SARAH

State	Leading people by
Shock	■ Giving comprehensive information and presenting the background; demonstrating the need for change (sense of urgency) ■ Showing empathy ■ Confronting reality and not concealing bitter truths ■ Speaking plainly and providing clarity also on what is and what is not negotiable ■ Allowing time to process the information ■ Repeating information and discussions
Anger	■ Listening and showing empathy, compassion and understanding but do not discuss feelings ad infinitum or talking for too long ■ Allowing emotional space for anger, grief, fears and disappointment ■ Creating outlets and enabling open communication; dialogue, but do not debating and putting forward counterarguments ■ Always being clear and unambiguous but never making threats
Resistance	■ Understanding the resistance (very possible that the core is of interest) ■ Involving those who are concerned: not setting out every detail, defining room for involvement ■ Giving comprehensive information: not only providing information that is necessary for specific tasks ■ Being realistic, no sweet talking but avoiding killer phrases: e.g. "you have no choice, take it or leave it, etc." ■ As a last resort: announce the consequences and make them happen if people do not cooperate in the interest of the company/team
Acceptance	■ Substantiating vision/image of the future on an ongoing basis and defining and prioritizing measures and projects ■ Demonstrating prospects and opportunities and establishing short-term objectives and successes ■ Clarifying roles/agreeing rules of the game; engaging and involving employees and offering support ■ Noticing and praising initial indications of success (allowing failures but addressing these)
Help	■ Enabling performance and obtaining and strengthening commitment ■ Empowering people and giving freedom and competencies; encouraging own initiative ■ Removing obstacles and keeping out of the way, in a positive sense ■ Coaching, training, supporting ■ Giving feedback and praising; watering the flowers, not the weeds ■ Teambuilding and fine tuning; coordination ■ Anchoring what you have achieved