



MANAGER BRIEF

How to Navigate Change

START HERE

5 HumanityWorks Skills

AS YOU WORK THROUGH EACH BRIEF, THESE FIVE SKILLS ARE FOUNDATIONAL TO BEING A GOOD HUMAN AND MAINTAINING HEALTHY RELATIONSHIPS.

LISTENING

Listening is an essential skill to generate the depth of caring connection people need to feel physically and psychologically safe with one another. There are different levels of listening and each one gives you different information. When practiced they become a building block of trust.

PERSPECTIVE

Your perspective is a particular outlook or point of view you have about something. Just like a photographer chooses a lens to capture reality in different ways, we each have filters through which we see the world. This filter can get in the way of working well with other people. It's important to learn more about this and how to shift it.

ACKNOWLEDGEMENT

A genuine acknowledgement helps others feel seen for who they are being and the positive impact they create. This nuanced skill helps to create meaningful relationships when done well.

SHARED AGREEMENTS

Shared agreements clarify working relationships with each person taking responsibility for their contribution to the relationship and to collectively agreed-upon outcomes. So often people don't take the time to create them, and this can cause roadblocks to working well together.

CURIOSITY/POWERFUL QUESTIONS

Curiosity expands information, connection, participation. It deepens what you know and can challenge what you think you knew. This simple skill creates the antidote to judgement.

★ **LEARN MORE ABOUT THIS BRIEF AND GROWING YOUR HUMANITY WORKS SKILLS:** Check out HumanityWorks.com, email info@humanityworks.com or read the book, [Humanity Works Better](#).



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THE IMPORTANCE OF NAVIGATING CHANGE

Anticipating and navigating change are hallmarks of a resilient manager. These capabilities allow you to keep your team focused on forward momentum, even when the path forward seems uncertain.

THE BASICS

- **Change is inevitable.** How you respond to it is within your control.
- **People can deal with change,** they cannot deal with uncertainty.
- **Communication is key.** Effective communication has many layers to it.

THE STRUCTURE

- **Start with YOU.** Before you can lead your team, you need to understand this for yourself. Notice how you are feeling and get curious about that. Change can be destabilizing.
 - If relationships are changing, like in a lay-off or management change, focus on the strategic outcomes the change will create.
 - If the change involves a course of direction that you are dubious about, focus on the bigger picture - “What is possible now?”
 - If the change is about how or what work is done, focus on opportunities to grow skills and capabilities.
- **Helping Others Navigate Uncertainty.**
 - While the powers-at-be figure out “the Change,” stay focused on short-term deliverables and keep your team moving.
 - Lean into what you know, not what you do not. If there isn’t a plan, focus on what you know and believe to be true, and lead them from there.
- **Communicate openly and often.**
 - **OVER COMMUNICATE.** Share as much as you can as early and as often as you can. This gives people time to process and internalize the change.

HUMANITYWORKS PRO TIPS

- **Be compassionate and clear.** It is not your job to fix how others are feeling or experience the change. Their emotions are theirs. You do need to help them navigate the impact.
- **Play with perspectives.** Change provides opportunity. When you’ve made space for emotions and shared as much info as you can, explore what’s possible within the change.

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