



BRIDGING THE GAP 2025:

Leading Change: Strategies for Success when Introducing and Managing Change

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AGENDA

- I. Welcome & Introductions**
- II. Scanning the Environment: Changes in the Air**
- III. The Stages of Change**
- IV. Leading and Helping Others to Adapt through each Stage**
- V. M.O. for Leading Change**
- VI. M.O. for Adapting to Change**
- VII. Action Planning**



WELCOME & INTRODUCTIONS

CONFIDENTIALITY

What participants share stays in this room.





WHAT CHANGES ARE YOU EXPERIENCING OR ANTICIPATING?

What is your change?

What is your biggest concern: Introducing change, helping people adapt to change, meeting resistance to change? Or?

Would you describe your approach to leading, or introducing the change:, strategic, or reactive?



OBJECTIVES

- Understand the effects of change on our ADOM entities, employees and those served
- Learn 3 stages of change and characteristics and challenges of each stage
- Learn how to lead and help others adapt to change.
- Learn how to adapt to change by acting on what you can influence
- Develop an action plan for leading or adapting to change



SCANNING THE ENVIRONMENT: CHANGES IN THE AIR

ECONOMIC

Pandemic 2020 through present:

Wild ride over last 5 years, spiritual, political, economic.

The screenshot shows the U.S. Bureau of Labor Statistics website. The navigation bar includes links for HOME, SUBJECTS, DATA TOOLS (highlighted), PUBLICATIONS, ECONOMIC RELEASES, CLASSROOM, and BETA. The breadcrumb trail reads: Bureau of Labor Statistics > Data Tools > Charts and Applications > Inflation Calculator. The main heading is "CPI Inflation Calculator". On the left, there is a sidebar with links: TOP PICKS, SERIES REPORT, PUBLIC DATA API, DISCONTINUED DATABASES, FAQs, SPECIAL NOTICES, and MORE SOURCES OF DATA. The main content area features a "CPI Inflation Calculator" form with the following inputs: a dollar amount of 50,000.00, the month of January in the year 2000. Below this, it states "has the same buying power as" followed by a highlighted result of \$95,964.45 in August of the year 2025. A "Calculate" button is located at the bottom of the form.



SCANNING THE ENVIRONMENT: CHANGES IN THE AIR

IMPACT OF ECONOMIC CHANGE

Organizational
Impact

- ADOM
- Other organizations

**Leading
Change**

Personal
Impact

- Me
- Family members

**Adapting
to Change**



STAGES OF CHANGE: THE THREE ZONES





STAGES OF CHANGE: THE THREE ZONES

Ending
of an Era

Unknown

The New
Normal



STAGES OF CHANGE: **THE THREE ZONES**

End

- Loss, letting go, grieving
- Old identity, old ways of doing things

Unknown

- Disorientation
- Realignments, Reinventing, Renewal

**New
Normal**

- New direction, sense of purpose
- New identity



THE END: HELPING OTHERS LET GO

✓ Identify the loss and its impact

- Anticipate: Who will lose what?
- Communication during zone:
 - “What is different for you?”
 - “What do you miss most?”

✓ Acknowledge the loss with empathetic words

- “I know that Father Joe used to visit the kids in the school everyday. They miss him, I’m sure.”
- “I heard that Mrs. Martinez had a new saint or superhero nickname for each child. That must have made each of you feel very special.”

✓ Respect the past

- Don’t dis the former leader
- Acknowledge the value of the former way under the former system
- Memorialize something worth keeping, in honor of former leader



THE END: HELPING OTHERS LET GO

- ✓ **Brace yourself for increased sensitivities and emotions**
 - Denial, anger, bargaining, anxiety, sadness, resignation
 - Take them seriously but don't take it personal
 - Allow some slack
- ✓ **Give something back**
 - What can I give to compensate for the void felt by the loss?
- ✓ **Over-Communicate!**
 - Vacuum of information is quickly filled by assumptions that may arise from insecurities or fears
 - Provide information at every step
 - Identify to whom one should ask for information on what
 - Don't hide information or keep secrets



THE END: HELPING OTHERS LET GO

- ✓ **Memorialize something from the ending era**
 - Let people take something from the end into the new
- ✓ **Identify the continuity from the former to the future**
 - Start-up parish, school, ministry has grown but mission may be same, people may be same
 - Merger of parish or school means neither would have survived alone but now can serve same people



THE UNKNOWN: LEADING OTHERS THROUGH IT

- ✓ **Understand the characteristics of the Unknown**
 - Disorientation: Unsure of direction, methods, information
 - Training curve, Job takes longer to do, workload increased
 - People anxious, insecure with uncertain direction and unfamiliar patterns
 - Jockeying for positions
 - Some want to move forward, some want to jump ship
 - Conflicts can occur, factions form
- ✓ **Call it what it is**
 - Acknowledge unknown with metaphor (Neutral Zone)
 - “How’s life in the zone?”
 - Use new language (“skate quickly over thin ice”)



THE UNKNOWN: LEADING OTHERS THROUGH IT

- ✓ **Identify and strengthen what will remain the same**
 - Review programs, policies and procedures
 - Learn job descriptions, other employee and volunteer names and data
 - If it works well, don't "fix" it, but take a good look!
 - Do assess

- ✓ **Build temporary structures where needed**
 - Identify gaps caused by end of former (knowledge, information, relationships) and make provisions
 - If others have left, how will their responsibilities be handled?
 - If new building, define temporary structure and purpose
 - Short-term goals to move forward



THE UNKNOWN: LEADING OTHERS THROUGH IT

✓ **Build the team (relationships)**

- Check in often: “How are we doing today?”
- Be open to suggestions from team
- Assign projects to groups (strengthen relationships, move forward)
- Careful not to show favorites
- Meet more often in the beginning

✓ **Develop your people**

- Identify strengths
- Identify knowledge and skill gaps
- Train your people – assign training early on, it points to a successful future for your priorities and the worker’s development



THE NEW NORMAL: TURNING THE NEW BEGINNING INTO THE WAY IT IS

- ✓ **The Vision: Clarify and Communicate it -- Often**
 - Put your vision into a simple statement or motto
 - Reinforce how goals, measures, programs, relate to it
 - Be ready to explain why something is NOT in alignment with it
 - Use the vision statement to rally people forward
 - Communicate how your team contributes to the vision



THE NEW NORMAL: TURNING THE NEW BEGINNING INTO THE WAY IT IS

- ✓ **The Processes: Who does what, when and how**
 - Sketch the steps in the big picture, including events and milestones
 - Clarify roles and schedules
 - Get policies and procedures in place
 - Accountabilities

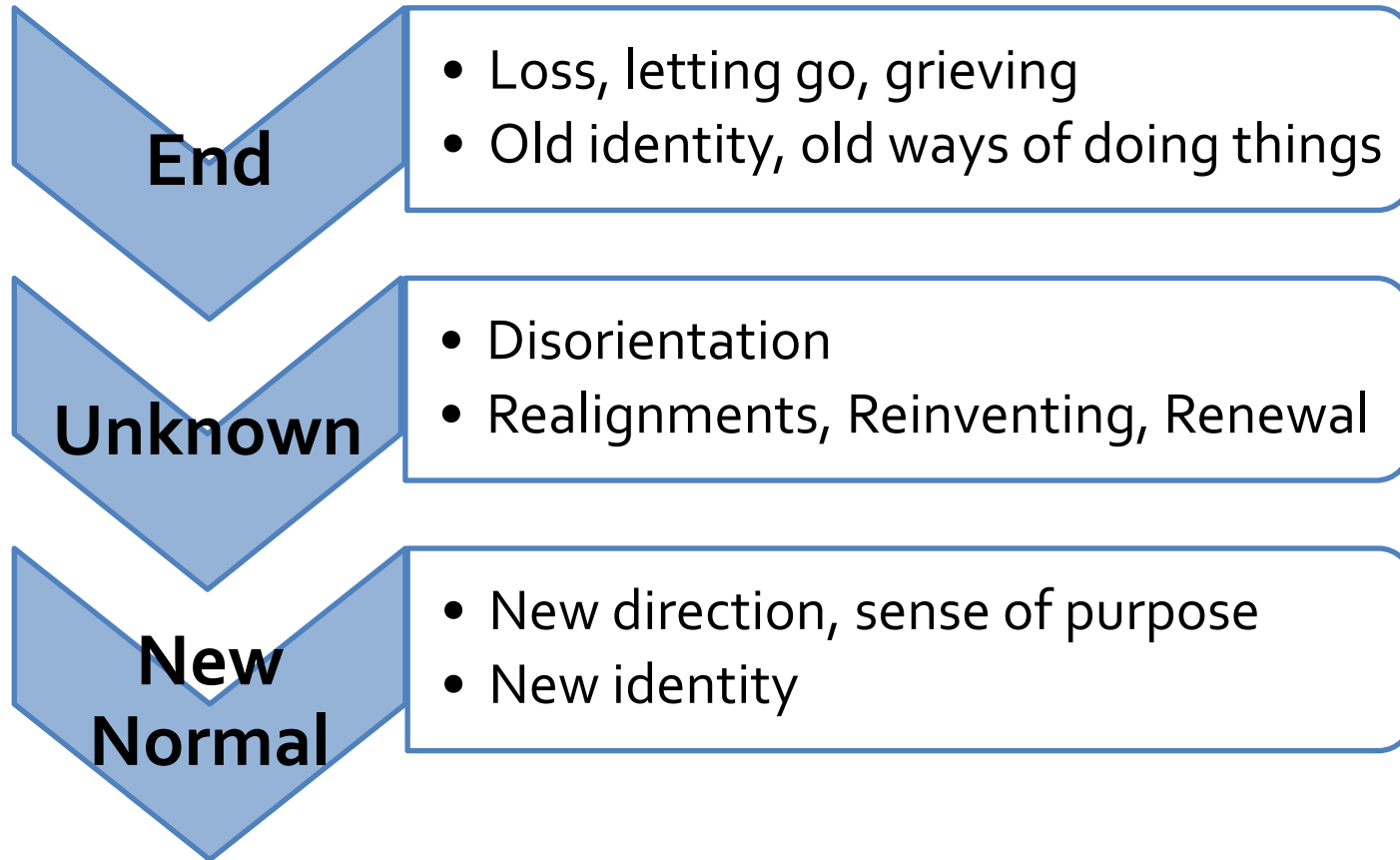


THE NEW NORMAL: TURNING THE NEW BEGINNING INTO THE WAY IT IS

- ✓ **Reinforcing the new reality**
 - Consistency of message
 - Reinforce desired behavior
 - Formative evaluation of progress
 - Celebrate the new “firsts”



STAGES OF CHANGE: THE THREE ZONES



O
V
E
R
L
A
P



M.O. FOR LEADING CHANGE

“Leading Change” Conversations

Introduce

- Present the change
- Anticipate the challenges for each person

Explore

- Involve employees in developing ideas
- Solicit feedback, provide support

Overcome Resistance

- Understand “threat rigidity”
- Listen, empathize, then clarify goal
- Involve person in execution



M.O. FOR ADAPTING TO CHANGE

4 "I's" to see through the change

Introspection

- Examine your feelings
- Name your fears and apprehensions

Investigate

- Seek information
- Challenge rumors and assumptions

Identify

- List areas of control
- List areas of no control

Influence

- What can you influence?
- Take action



ACTION PLANNING

Choose your plan of action:

- Helping others to let go of the End
- Leading through the Unknown
- Adapting to Change



CHANGE: LEADING, ADAPTING AND HELPING OTHERS TO ADAPT

QUESTIONS?

e-library
 www.theadom.info

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