

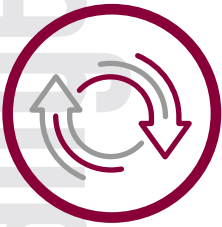
## Adapting to Change & Leading Others Snapshot



### Essential Employability Skill #5: Adapting to Change and Leading Others

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Change is difficult. Those who master this employability skill lead by example and support others by acknowledging the emotions connected with organizational change, soliciting feedback, communicating effectively, thinking strategically, and making decisions that inspire others to maintain a strong organizational culture.



#### **Why is *adapting to change and leading others* important?**

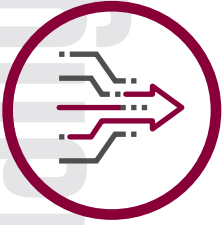
Leading change helps others to overcome resistance to change, manage workplace frustrations, set new goals, improve communications with others, and think positively.

It is natural for people to be resistant to change and get frustrated when it happens. The best leaders overcome these workplace obstacles through establishing expectations, encouraging participation in the change process, empowering others, exhibiting patience, and offering support. These same leaders manage workplace frustrations by helping others to identify what is working well, visualize a better future, control what can be controlled, and focus on the current talent, skills, and abilities that exist within the team.

Effective communication is critical for the success of nearly every workplace issue, and leading organizational change is no exception. Leaders who communicate effectively are confident and transparent. They often lead with questions, without having a hidden agenda. They prefer communicating in person whenever possible, making eye contact and actively listening. They are present and engaged and pay close attention to nonverbal communication clues. Thinking positively is another way for leaders to support their teams during change. The best leaders accomplish this through finding the positive in every situation, savoring small successes, and using positive words. It is also important to encourage others to surround themselves with positive people.

Leading organizational change is an opportunity for leaders to capitalize on renewing a workplace purpose, with a clarity of focus and a new set of goals. These new goals, both short- and long-term, help everyone prioritize more effectively. Change provides time for leaders to encourage their teams to renew their individual personal and professional goals.

adapting to change



### **What does attainment of *adapting to change and leading others* look like?**

Mastery of this skill ensures that leaders can do the following:

- Identify and apply fundamental theories of leadership and change.
- Communicate effectively to align resources, procedures, and structures for effective change.
- Explain the role of conflict in effectively leading change.
- Strategically plan and execute change initiatives using systems and processes.

### **What are classroom practices for building the *adapting to change and leading others* skill?**

The following activities help introduce, reinforce, and assess the skill:



- Identify the characteristics of change-adept organizations.
- Identify the steps in the process of effectively leading change.
- Conduct a basic literature review of current theories of leading change.
- Apply the principles of distributing resources to organizational change and assess the resulting perceptions of fairness.
- Apply the principles of developing and implementing policies and procedures to organizational change and assess the resulting perceptions of fairness.
- Apply the principles of treating people with dignity and respect to organizational change and assess the resulting perceptions of fairness.
- Based on personal experience, identify the characteristics of effective and ineffective organizational change.
- Evaluate the leadership effectiveness of a recent organizational change initiative.

Eastern Kentucky University developed this Essential Employability Skills snapshot through a grant from the Kentucky Council on Postsecondary Education and as part of the Kentucky Graduate Profile Academy.