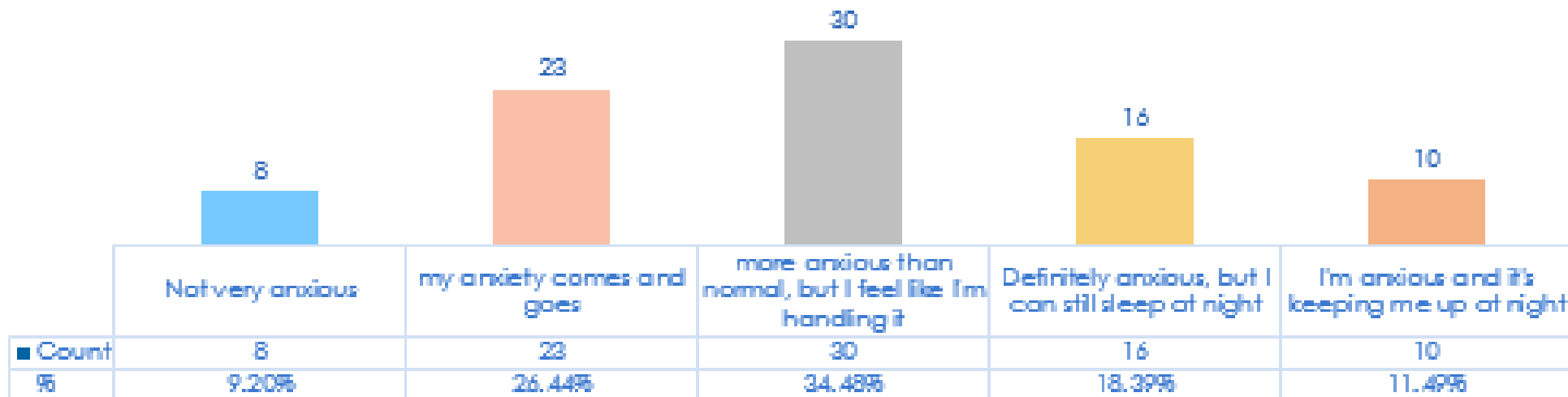
INCREASING RESILIENCE

- Impact of Your Wellbeing

COPING SURVEY: ANXIETY

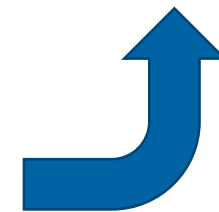
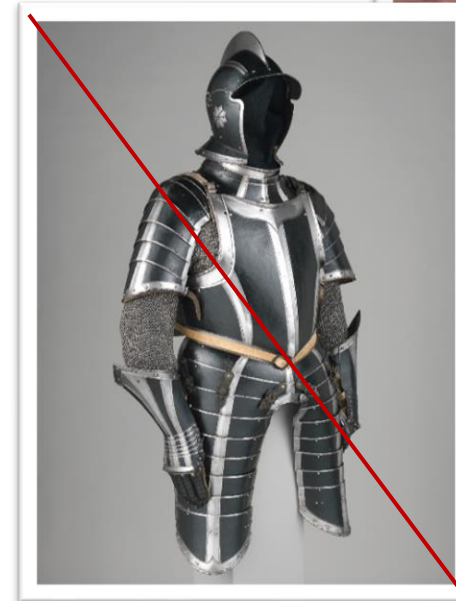
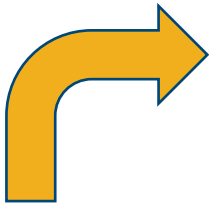
"HOW WOULD YOU RATE YOUR CURRENT LEVEL OF OVERALL ANXIETY?"

- General uncertainties & working at home (spouses, interruptions, pets, isolation)
- Anxiety levels (and therefore resiliency) is close to a “bell shaped curve”
- Your personal anxiety may ebb and flow over time
- This is normal...



WHAT IS RESILIENCY?

RESILIENCY IS "THE PROCESS OF ADAPTING WELL IN THE FACE OF...SOURCES OF STRESS"





WHAT MAKES ADAPTING WELL SO DIFFICULT?

OUR ABILITY TO "ADAPT WELL" IS INFLUENCED BY WHAT IS IN AND OUT OF OUR CONTROL

- Nature vs Nurture = Less Controllable
- New Experiences = More Controllable

THINKING & PSYCHOLOGY

THE IMPORTANCE OF "THOUGHTS" ARE EVOLVING IN PSYCHOLOGY

PSYCHOANALYSIS (FREUD)

"thoughts are very important and should be deeply examined"



BEHAVIORISM (SKINNER)

"thoughts exist, but we should focus on behaviors and conditioning"



CBT & POSITIVE PSYCHOLOGY

"thoughts aren't always important, but you can control them"



MINDFULNESS (ANCIENT/NEW)

"most thoughts are unimportant noise, but you can control them by being totally present/focused"



THINKING: ADAPTATION MECHANISMS

OUR BEHAVIORS & CHOICES MODULATE OUR ABILITY TO ADAPT WELL (I.E. RESILIENCY)

- The human brain has "neural plasticity" - neural pathways can strengthen or weaken
 - Applies to expertise (learning to speak, drive, golf, etc)
 - Applies to neurosis (mild social phobia worsening)
- Pathways can be modified through facing fears (exposure therapy) or even 'choosing to be happy'



THINKING: ADAPTATION MECHANISMS

OUR BEHAVIORS & CHOICES MODULATE OUR ABILITY TO ADAPT WELL (I.E. RESILIENCY)

- The human brain has "neural plasticity" - neural pathways can strengthen or weaken
 - Applies to expertise (learning to speak, drive, golf, etc)
 - Applies to neurosis (mild social phobia worsening)
- Pathways can be modified through facing fears (exposure therapy) or even 'choosing to be happy'

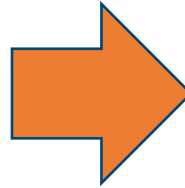


THINKING WITH YOUR SENSES

MINDFULNESS WORKS BECAUSE IT DAMPENS "STRESSFUL BACKGROUND THOUGHTS/NOISE"

Mindfulness is not “trying to empty your mind” and does not take years to become proficient at it

Mindfulness is an easily trained ability to become fully present in the moment with all of your senses. Doing so “stills the mind” and causes peace.



How to “Be Present”

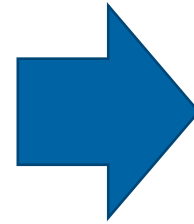
- ✓ Get comfortable
- ✓ Breathe in (nose) and out (mouth) X3 very slowly to settle
- ✓ Slowly close eyes and breathe normally
- ✓ Focus on physical senses (head to toe)
- ✓ Switch to auditory sense (near to far)
- ✓ Integrate both / all senses
- ✓ Pros can use their visual sense too

HUMAN CONNECTIONS

OUR ABILITY TO ADAPT WELL IS ENHANCED BY OUR HUMAN CONNECTIONS

Whether introverted or extraverted, all humans are social beings:

- Humans naturally form “social contracts”¹ for survival and flourishing
- Research shows that our hypothalamus releases oxytocin with close relationships²
- This is why social media is so popular!
- It is also why social distancing is so difficult...and why isolation causes depression



Interventions:

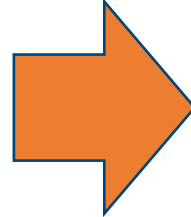
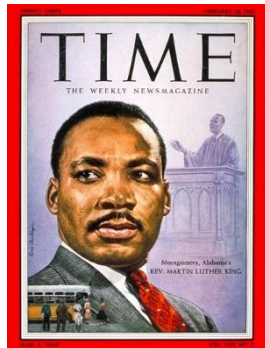
- Prioritize relationships
- Make the first move
- Call your friends and family
- Connect with neighbors
- Use the video on zoom if you can
- Join a group or a cause (civic, charity, church, community, etc.)
- Put your phone down

PURPOSE

OUR ABILITY TO ADAPT WELL IS ALSO ENHANCED WHEN WE HAVE GOALS AND PURPOSE

The “Hero’s Journey” formula:

- Intrigues us and earns billions of dollars in books, media, and real life.
- Every hero has purpose and achieves goals



Interventions:

- Stop doing things that don't help
- Set and achieve small goals “clean your room”, then build on them
- Create a schedule (work or home)
- Consider writing/journaling, reviewing
- Reflect on your day (bedtime)

OUR BODIES ARE DESIGNED TO MOVE

OUR ABILITY TO ADAPT WELL IS INFLUENCED BY OUR BODY'S HEALTH

- Increases blood supply in areas of the brain that govern social, physical and mental performance.
- Reduces stress hormones and increases serotonin & norepinephrine (mood, information processing)

Exercise Improves



MENTAL HEALTH



COGNITIVE FUNCTIONING



MEMORY

Exercise Reduces



STRESS



SOCIAL ANXIETY

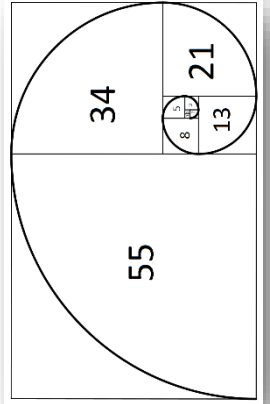
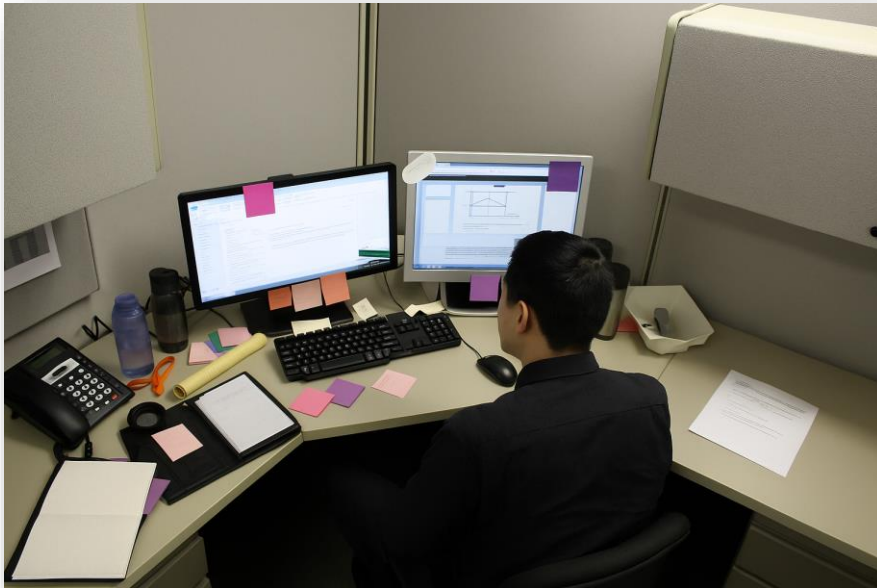


DEPRESSION

The natural (i.e., nature) solution

OUR ABILITY TO ADAPT WELL IS IMPROVED BY EXPOSURE TO NATURE

- Nature has far more information than man-made things (e.g., Fibonacci sequence), but our minds process it much easier, and it relaxes us.
- Processing & navigating man-made things is more taxing and stresses us.



In Summary

In summary,

- Understand the phases of change to improve how you navigate it
- Help and involve your team through change so they can accept it
- Increase your own resilience to help yourself and your team

ONE CENTRAL PLACE FOR RESOURCES

- Leader Resource Series Webpage

LEADER RESOURCES

- Leader Resource Series webpage dedicated to housing resources for driving engagement
- Resources added after each session
- Always available and organized with busy manager in mind
- <https://hr.uci.edu/partnership/empowered/engagement-moments/index.php>

UCI Human Resources


EMPOWERED
TO MAKE A DIFFERENCE

Home • How We Measure Engagement • Training Opportunities • Program & Events • Leader Resources

LEADER RESOURCE SERIES
Easy Solutions for Driving Engagement

The Leader Resource Series is a solution created in alignment with UC Irvine's and UCI Health's engagement goals of enhancing leadership capabilities and creating opportunities for professional growth and development. The series will help people leaders foster team engagement in easy and impactful ways.

The series includes five one-hour training sessions that focus on the main drivers of engagement, and how to use them to enhance engagement during the moments that matter most to co-workers. Attendance in the training sessions is optional but encouraged.

Each session in this series will be accompanied by resources that leaders can access anytime to drive engagement – both in everyday interactions, and during those pivotal moments that matter most.

THE 5 KEY DRIVERS OF ENGAGEMENT


PURPOSE


DEVELOPMENT


A CARING MANAGER


ON-GOING CONVERSATIONS


A FOCUS ON STRENGTHS

— ? —

QUESTIONS

THE ENGAGEMENT TEAM

Monica Shaffer

Director, Employee Experience

Kelly Shedd

Program Manager, Co-worker Experience

Lisa Kawachino

Events Analyst

Sarah Vann

Engagement Coordinator

CONTACT:

engagement@hs.uci.edu

LEARN MORE:

<https://hr.uci.edu/partnership/empowered>





EMPOWERED
TO MAKE A DIFFERENCE