


# Leading Through Change

How to lead through the  
storm without losing your  
humanity



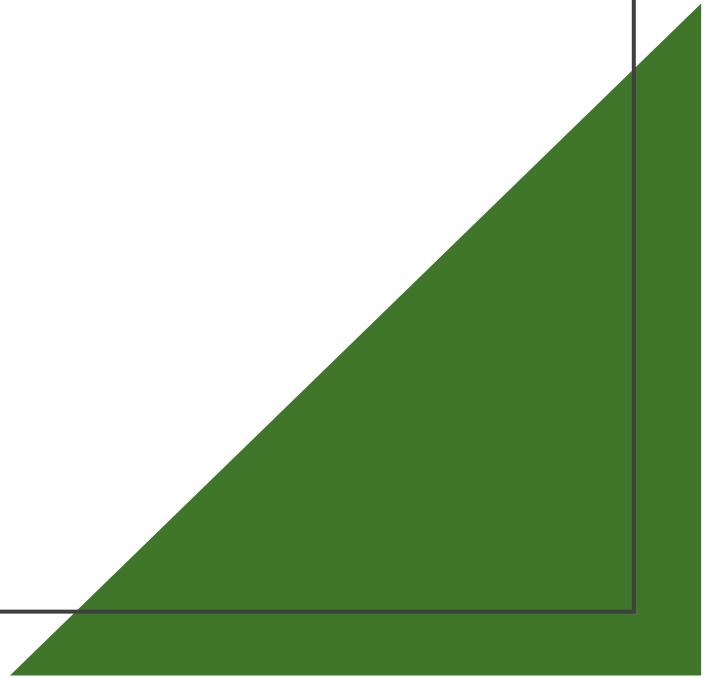
# Managers are Tired – you're not alone

In the last few years managers have lead us through:

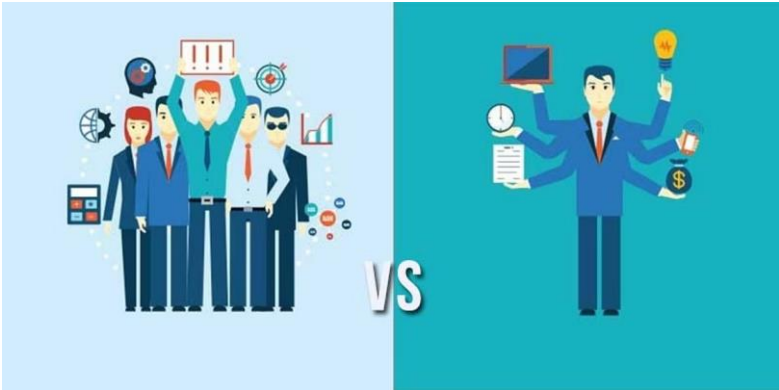
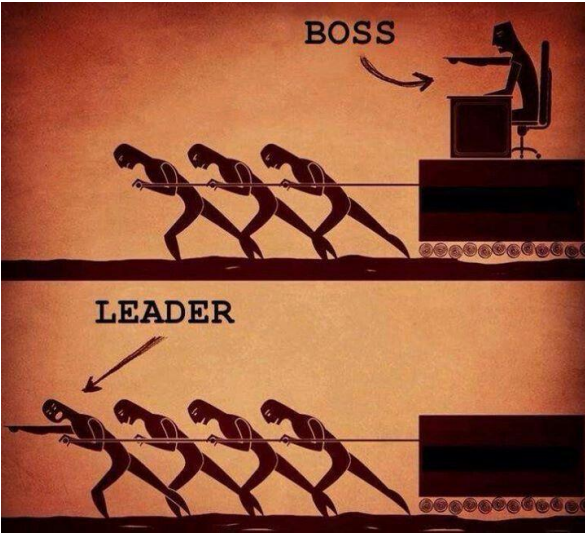
- Pandemic lockdowns
  - Setting up remote work arrangements for teams
  - Working on site during pandemic
  - Coming back and forth (and back) to the office
  - Taking away WFH or flexibility
  - Navigating fear of the workplace
  - Getting work done in new ways
  - Getting the work done
-

# Some additional challenges at Queen's Park

- Retirements – Director and Executive Director, plus long-serving staff
- New Parliament
- Restructuring of the Library and Information Services Groups
- Changes to work days with more night sittings
- [Bill 51](#)
- Retirement of Senior Leadership – Sergeant at Arms and Clerk



# Leadership vs. Management



# Nonsense

It's an AND statement

**Being a good leader is what gets you  
the trust to be a good manager**

## Everyone is totally just winging it, all the time

Every time a public figure behaves with less-than-stellar competence, we're incredulous. We probably shouldn't be



📷 Even this man is essentially just winging it. Photograph: Yuri Gripas/Reuters Photograph: YURI GRIPAS/REUTERS

Something  
to  
remember

So where do  
we go when  
we're tired?

**Strategy one:** Give yourself grace

- Being tired isn't a failing of leadership, it's a sign you've been all in
- Rest – professionally and personally
- Put the oxygen mask on first.

If the kids  
aren't OK, are  
we?

- In short, NO.
- Change begets grief
- It is the opposite of joy – if you love something and it is taken away you grieve
- Treat this grief for what it is – grief is universal, but we're terrible at talking about it



# Types of grief

- Grief for what was and is no longer – life changed in seismic ways
  - Cancelled plans
  - Cancelled or projects
  - Cancelled benefits – i.e. the end of fully remote work
- Grief for relationships that ended– the person is still alive, but the relationship as it was is changed
  - Retirements
  - Job changes
  - Illness or death

## Manifestations of grief

Checking out –  
“quiet quitting”

Change in  
behaviour

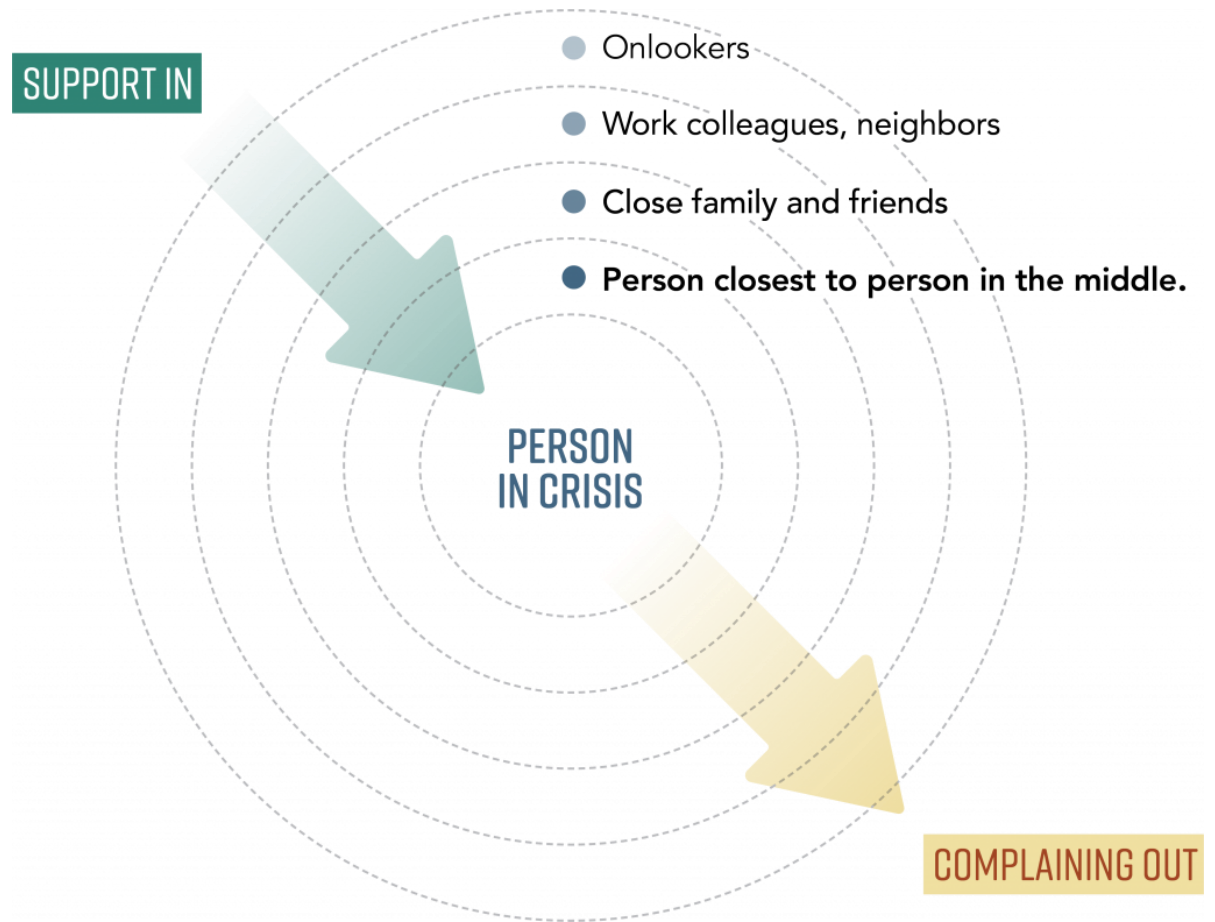
Decreased  
productivity

Diminished capacity

Emotional outbursts

Exhaustion/burnout

# Processing Grief: the ring theory



Right, so what can I do?




Do what's easy  
(sometimes)



Delegate and trust  
your SMEs



Be human



Give your team  
grace





Take vacation



# Set boundaries



It's all relative

Thank you

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