



Leading through change

- How to adapt and support your team?

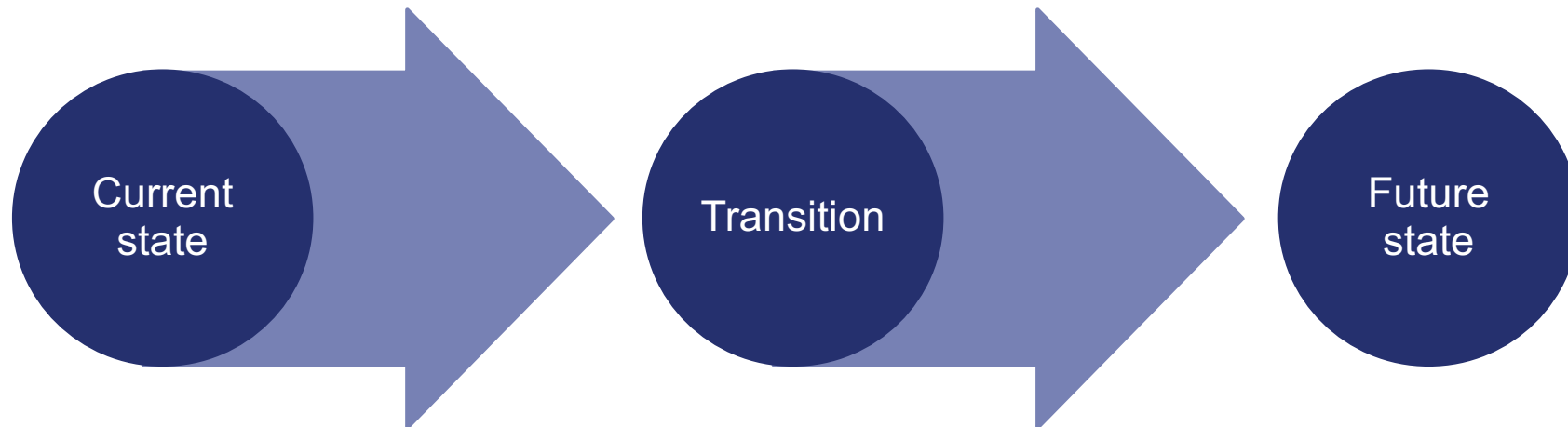
Dr Dorottya Sallai
Assistant Professorial Lecturer
London School of Economics, Department of Management

September 2022



- 1. Please stand up.**
- 2. Swap places with the person next to you.**
- 3. Sit down.**

What is Change?



Why bother?

93%

Of surveyed employees experienced at least one organisational change in the last 3 years before the survey*

61%

Of surveyed employees experienced 5 or more organisational changes in the last 3 years before the survey*

*Barometre 2016 sur l'accompagnement humain du changement- Empreinte Humaine et Ifop

Key drivers of change today

Digital Revolution

- New Jobs – New skill requirements
- Advance in IT solutions – (AI, Cloud, Analytics, etc.)
- New ways of working
- Easy access to information and knowledge

Change of corporate culture and values

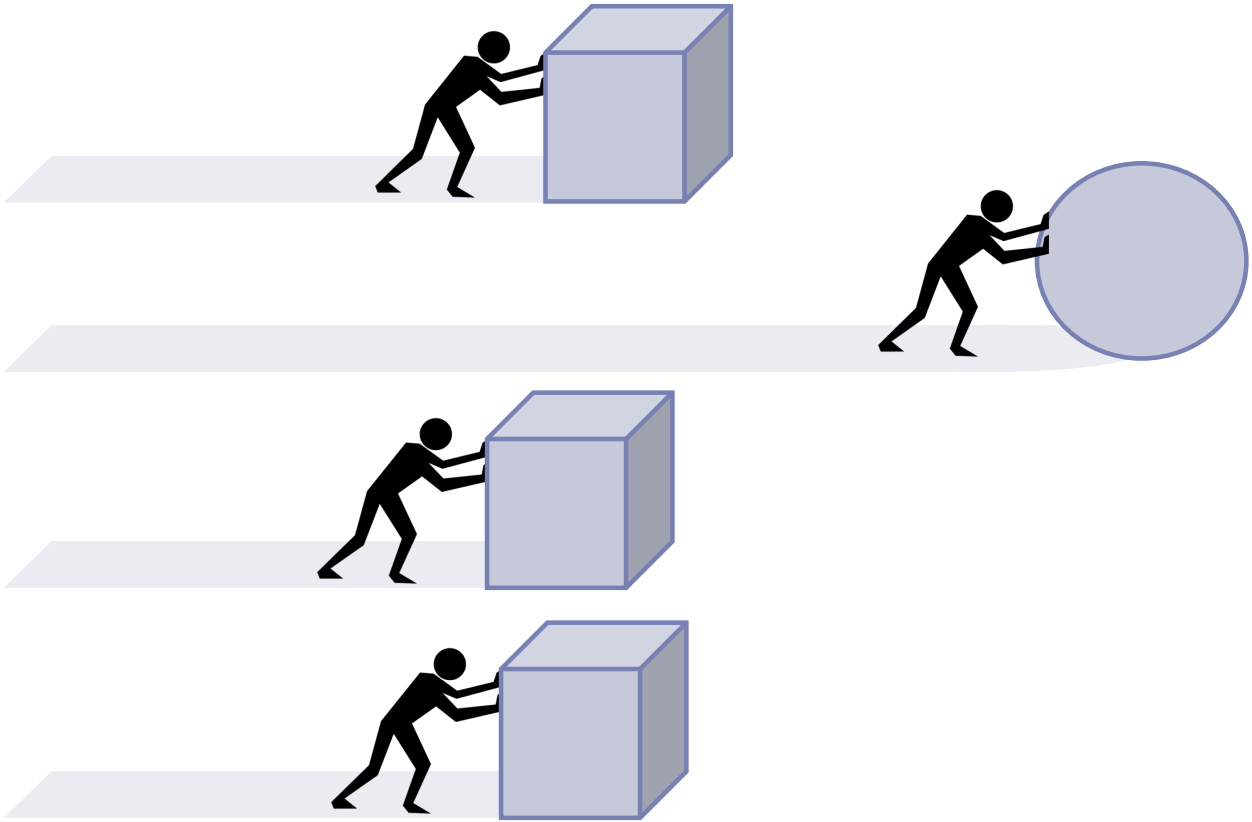
- Demand for environmental and societal responsibility
- Demand for purpose, work-life-balance
- Demand for employee involvement and voice

Change of business models

- Need for productive and flexible processes, agility
- Global networked economy and local responsiveness
- Need for continuous improvement and innovation

These trends lead to constant change and uncertainty in organizations

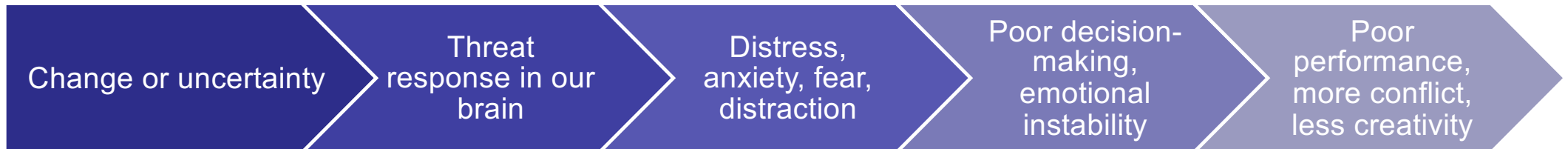
Mastering change - Competitive advantage



Why people struggle with change*?



Key challenge: resistance

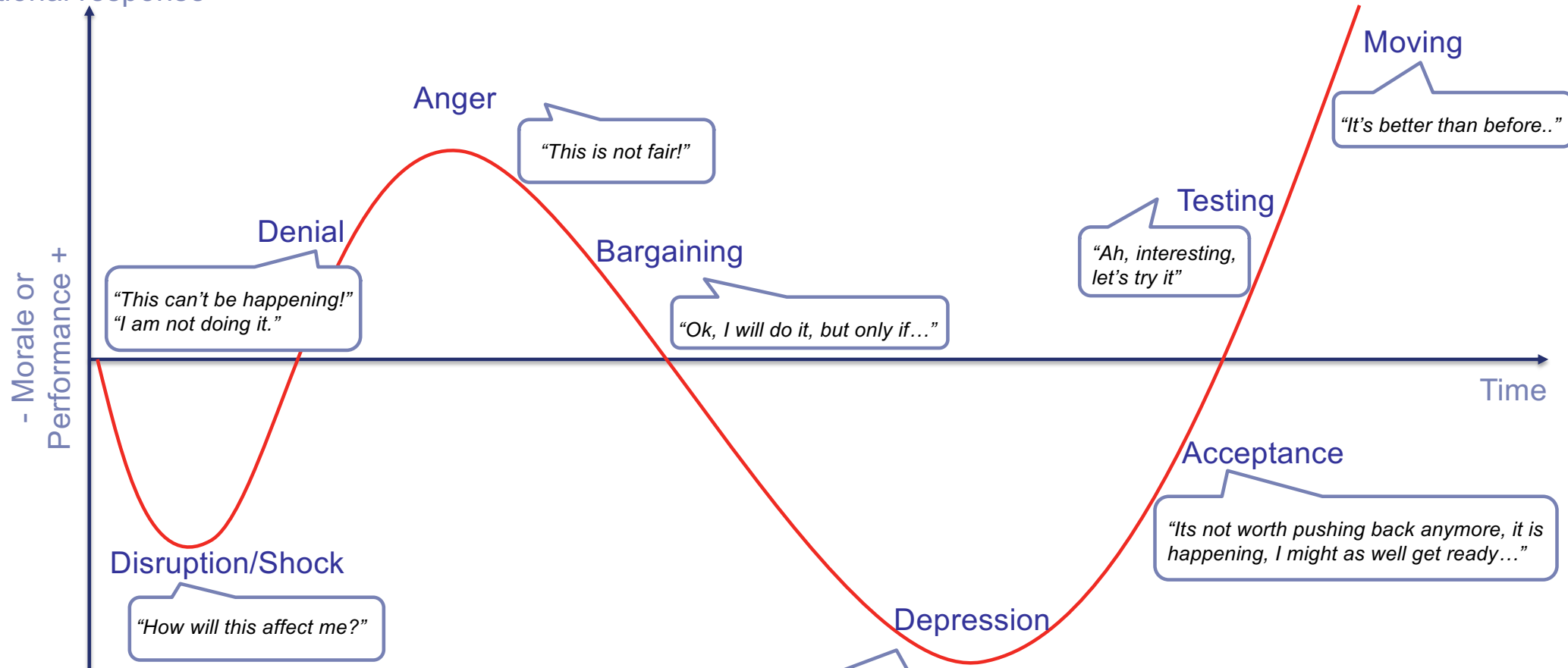


*Scarlett, 2019

The change curve – the human side of change

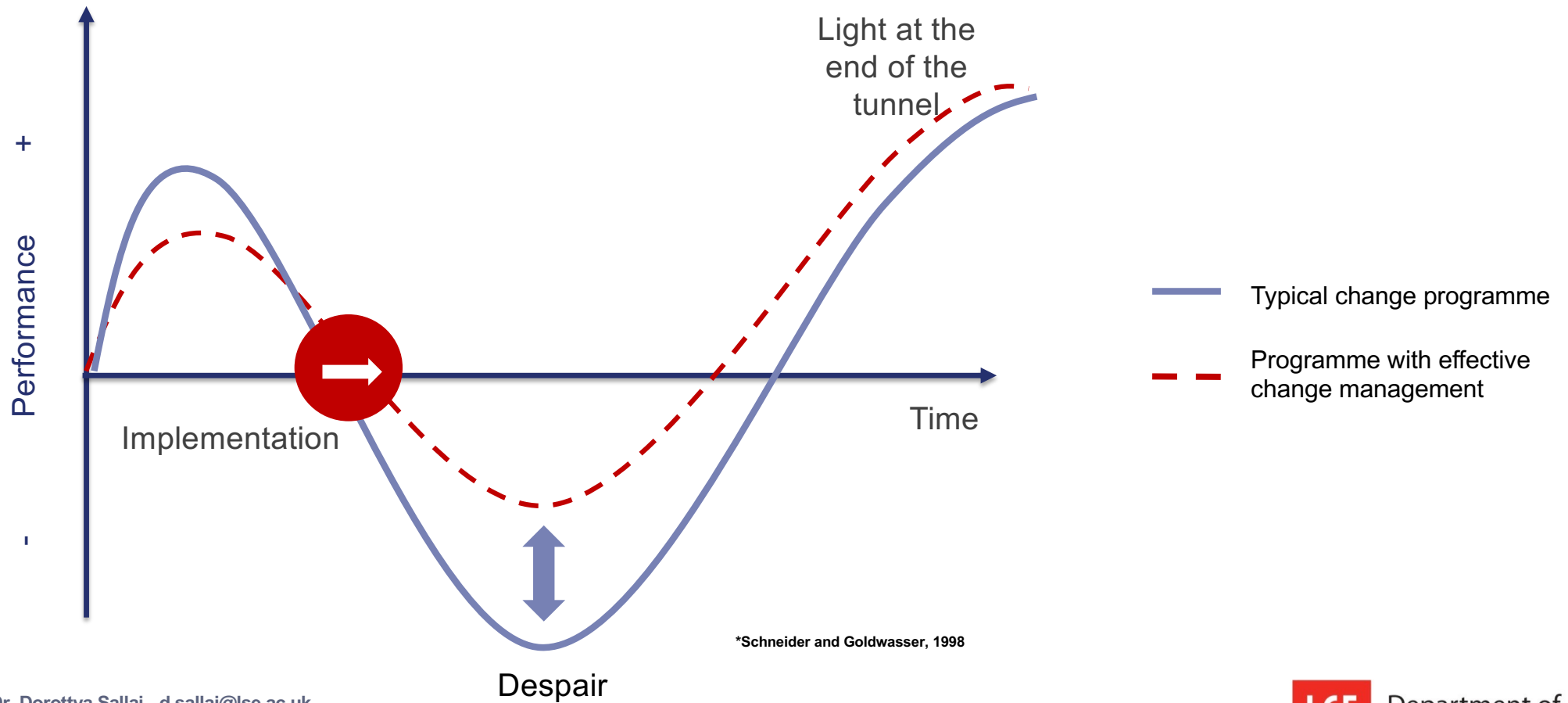
(based on Kübler-Ross, 1969)

Emotional response

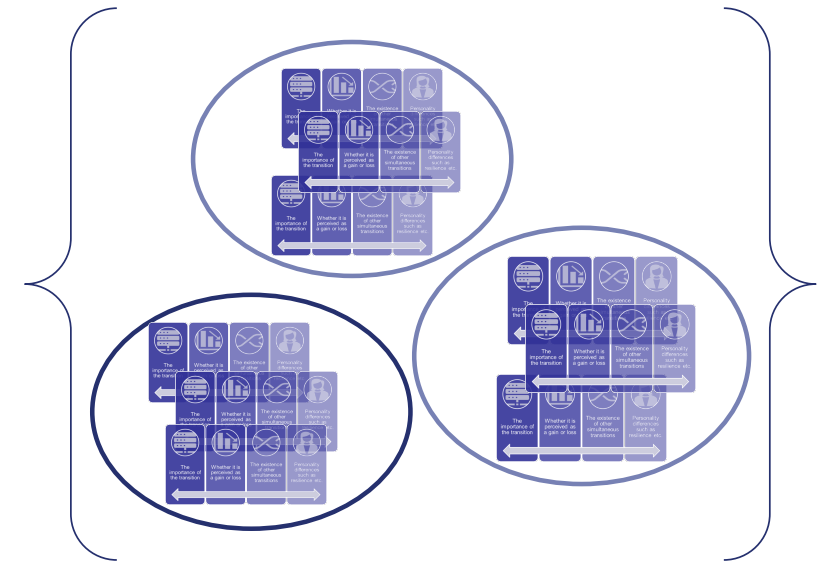
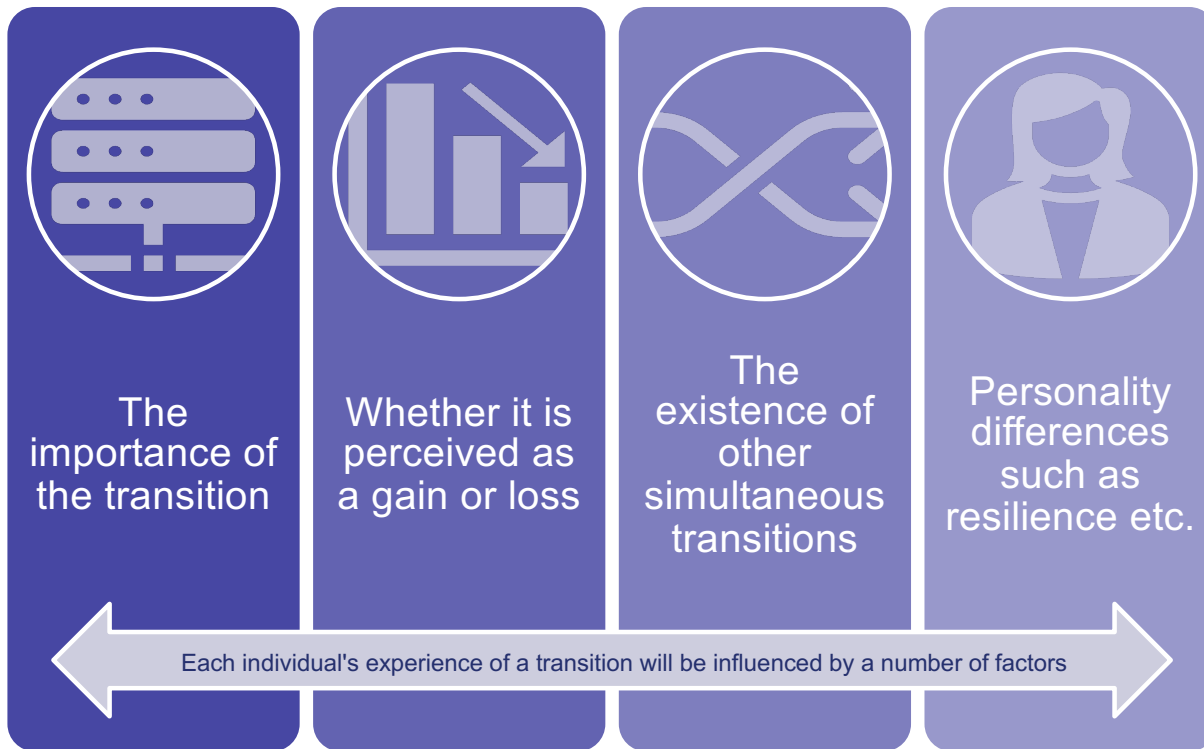


Dr. Dorottya Sallai - d.sallai@lse.ac.uk

The impact of change on employee performance*

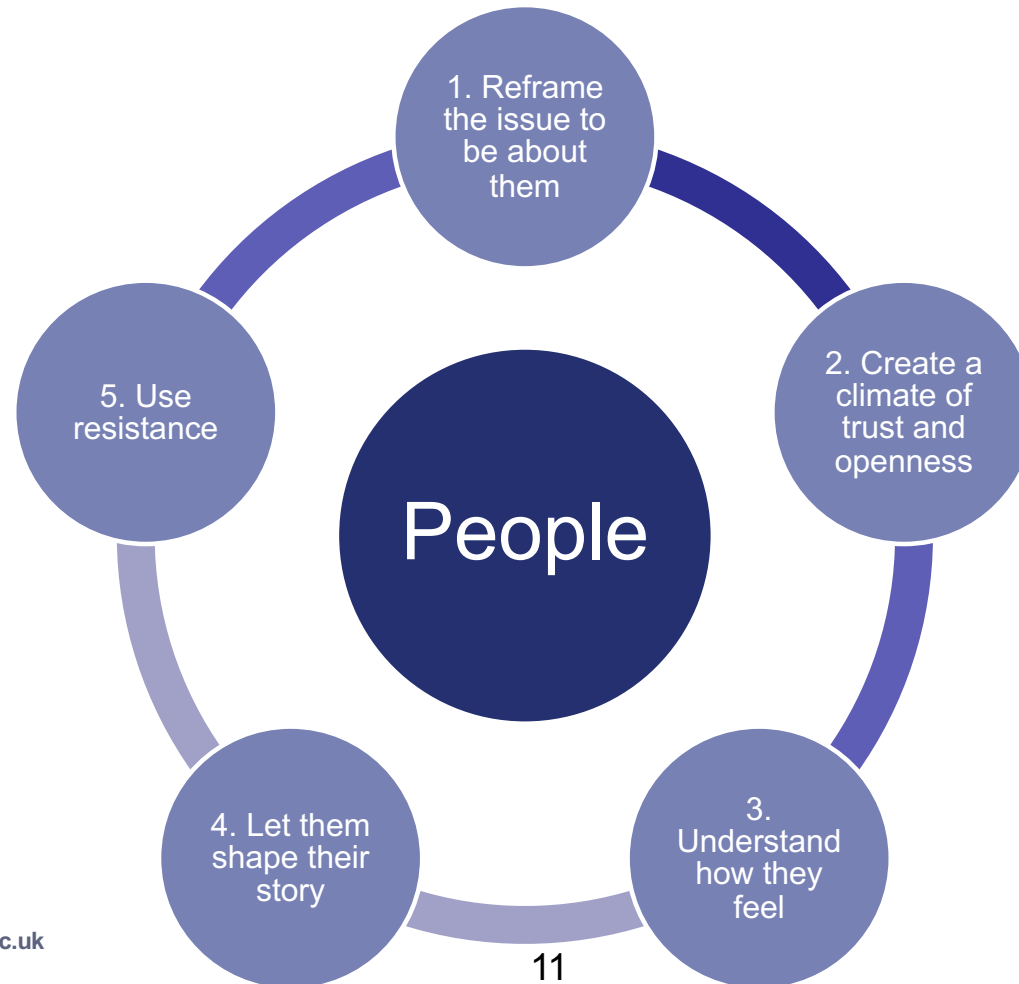


From Individual to Organisational change



(Hayes, 2022)

How to support your team through change?



THANK YOU!