

HOW TO CHECK-IN ON YOUR TEAM AFTER A BIG CHANGE



Change is exciting - and in most organisations, it's a constant presence. However, it's important to remember that moving through change can also be unsettling and difficult for people.

Whether you're pivoting your product, switching up roles and responsibilities within your team or moving through a restructure process - it's important to make time to check in with your team and see how things are landing.

A range of different reactions to change are to be expected - and people will move through different emotions as they understand the opportunities and challenges that the change presents.

As a manager, one of the most powerful things you can do during times of change is to hold space for people to share their initial reactions and ask questions.

- **Say:** Hi [insert name], I just wanted to check in and see how you're doing after today's announcement. I know it was a lot to process. How are you feeling?
- 👂 **Listen:** Encourage your team member to share what's on their mind. Be aware that you might be further along with embracing coming changes than your team members by virtue of having greater context and more time to process what's happening. Do your best to understand how they are feeling.
- **Say:** I hear you. I want to make sure that you have as much clarity and context about what's happening as possible. Is there anything right now that you're unsure about?

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Listen:

Note down any questions your team member has. Answer the ones that you can confidently tackle. If you're unsure yourself about some of the answers, don't fluff it. Either commit to escalating the question to someone who you know will have insight to share, or be open that some things have not yet been decided. If this is the case, you might share how feedback from your team members will be involved in the change process.

How to respond to pushback:

If they are not willing to open up, that is their choice but it can be difficult for you to understand how you can support them. It could be the case that they're still shocked by the news and figuring out how to process it. Just being there and being empathetic can mean a lot (even if they are not able to show it).

You might also have some conflicting thoughts of your own about what's going on - but if this is the case, it's best to share them with your own manager. Venting to a team member might feel good in the moment, but probably won't have a positive impact long term.

How to wrap up the convo:

Say: I'm always here if you'd like to talk or have any further questions. Otherwise, I hope you are able to do something to wind down and help you process everything we've discussed today.

If you'd like to signpost your team member to some further support - or if you need a reset yourself after a heavy conversation, you might want to check out [this](#) breathwork tool or give [this](#) cognitive re-framing exercise a go.

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Next steps to consider:

- Escalate any questions you can't answer to your manager or People team contact to get further clarity then loop back to your team member.
- Remember that, as human beings, we're always concerned with what changes mean for us - so engage with your team not just on the big questions, but on the small ones that may have a big impact on people's day-to-day lives.
- Remember that your team might need additional support during times of change - consider opening up time in your diary for drop in chats or increasing the frequency of 1:1's.
- It's also helpful to remind people of any well-being benefits you have in place - like coaching or therapeutic support.

