Managing change: Developing resilient approaches

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Annual Conference and Awards Ceremony

6 November 2025

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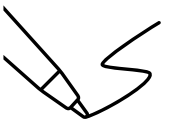
At work, what does ‘CHANGE’ mean to you?

2

Please write your name



Now change hands – write your name again with your *non-dominant* hand

How did that feel?

Now write all your notes for the rest of the day with your non-dominant hand

Change is about people

Effective change does not happen ***only*** because there is a new system, building, team structure or policy.

It happens when **people accept and adapt into the change**, embed the change within themselves – their work routines, approaches and identity.

Change Models

Lewin

- Unfreeze – Change – Refreeze

Kotter

8 systematic steps

ADKAR

Focus on individual change through goals

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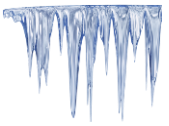
Lewin



Unfreeze

- **Drivers** for change must outweigh the **resistors** - long-held beliefs, systems or behaviours
- 'Controlled crisis' builds motivation to seek new stability

Change

- **Build on new** motivation
- Help staff see benefits for them
- Staff need to feel connected and have clear role

Refreeze

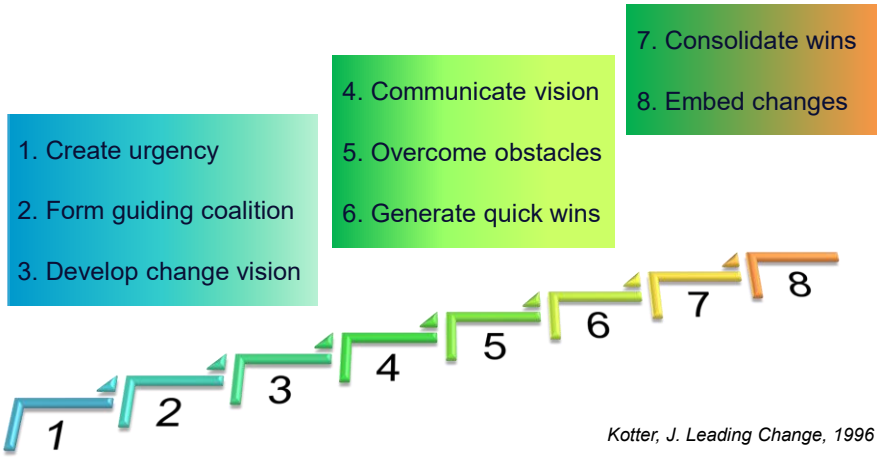
- **Integrate change** into the culture and daily tasks
- Embed new sense of stability
- Build on successes and praise staff

Lewin, K. Field theory in social science, 1947

6

Kotter

8 systematic steps



Kotter, J. Leading Change, 1996

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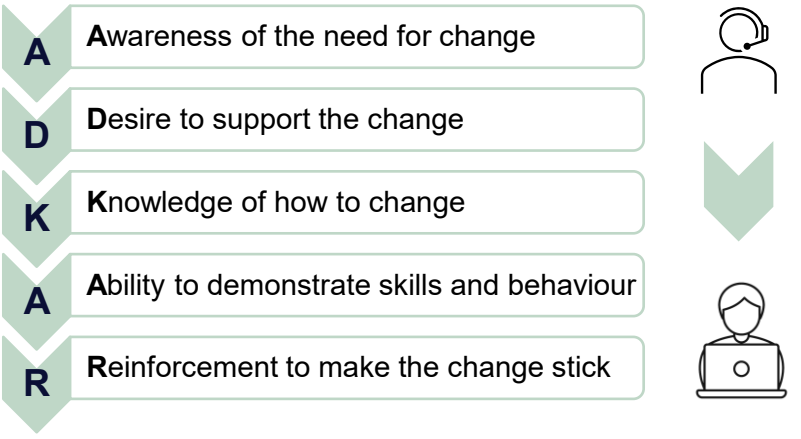
ADKAR

A focus on individual change



Prosci, The ADKAR model, 1998

8

Resilience

Building team resilience requires:

- Awareness
- A ‘North Star’ goal
- Ownership
- Exposure
- Consolidating wins

Adapted from
McKinsey Research Group, 2024

Resilience is NOT

- Having superpowers
- Knowing all the answers
- Facing everything alone
- Putting on a brave face
- Abrogating responsibility

Team resilience: approaches

Awareness: identify and communicate need for change

A ‘North Star’ goal:
- A positive guiding principle to hang onto and work towards
- Framed within your control

Ownership (including modelling)
- Give manageable roles and development opportunities
- Senior leads/managers show vulnerability and coping strategies

Exposure:
- Pilot, soft launch, access to new platform/systems
- Manageable goals and timelines, with support

Consolidate wins:
- Time dedicated to come together, reflect, celebrate wins
- Accessible organisational support and time for self-care
- Embed successes and move to next stage

Change: new quality measure

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Change: new support channel

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Change: redundancy

Awareness
Communications: whole staff meetings, consultations, emails, 1-1s

'North Star' goal
To go through process with grace and self-belief

Ownership
Affected staff encouraged to engage external legal scrutiny of redundancy agreement - gave sense of control. Paid for by organisation.

Exposure
Affected staff offered workshop on next steps/job seeking. Allowed contact with others in similar position, leading to modelling of feelings and a sense of closure

Consolidate wins
Set structure and goals for period of unemployment, including recovery time.
Continued CV updating after workshop.

Your change: resilient approaches

Choose a scenario: past, current or future

Capture ideas / experience under headings

- Awareness
- 'North Star' goal
- Ownership
- Exposure
- Consolidating wins

Helplines Partnership

Thank You