

# Leading through a restructure: A practical guide to weathering the storm



## Need

## What to do

## What to say

### Status

**Our relative importance to others**

- Be mindful of people's sense of personal worth
- Provide opportunities for individuals to shine
- Involve people in decision making

- *I'd love your perspective on this*
- *What holds you back from doing your best work in this team?*

### Certainty

**Our ability to predict the future**

- Own what you do and don't know
- Paint a picture of what the future might hold
- Provide clear and honest communication

- *I don't have all the answers yet, but what I can say is...*
- *I'm hoping to achieve...*
- *This is when you'll hear next from me about this*
- *My next steps are...*

### Autonomy

**Our sense of control**

- Allow people choices and decision-making rights
- Be clear about day-to-day accountability
- Think about what may or may not be impacted

- *What this does not change is....*
- *What I need your input on is this...*

### Relatedness

**Our sense of safety with others**

- Help connect your team throughout the process
- Bring diversity of thought to the process
- Maintain regular 1:1s and social events

- *How are you feeling at work?*
- *What do you need from me right now that you're not getting?*
- *This process is hard. Let's go and have some fun as a team*

### Fairness

**How we perceive exchanges between people to be**

- Provide clear expectations
- Be mindful of fairness and equity in your decision-making (e.g. around who to involve)
- Allow groups to create their own rules within boundaries

- *Whilst I'll make some key decisions, I want to hear from everyone*
- *Here's what we need to achieve – help me figure out how*
- *What might be my blind-spots here?*