

DISRUPTIVE OUTLIER DIAGNOSTIC

ORGANIZATIONAL CHANGE MANAGEMENT

Purpose

It's normal to have a range of reactions when confronted with change. But being overwhelmed isn't an excuse for disruptive behavior. Use this tool to help assess whether your team member's behavior has crossed the line. If it has, you may need to have a conversation with the team member, or seek an outside perspective on how to address their behavior from your manager or HR.

Instructions

1. Complete the Disruptive Outlier Diagnostic on the next page.
2. Review talking points before addressing disruptive outliers.

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Disruptive Outlier Diagnostic

Answer each question on the provided scale. Score 0 points for each **Never** response, 1 point for each **Occasionally** response, and 2 points for each **Often** response.

Question	Never	Occasionally	Always
1. Is the employee noticeably more upset about the change than other employees in a similar position?			
2. Does the employee's behavior make others uncomfortable?			
3. Has the employee hesitated to discuss the change with management?			
4. Has the employee resisted education of the change initiative?			
5. Has the employee's behavior been disruptive in the past?			
6. Has the employee been argumentative with other staff members?			
7. Has the employee spread rumors or falsehoods about the change?			
8. Has the employee attempted to convince other staff members of his/her thinking?			
9. Have the employee's actions appeared deliberate or planned?			
10. Does the employee exhibit more anger than stress?			
11. Has the employee openly predicted the change will fail?			
12. Does the employee speak in "us" and "them" terms?			
13. Does the employee question the honesty of management and/or executives?			
14. Does the employee question the motives of management and/or executives?			
15. Does the employee question the ability of management and/or executives?			

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Addressing Disruptive Outliers

Disruptive outliers can undermine even the most well-managed change implementation. It's important that you address your team member's behavior as soon as possible to prevent their negativity from contaminating the rest of your team. Once you've identified an outlier, schedule time to meet with him/her as soon as possible. Use the prompts and scripting below to structure your conversation.

Remind team member that the change is not negotiable	<p>"I'm sorry that you're unhappy with the change(s), but the decision has been made. You need to find a way to get on board."</p>	<i>Notes:</i>
Highlight consequences of continued resistant behavior	<ul style="list-style-type: none">• Unfortunately, if this behavior continues, I will need to take _____ action"• Potential consequences: Escalation to HR; formal disciplinary action; termination• Ask your supervisor or HR if you need help identifying consequences	<i>Notes:</i>
Offer resources to cope with stress and burnout	<ul style="list-style-type: none">• "I understand change can be stressful and want to make sure you are aware of the resources we have available to help employees better manage stress and anxiety."• Potential resources: Employee Assistance Program (EAP); onsite counselling services• Ask your supervisor or HR if you aren't sure which resources are available at your organization	<i>Notes:</i>