

Preventing Panic: Supporting Change with Clarity, Not Chaos

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Presented by



Joe Rotella SHRM-SCP, SPHR, CPBA
Chief Value Officer



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Is It Just Me... Or Is Everything Changing?

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**Change Isn't
the Enemy.
Panic Is.**

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**Change used to come
in waves.
Now it comes in layers.**



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**Change Isn't
the Enemy.
Panic Is.**

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**Change ≠ Chaos
Panic = Chaos**



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What Leaders See vs. What Employees Experience

Leaders See

- Strategy
- Opportunity
- Long-term vision

Employees Experience

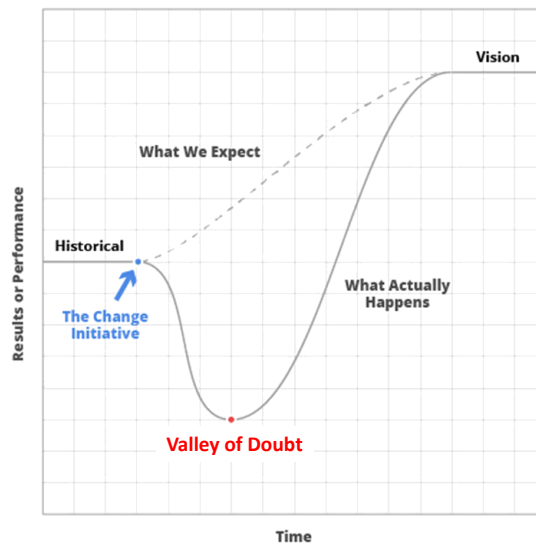
- Disruption
- Uncertainty
- Loss of control

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The J-Curve of Institutional Change



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The Valley of Doubt

- Performance dips
- Confidence dips
- Trust wobbles

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Where Clarity Is Absent, Stories Form

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Change Is Emotional Before It Is Logical

- Identity
- Status
- Control
- Belonging

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Resistance Is Data, Not Defiance

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Why Change Turns Chaotic

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Pattern #1: Too Top-Down

- Decision made
- Announcement delivered
- Feedback invited (after the fact)

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Pattern #2: Too Big Picture

- Vision without translation
- Strategy without role clarity
- Language without specificity

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Pattern #3: Too Quiet

- Delayed communication
- Partial updates
- Silence mistaken for secrecy

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Communication Defaults

- Spray & Pray
- Tell & Sell
- Underscore & Explore

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Which One Does Your Institution Default To?

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Panic Fills a Vacuum

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The 4 Cs of Calm Change

1. Context
2. Clarity
3. Consequences
4. Consistency

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C #1 – Context

Why this?

Why now?

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Context: Done Poorly vs Done Well

Done Poorly

- Generic urgency
- Buzzwords
- No data

Done Well

- Specific drivers
- External realities
- Transparent constraints

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**C #2 –
Clarity**

What exactly is changing?

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Clarity at the Role Level

“What does this mean for my team?”

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C #3– Consequences

What does this mean for me?

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Addressing the Unasked Questions

- Am I still valued?
- Am I still needed?
- Am I losing something?
- Is this step one of something bigger?

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**C #4 –
Consistency**

Are leaders aligned?

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Alignment Before Announcement

Coach managers first.

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HR Is the Interpreter of Change

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You See the Ripple Before Others Do

- Tone shifts
- Exit risk rises
- Informal networks activate
- Trust indicators move

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People Are in Different Places

- Indifference
- Doubt
- Experimentation
- Commitment

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Move People One Step Forward

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Preventing Panic Is a Leadership Discipline

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Clarity Is A Leadership Act

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The Conversation You Start Tomorrow

What change needs
more clarity
right now?

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Joe Rotella, SHRM-SCP, SPHR, CPBA

- SHRM top-rated speaker
- Contributor to the SHRM Learning System
- Co-creator of **miviva** – the continuous performance management solution
 - Co-inventor of 2 patents pending for the use of AI in Performance Management
- Chief Value Officer
Delphia Consulting

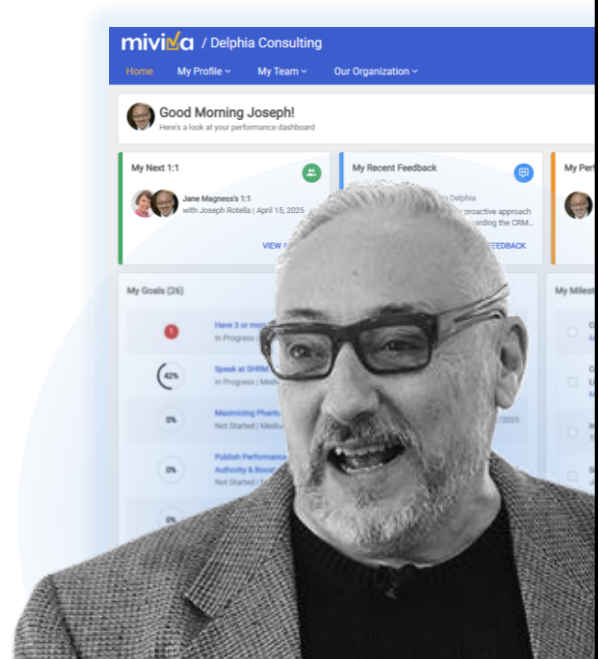
Joe@miviva.com

JoeRotellaSpeaks.com

linkedin.com/in/jrotella

614.754.4326

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