

Re-engage! Re-focus! Re-energise! Re-commit!

Change is here to stay

'Change is the only constant' has become today's business mantra. You'd be hard-pressed to find a company that hasn't reorganised itself or a workforce that is untouched by transition. Workplace upheaval has become an accepted fact of life as the pace of change continues to accelerate.

But acceptance doesn't mitigate the fact that change takes a toll on people. They can become cynical, de-energised and disengaged from their work. To keep such workforce malaise from affecting productivity — and most change initiatives are put in place to improve productivity — smart employers recognise that intervention is needed.

A two-part challenge

Getting people back up to speed after a major change is a two-part process. The first part involves helping them understand the nature of the change, its effects and their reactions to it. The second involves getting them refocused on what are often new and different job responsibilities.

A programme needs to do both in order to return people to productivity. Promoting understanding without refocusing may make people feel valued and cared about, but it won't tell them what they have to do in the 'new' organisation. Focusing solely on the job at hand while minimising the personal impact of organisational change leads to further disengagement.

JUMP START™ can get your employees back on track

Jump Start is a half- to one-day workshop for employees and managers in organisations that have recently undergone a major change (i.e., reorganisation, merger, acquisition, downsizing, substantial shift in strategy) and whose responsibilities and/or reporting structures may have shifted. It is designed to give employees knowledge about change, a process for refocusing on their jobs and priorities and a way to build their personal 'change resiliency.'

The workshop helps employees:

- Acquire an awareness of the common effects of a change event on people and organisations
- Understand their own as well as others' feelings
- Develop personal strategies to manage stress, move ahead and build resilience
- Make the connection between personal and organisational success
- Examine new roles and responsibilities
- Prepare for a discussion with their manager to clarify roles, responsibilities and expectations
- Reengage with their new manager and/or team members.

"Employees have been in a constant state of uncertainty, which dramatically lowers productivity. Jump Start helped them — and their managers — identify ways to move forward and re-focus."

*Human Resources VP,
Financial services firm*

The Jump Start process

Participants can prepare for the workshop with online prework — an implementation option. The workshop itself begins with a look at change and its effects, then moves on to examine a vision of the future — for the individual and the new organisation.

A core element of the *Jump Start* process is the employee's preparation for a structured discussion with his or her manager. This post-workshop discussion will provide clear information about new roles and requisite skills, define expectations and refocus energies on critical performance priorities.

The programme provides each participant's manager with a tool kit that includes:

- An overview of the employee workshop
- Information on the impact of change and how it affects leadership roles
- Instructions/preparation for the discussion with employees.

Jump Start is unique in the marketplace

The *Jump Start* programme takes the essential next step that is missing from other 'change programmes' — refocusing the employee on work goals. By clarifying their skills, strengths and job responsibilities, employees leave the workshop with an action plan, a sense of purpose and control and a better idea of what is expected of them. In addition, they develop strategies for communicating with their manager and gain clarity around their manager's expectations.

Outcomes

By promoting understanding and providing a process for refocusing, *Jump Start* can improve the productivity of individuals in organisations that have undergone a major change. Participants

acquire a different perspective on change and begin to see that it can provide them with opportunities. Outcomes for the organisation include:

- Realignment of employees with new jobs/duties and reporting relationships
- Sustained productivity through change; better employee resilience to future change
- Established communication between employees and managers; stronger partnerships focused on mutual success
- Short-term action plans for each employee
- Renewed employee engagement and commitment.

Taking control

- *Why* is my job important and how do I fit in the big picture?
- *What* are my priorities?
- *How* do I successfully perform my job?

The Rollercoaster of change

