

HRD Learning & Performance Conversation Guide for LEAD 1 Participant-Manager 1:1 Discussion

Purpose of This Conversation

To reflect on key insights from the session, explore how they apply to current work, and identify how the manager can support ongoing practice and reinforcement.

Session #8: Leading Through Change

As you reflect, consider not just how people respond to change, but also what may be driving that response and what they need from you.

Key Takeaways from the Session

- Recognize four phases: Denial, Resistance, Exploration, and Commitment
- Notice that people move through change at different rates
- Diagnose resistance by considering clarity, emotion, and environment
- Use Switch to Direct the Rider, Motivate the Elephant, and Shape the Path to help your team move through a current change

Participant Reflection Prompts

- What was your biggest takeaway about leading through change?
- Where do you typically find yourself in the Journey Through Change? How do emotions influence your response?
- Where are your team members in the change journey, and what evidence supports that?
- What behavior have you interpreted as resistance? Could the barrier relate to the Rider, Elephant, or Path?
- Which Switch strategy will you apply first, and what will you do differently?

Manager Reflection & Support Prompts

- Where do you see your employee helping team members navigate change or uncertainty most effectively today?
- What strengths do they bring to helping others navigate uncertainty?
- What current change would give them a meaningful opportunity to practice these tools?
- What clarity, support, or authority can you provide as they test a Rider, Elephant, or Path strategy during a current change?
- What would meaningful progress look like over the next few weeks?

Conversation Guidelines

Timing: Hold this conversation after the session and before the next one

Goal: Reflection, application, and support—not performance evaluation

Mindset: Approach the discussion as partners in learning, focused on growth and progress