TOOLKIT

Managers

*About this tool*

**PURPOSE** Provide you, the change manager, information, tools and resources to build a manager toolkit adapted to your organization to ensure managers understand their vital role in the transition to a modern workplace and a new way of working.

**AUDIENCE** Managers and Supervisors

**USE**

* Workshops
* Emails
* Intranet

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# Your role as a manager

## Overview

As a manager during a workplace modernization project, your role will expand beyond your daily operation duties. You will play a vital role in your employees’ adoption of the change and in the success of the project. But before you can lead your employees through the change, you must first prepare yourself. The ®[Prosci’s Change Management Process for Managers and Supervisors](https://www.prosci.com/resources/articles/manager-change-management-role) provides key steps separated in two phases:

**Preparing yourself for the change**

**Leading employees through the change**

This toolkit provides you with the information and tools to grow your skills and be successful at leading your employees though change.

## Preparing yourself for the change

As a manager, you are an important piece of the overall change management strategy for the workplace modernization project within the department. Employees will likely turn to you for guidance and with questions as your organization continues transitioning to a modern workplace. In addition to continuing your daily operation duties, you hold additional roles as a manager during a time of change. Prosci’s has identified [Five Key Roles of Managers and Supervisors](https://www.prosci.com/resources/articles/manager-change-management-role), which we’ve have adapted for this toolkit:

**COMMUNICATOR:** Communicate with direct reports about the change

* Why is the organization doing this?

**What’s in it for me?**

**(WIIFM)**

* What does this change mean for your employees, specifically?
* Why should your employees get on board, what’s in it for them?

**ADVOCATE:** Demonstrate support for the change

* Be on board!
* Demonstrate your support and enthusiasm

**COACH:** Coach employees through the change process

* *Awareness* of the need for change
* *Desire* to participate and support the change
* *Knowledge* on how to change
* *Ability* to implement required skills and behaviours
* *Reinforcement* to sustain the change

**LIAISON:** Engage with and provide support to the project team

* Provide employee feedback back to the project team and/or leadership
* Identify and raise any valid needs or concerns

**RESISTANCE MANAGER:** Identify and manage resistance

* Identify where the resistance lies
* Actively manage resistance as it occurs
* Use ADKAR to determine which element is driving the resistance and address it accordingly

Work with the change management team in order to fully understand the scope of and the reason for the change. The more information you have, the more you will be able to share with your employees.

* Use the resources available to inform yourself of the change
	+ Attend information sessions
	+ Read all documentation (i.e. e-mails, intranet)
* Use the training tools available to improve at managing change

## Leading employees through the change

To reduce anxiety, rumors and inaccurate information, it is important that all employees receive the same information. Everyone should understand the decisions that were made, the rationale behind them, the implementation plan and the impacts. It is important to explain the reason for the change and what it means for them – “What’s in it for me?” (WIIFM). The more information they receive, the more open they will be to adopting the change.

* Communicate clearly, honestly and frequently
* Display strong leadership by becoming an early adopter
* Implement changes to your team’s day-to-day operations ahead of the move
* Foster two-way communication to ensure employees feel part of the process
* Seek guidance from project team to address employee comments and questions
* Encourage employees to participate in activities and ask for feedback
* Recognize employees’ positive behaviours towards the change

# Learning

## Tools

* [Being mobile – best practices for a manager](https://www.gcpedia.gc.ca/gcwiki/images/5/5b/Being_mobile_-_best_practices_for_a_manager_EN.pptx)
* [Managing reactions to change](https://www.gcpedia.gc.ca/gcwiki/images/1/17/Managing_Reactions_to_Change_EN.docx)
* [Managing resistance to change](https://www.gcpedia.gc.ca/gcwiki/images/1/19/Managing_Resistance_to_Change_EN.docx)
* [Dealing with difficult questions](https://www.gcpedia.gc.ca/gcwiki/images/9/9f/Dealing_with_difficult_questions.docx)
* [Promoting resilience to change](https://www.gcpedia.gc.ca/gcwiki/images/5/54/Promoting_Resilience_to_Change_EN.docx)

## Training

### Managing Change

* CSPS: [Transformation in the Public Service: For Managers – Change Management](https://learn-apprendre.csps-efpc.gc.ca/application/en/content/transformation-public-service-managers#change_mngt)
* [CSPS: Communicating Vision to Your Employees](https://learn-apprendre.csps-efpc.gc.ca/application/en/content/communicating-vision-your-employees-c047)
* [CSPS: Employee Engagement through Transformational Leadership](https://learn-apprendre.csps-efpc.gc.ca/application/en/content/employee-engagement-through-transformational-leadership-g308)
* [CSPS: Trust Building through Effective Communication](https://learn-apprendre.csps-efpc.gc.ca/application/en/content/trust-building-through-effective-communication-c074)
* [CSPS: Become a Great Listener](https://learn-apprendre.csps-efpc.gc.ca/application/en/content/become-great-listener-c043)
* [CSPS: Using Active Listening in Workplace Situations](https://learn-apprendre.csps-efpc.gc.ca/application/en/content/using-active-listening-workplace-situations-c064)

### Managing Mobile Teams

* CSPS Training
	+ [Performance Management for the Government of Canada](https://learn-apprendre.csps-efpc.gc.ca/application/en/content/performance-management-government-canada-g140)
	+ [Creating a Plan for Performance Management](o%09https%3A/learn-apprendre.csps-efpc.gc.ca/application/en/content/creating-plan-performance-management-g014)
	+ [Leading Teams: Managing Virtual Teams](https://learn-apprendre.csps-efpc.gc.ca/application/en/content/leading-teams-managing-virtual-teams-x027)
* SSC
	+ [Virtual Management Toolkit](http://myssc-monspc.ssc-spc.gc.ca/en/managers-corner/managing-staff/virtual-management-toolkit)
* TBS
	+ [Directive on Performance Management](http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=27146)

# Employee Engagement and Change Management

Helping employees cope with change means managing employees’ fears and anxieties. The move to a new workplace will have varying effects on your employees. It is quite likely that not everyone is going to be happy about the move and the changes associated with it. If you are one of these people, you can use your own feelings about the move to help you understand any negative feelings your employees may have. In fact, it may even give you an advantage. It is perfectly okay for you to let your staff know that you relate to their feelings. However, your role as a manager is to help your team understand and accept the changes and recognize what benefits they may bring.

* Demonstrate personal **concern** and **interest**
* Show **compassion** for employees who are having a hard time with the change or who may become anxious
* Focus on the **positive aspects** of the change, while still acknowledging employees’ issues and resistance
* Be **sensitive** to employees’ needs—every fear, every question, every concern is legitimate and deserves a sensitive response
* Make **opportunities to discuss** issues related to the move at staff meetings and in one-on-one conversations. You can’t communicate too much, but you must be sure that everything you communicate is relevant and accurate
* Use a **variety of communication methods**. Employee involvement is key! Everyone learns in their own way, so make sure you reach everyone by using a variety of communications tools and methods
* Remember that communication is two-way. Give employees frequent and varied **opportunities to ask questions, share concerns and offer ideas**—and, make sure to respond to them as quickly as possible
* Enlist a fellow **change agent** in your team—someone who would represent the interests of their co-workers and provide positive peer support

## Quizzes

In order to create engagement and excitement amongst employees, utilize the quizzes below to develop a better understanding of where your employees stand in the three following categories:

1. [QUIZ – Adaptability and flexibility](https://www.gcpedia.gc.ca/gcwiki/images/0/0a/QUIZ_Adaptability_and_flexibility_EN.docx)

*Adaptability – being able to react and adjust to change in a positive manner – and flexibility – the ability to hear others’ concerns and accept differing perspectives on the same issue – are two important skills to have as it relates to change. This quiz helps measure how flexible and adaptable your employees are and provides an action plan template to help improve flexibility in the workplace.*

1. [QUIZ – Change readiness](https://www.gcpedia.gc.ca/gcwiki/images/5/5c/QUIZ_Change_readiness_EN.docx)

*The change readiness quiz is a group assessment that measures a team’s readiness for change. The results will help managers develop a strategy to address problem areas within their team in order to increase its readiness.*

1. [QUIZ – Change resilience](https://www.gcpedia.gc.ca/gcwiki/images/c/c8/QUIZ_Change_resilience_EN.docx)

*Responding quickly, positively, and flexibly in the face of adversity – i.e. being resilient – is another important characteristic for managers to have when implementing a change. This quiz will measure their level of resilience and help them address any weak points so they can further improve their resilience skills.*

# Communications

## Key Messages

[Include key messages and list of changes here]

Here are some examples of potential changes included in your workplace modernization project:

* **Laptops/tablets and mobile phones** will replace desktop computers and wired telephones for most employees
* **Wi-Fi** access to the network will be available on each modernized floor
* **GCdocs** will be used for corporate document storage; shared drives will be disabled
* Meeting rooms will be equipped with the latest technologies in order to enable collaboration and communication, including video conferencing
* **Flexible, healthy and sustainable working environment** that offers a mix of opened and collaborative, as well as enclosed and individual workpoints that support diverse needs will replace the traditional office or cubicle
* There will be a **variety of workpoints** (individual, collaborative, enclosed, semi-enclosed and open) [list the different workpoints here]

## Frequently Asked Questions

[Refer to the FAQ document or the intranet page]

Here are some examples of potential questions that may come up:

* What will the workplace look like after these workplace changes have taken place?
* What are the goals of these workplace changes?
* Why and how are these workplace changes beneficial?
* How are these workplace changes funded?
* How will these workplace changes impact employees?
* Will these changes take into consideration individual needs or are they a one-size-fits-all model?
* Which technological tool will be available?

## Key Milestones

[Include the key milestones of the project]