Facilitating Change

Encouraging others to seek opportunities for different and innovative approaches to addressing problems and opportunities; facilitating the implementation and acceptance of change within the workplace.

Key Actions

- **Encourages boundary breaking**—Encourages associates to question established work processes or assumptions; challenges associates to ask “why” until underlying cause is discovered; involves stakeholders in continuous improvement actions and alternatives.

- **Values sound approaches**—Consistently remains open to ideas offered by others; supports and uses good ideas to solve problems or address issues.

- **Rewards change**—Recognizes and rewards associates who make useful changes.

- **Addresses change resistance**—Helps individuals overcome resistance to change; shows empathy with people who feel loss as a result of change.

- **Manages complexity and contradictions**—Tries to minimize complexities, contradictions, and paradoxes or reduce their impact; clarifies direction and smoothes the process of change.

Questions

1. Describe a time when you helped a group of employees understand why a specific change (in process, procedure, policy, etc.) was necessary. What was the change? What did you do?

2. What strategies have you used to encourage others to challenge established business assumptions?

3. Describe a time when you were responsible for helping a group of people understand a new way of thinking about problems and opportunities. What did you do?

4. People often feel threatened by change. Tell me about a specific situation and some actions that you took to smooth the process of change for others. Which actions were successful, and which were not?

5. What techniques have you used to reduce the effect of change on your direct reports? Describe the most effective technique you’ve used and the situation in which you used it.

6. What systems have you put in place to recognize or reward associates who suggest or make effective changes? What effect has this recognition had on others’ innovation? Give me a specific example.

7. Tell me about a time when you had to align others’ activities and procedures with an organizational change. What did you do?

8. Describe a time when change caused a problem for your group/department. What did you do? What happened?
9. It can be difficult to get people to think “outside the box.” Tell me about a time when you were able to get others to go beyond conventional thinking. What did you do? What happened?

10. Describe some ways in which you changed standard operating procedures for your department/group. What prompted you to make these changes? What happened?

11. Describe the methods you’ve used to ensure that a change was being implemented as intended. Which methods were effective, and which were not?

Questions for people with little work experience

12. Can you tell me about a time when you encouraged others to challenge established procedures or processes?

13. Can you tell me about a time when you were responsible for helping a group of people think about problems and opportunities in unconventional ways. What did you do?