



FREE TASTER

Free taster

Leading Change

A practical first step from the programme: seeing the difference between change and transition in your own team

About 20 minutes to read and try. You will need a change your team is facing now, or one coming soon.

Name

Date

STARBUCK & ASSOCIATES

COACHING & LEADERSHIP DEVELOPMENT

For managers leading a team through change

Leading Change is an online programme for managers and team leaders who help their team through change day to day. It covers the whole journey, from making sense of a change yourself to explaining it, involving people, handling resistance and embedding the new way.

It helps when a change has been announced and your team is looking to you, when people are pushing back or have gone quiet, when the day job and the change are competing for time, or when you have to lead a change you did not choose.

How it works

Ten short video lessons, each with one practical tool in a course workbook and a quick knowledge check. About 6 learning hours in total, including a workplace task each week. You have 12 months' access and receive a certificate of completion.

What is inside

LESSON	WHAT YOU GET
1 Your role in change	The Change and Transition Map.
2 How people experience change	The Change Impact Map, and the change curve used with care.
3 Making sense of it yourself first	The Sense-Making Sheet.
4 Explaining the why, what and so what	The Team Briefing Planner.
5 Involving people and hearing concerns	The Concerns Log.
6 Resistance as information	The Resistance Conversation Planner.
7 Keeping performance and wellbeing steady	The Priorities and Pressure Check.
8 Small wins, momentum and adjusting	The Momentum Tracker.
9 When you do not fully agree	The Stakeholder Conversation Plan.
10 Embedding the change and learning	Your Change Leadership Plan.

HOW TO USE THIS TASTER

Read page 2, then complete your own Change and Transition Map on page 3 for a change your team is facing. Page 4 shows where the full programme goes next.

Your role in change

Change is what happens outside people: a new system, a new structure, a move to a different office. Transition is what happens inside people as they come to terms with it. William Bridges drew this distinction, and it matters for every manager.

A change can be announced on a Monday. The transition takes as long as it takes. Most people make sense of it through their own manager, which means that for your team, how you lead the transition is the change.

Three phases of transition

PHASE	WHAT IT IS	WHAT HELPS
Ending	Letting go of something familiar: a routine, a team, a sense of being good at the job.	Name what is ending. Treat the past with respect. Do not rush it.
Neutral zone	The old way has gone and the new way does not feel natural yet.	Short term goals, regular contact, room for ideas, patience with the dip.
New beginning	The new way starts to feel normal and people commit to it.	A clear picture of the new way, early wins, and marking progress.

EXAMPLE

Ravi's team is moving from paper job sheets to a tablet app, and the launch date is fixed. For his most experienced engineer, the real change is losing the feeling of being the person everyone asks.

Ravi does not try to talk him out of it. He names it, asks him to help others learn the app, and expects jobs to take longer for the first few weeks.

WORTH KNOWING

Nobody expects you to have every answer. What your team needs is honesty about what is known and not known, steady listening, and a manager who is visible and available.

YOUR TURN

Your Change and Transition Map

Choose a change your team is facing now, or one that is coming. Write what you see from your team's point of view, not the project plan's.

Exercise 1: Map the change

FOR MY TEAM	
What is changing, and when	
What may be ending for people	
What will feel unsettled in between	
What the new beginning looks like	

Exercise 2: Where is your team now?

MOST OF MY TEAM IS IN	THE ENDING	THE NEUTRAL ZONE	THE NEW BEGINNING	NOT SURE YET
Tick one	☐	☐	☐	☐

Exercise 3: Your role

What is ending for my team that nobody has said out loud yet?

What is one thing I could do this week to help people through the phase they are in?

Where the full programme takes you

The map shows you what your team is really going through. The rest of the programme helps you lead them through it, one practical step and one tool at a time.

- 1 Understanding your people.**
How each person may experience the change, with the change curve used as a guide, not a rule.
- 2 Getting clear, then explaining.**
Sorting facts from guesses, then briefing the why, the what and what it means for me.
- 3 Involving and listening.**
Being honest about what is open, keeping a concerns log and treating resistance as information.
- 4 Keeping the team steady.**
Priorities, workload and wellbeing, with small wins and regular reviews to keep momentum.
- 5 Leading with integrity and embedding.**
Raising concerns upwards when you do not fully agree, then making the new way stick and building your own change leadership plan.

Who gets most from it

- Managers and team leaders with a change on the way or already under way
- New managers leading their first significant change
- Experienced managers who want a steadier, more practical approach to the next one

HOW PEOPLE USE IT

The programme is built around real work. Each week you watch a short lesson, then use the tool with your own team on a live change, so by the end you have led real conversations and built a plan for the next change.

The Change Leadership Plan is designed to be kept and revisited, alongside the lessons, whenever a new change is announced.

What I am going to do

Two or three small changes that you actually make will do more than a long list you never start.

My three actions

WHAT I WILL DO	WHEN	WHO I WILL TELL

Coming back to this

Put a date in your diary about a month from now and answer these three questions.

What has changed since I did this taster?

What did I not get to, and what got in the way?

What am I carrying forward?

READY FOR THE FULL COURSE?

Leading Change

Ten short video lessons, each with a practical tool in the course workbook and a knowledge check, with 12 months' access and a certificate of completion.

£149 per person, per year, inc. VAT

Enrol at academy.starbuckassociates.com/courses/leading-change

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