

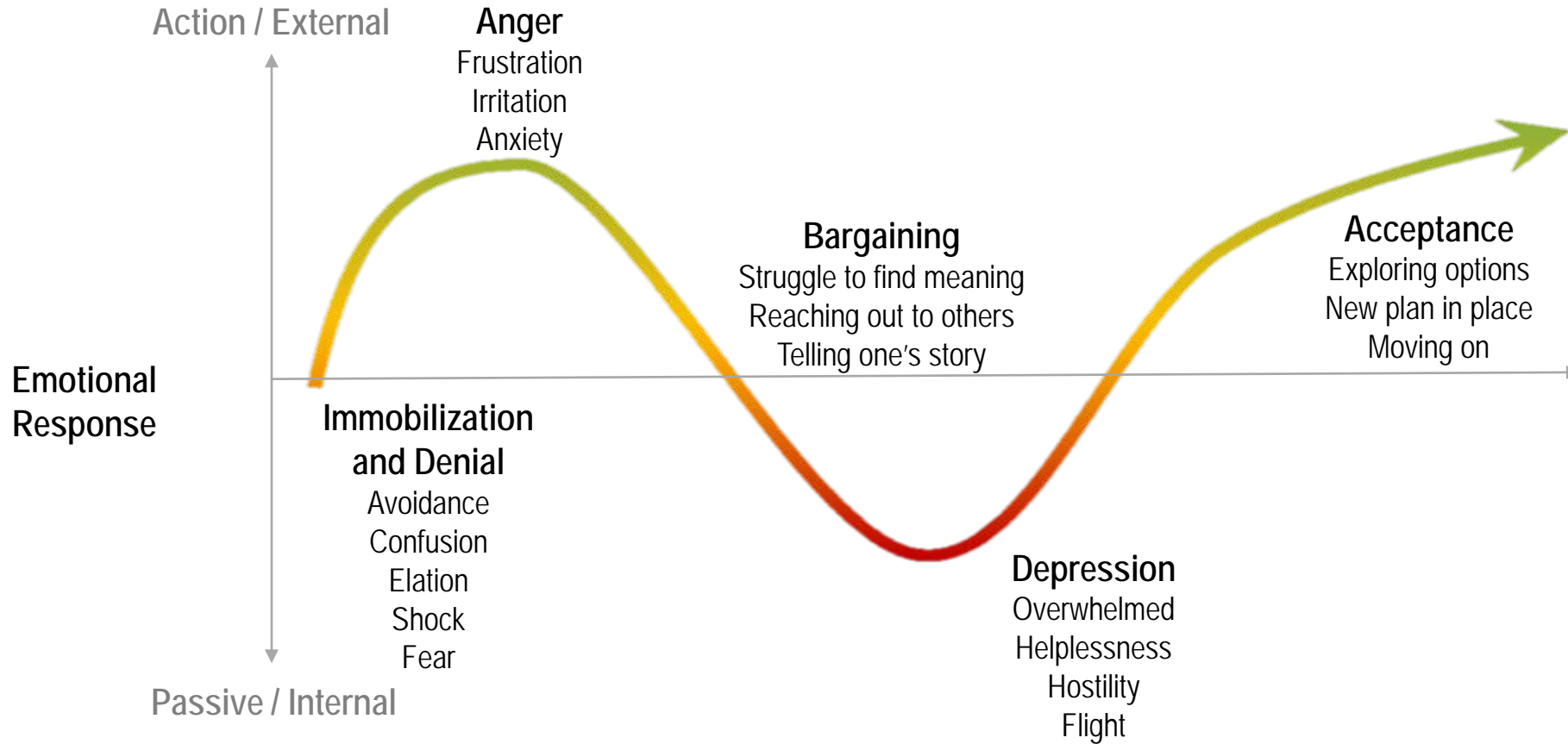


# Leading Through the Emotions of Uncertainty and Change

building a stronger  
*team*

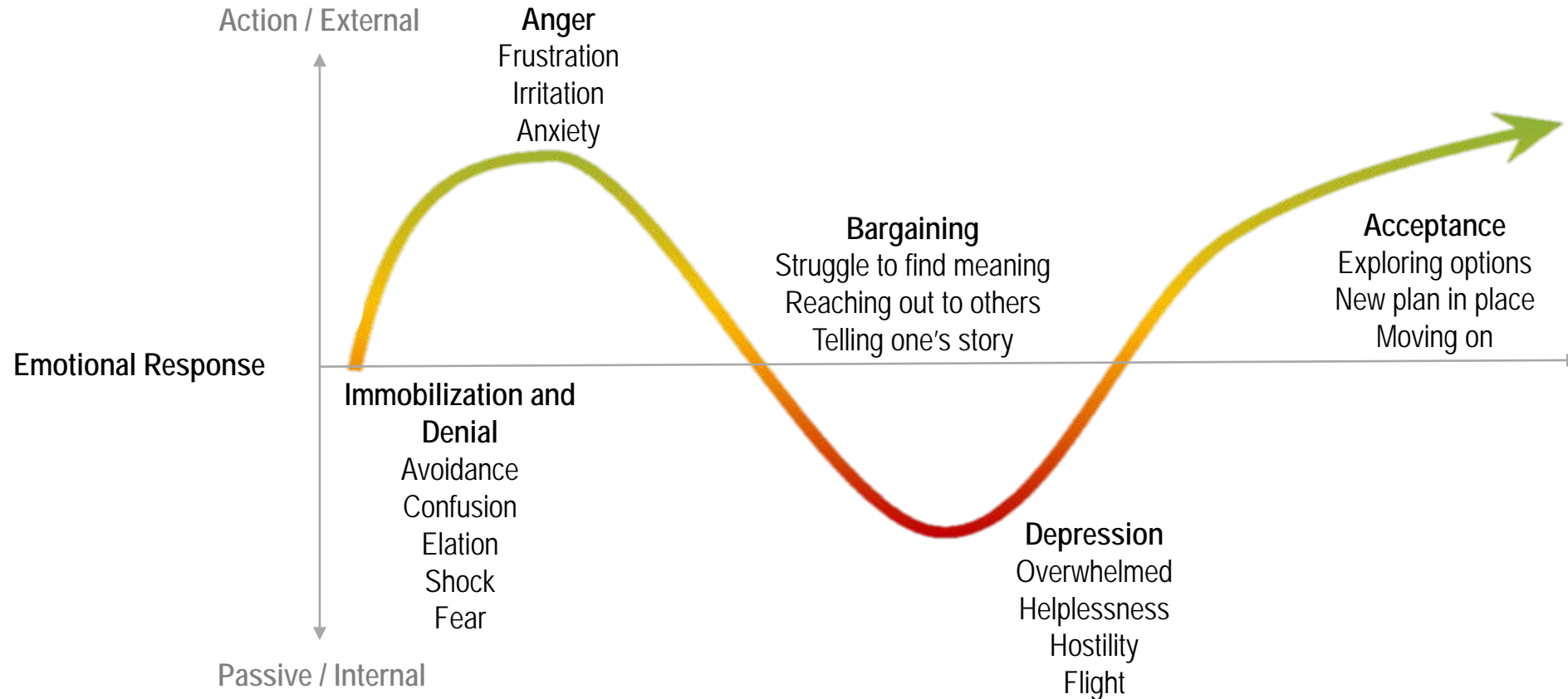
# Emotions of Change

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*team*



# Emotions of Change: Leader Response

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**team**



## Leader Actions

Information and  
Communication

Emotional  
Support

Guidance and  
Direction

# Support employees as they move through the change

Throughout the change process, leaders should address employee reactions and concerns, and refocus attention on the reasons for change and benefits that will result.

## Inform

### Key Leader Actions

- Review the business case for change
- Emphasize that the change will happen
- Allow time for change to sink in

## Support

### Key Leader Actions

- Acknowledge the legitimacy of the emotional reaction
- Keep employees focused on the reasons behind the change
- Keep problem solving focused on the goals
- Provide a series of specific next steps and follow-up frequently
- Reinforce positive actions that individuals can take

## Commit

### Key Leader Actions

- Continue to provide a series of specific next steps and follow-up frequently
- Continue to reinforce positive actions the individual can take
- Provide recognition for his/her efforts
- Use committed employees as a coaches or mentors for others



# Potential leader responses during each Stage of Change

Stage	
Immobilization	Keep repeating the communication
Denial	Change the words and the tone Divide change into smaller steps and focus on first steps Avoid confrontation
Anger	Legitimize the emotions – This is a natural reaction to what they perceive as loss of control Don't take it personally
Bargaining	Only bargain those parts of the changes or the implementation that are negotiable Make it clear what is negotiable
Depression	Provide support Refer employee to Employee Assistance Program (EAP) if appropriate
Exploration	Acknowledge progress Build confidence and a sense of control
Acceptance	Identify what was learned to use on next implementation Prepare for new change



# Leaders should collaborate and consult

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- Your supervisor
- HR manager
- Mentor / coach
- Security
- Legal
- EAP

## Leadership Development **Learning Paths**



Additional learning is available at  
[leadership.cat.com](https://leadership.cat.com)



LEARNING

# Accessing EAP

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## By Phone

N. America  
+1.866.228.0565  
+1.309.820.3604

Global access  
numbers can be found  
at [CaterpillarEAP.com](http://CaterpillarEAP.com)



## Online

[CaterpillarEAP.com](http://CaterpillarEAP.com)  
Local contact numbers. 27  
languages.

Or through our benefits portal  
[EAP.cat.com](http://EAP.cat.com)



## LifeWorks App\*

For iOS, Android and  
Blackberry

\* Uses CWS single sign on. Click  
"log in" enter your Caterpillar email.



## Onsite

EAP counselors are  
available onsite in  
many locations.  
Learn more at  
[EAP.cat.com](http://EAP.cat.com).

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More information is available at  
**Total** health.cat.com

**Total** health.cat.com



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# Additional leader resources

Try To...	Rather Than...
Give your people <b>enough information</b> so they understand <b>why</b> tough decisions are being made.	<b>Restrict</b> information...but don't provide too much information, either. Employees burdened with too many details can be overwhelmed if they perceive no path to impact change.
<b>Be prepared</b> for employees to demonstrate a variety of emotions. Be supportive, but also be <b>clear in your expectations</b> that employees adhere to Our Values.	Demonstrate <b>frustration</b> when employees respond to stress in ways such as tearfulness, excessive questioning or even occasional irritation.
Be <b>open and honest</b> in your communications. Model optimism and resilience.	Use <b>platitudes and false promises</b> , like, "Things are tough for everyone right now." Or, "I'm sure we'll have a position for you by the end of the year."
Be <b>visible</b> to your people.	<b>Hide out</b> or bury yourself in meetings and desk work.
Repeat <b>communications</b> and key messages many times.	<b>Assume</b> that a message will be understood and accepted the first time it's read or communicated.
Be <b>flexible</b> and understanding about how emotions impact the workplace. Continue to challenge, empower and reinforce your people.	<b>Excuse poor performance</b> or behavior that is contrary to our Values. Don't neglect the performance management processes.
<b>Demonstrate empathy</b> for the feelings and experiences of the employee. For example, you might say, "It's not my intent to upset you. I know this is hard news to hear."	<b>Apologize or criticize</b> Caterpillar. Misplaced empathy can sound as though you're unsupportive of Caterpillar. Avoid saying things like, "I'm sorry to have to do this. It's a shame."
Take <b>care of yourself</b> emotionally, physically and socially.	<b>Neglect</b> your own personal, emotional, family or health-related needs.
<b>Recognize the signs</b> of distressed employees and potential workplace violence. Consult with HR and refer to the Employee Assistance Program often.	<b>Ignore the warning signs</b> of distress or assume it's not your business. Do not try to address employee personal problems without consultation and support from others.



# Manager Characteristics that facilitate team success

## ❑ Demonstrates Honesty and Integrity

- Don't be afraid to say you don't know – let employees know when they may expect to hear more. Share upward to YOUR leadership any questions or concerns you are not able to address.

## ❑ Adapts to Changing Circumstances

- Show that you are making adjustments based on what is currently known. Be proactive in adjusting workgroup processes and procedures to the new circumstances – this will show your support and help employees adjust.

## ❑ Clearly Articulates Organizational Goals

- Be thoughtful about communicating team and organizational goals and how they support the organization. Reinforce the sense of purpose and the why behind the work.

## ❑ Sets Realistic Performance Expectations

- Be diligent about holding ongoing performance discussions, and help employees to know how and if your expectations have changed based on the current context. Be sure employees have what they need to be successful with any new expectations you have set.

## ❑ Helps Find Solutions to Problems

- Determine a way to gather feedback from the team on an ongoing basis. Provide answers to problems, questions and concerns with a quick turnaround, even if you may feel it is insignificant. If you cannot provide an answer, let them know. This will build a foundation for trust throughout the process.



# Manager Characteristics that facilitate team success

## ☐ Encourages and Manages Innovation

- Utilize the collective skills and experience of your team to find new ways to approach the work in the new circumstances. Identify for your team what must remain the same and why, and what is flexible or can be changed – and get them involved in coming up with the best approach.

## ☐ Respects Employees as Individuals

- Each member of the organization brings with them a unique outlook, history and experience with changes like these. Do the best you can to get to understand each of their perspectives and adjust your style and approach based on what is best for each individual and the group.

## ☐ Demonstrates Passion to Succeed

- While it is important to acknowledge that there are changes going on and give employees the time to process these and adjust, there will continue to be work to be done. Communicate positively about the workgroup's mission and how it will remain important to the success of Caterpillar.

## ☐ Cares About Employees

- During these anxious times, as a leader, you may find yourself busier than ever with meetings, data analysis and making tough decisions. Be sure to make the time to be available to your team. Walk the area to say "Good morning" and "How's it going?". If your team is located remotely, consider doing the same thing via telephone as appropriate.



# Manager Communication Checklist

<b><i>The Message</i></b>	<b>Yes</b>	<b>No</b>
Is my message consistent with that of HR, executives, and other managers?	<input type="checkbox"/>	<input type="checkbox"/>
What additional information do I need to effectively communicate with my direct reports?	<input type="checkbox"/>	<input type="checkbox"/>
Does my message detail the business rationale behind the change and explain the benefit?	<input type="checkbox"/>	<input type="checkbox"/>
Does my message ask for staff's help in making the change work effectively?	<input type="checkbox"/>	<input type="checkbox"/>
Does my message show support for the change (i.e., help others accept the change)?	<input type="checkbox"/>	<input type="checkbox"/>
Does my message clarify the vision, plans, and progress of the change initiative?	<input type="checkbox"/>	<input type="checkbox"/>
Does my message relay how the change will affect employees and the business in the short and long term?	<input type="checkbox"/>	<input type="checkbox"/>
Does my message provide as many details as possible?	<input type="checkbox"/>	<input type="checkbox"/>
Does my message address the "What's in it for me?" question?	<input type="checkbox"/>	<input type="checkbox"/>
Does my message supply realistic detail of both the positives and negatives of the change?	<input type="checkbox"/>	<input type="checkbox"/>
Does my message let employees know that the organization understands the range of emotions associated with the change?	<input type="checkbox"/>	<input type="checkbox"/>
<b><i>The Communication Strategy</i></b>	<b>Yes</b>	<b>No</b>
Are my formal and informal communications timely, honest, and accurate?	<input type="checkbox"/>	<input type="checkbox"/>
Am I repeating key messages numerous times?	<input type="checkbox"/>	<input type="checkbox"/>
Have I addressed employee questions and issues, and have I captured and escalated important employee concerns?	<input type="checkbox"/>	<input type="checkbox"/>
Do I communicate proactively and adjust my communication approach depending on employee reactions?	<input type="checkbox"/>	<input type="checkbox"/>
Do I create opportunities for two-way, face-to-face dialogue and follow-up on items of concern following these conversations?	<input type="checkbox"/>	<input type="checkbox"/>
Am I reaching my audience via numerous channels?	<input type="checkbox"/>	<input type="checkbox"/>

