

Change Fatigue

How CHANGE FATIGUE is
impacting your team and
your clients

JENNY
MAGIC

MELISSA
BREKER

Is Your Brain FULL?

From Panic to Power: How to Boost Pricing for Higher Profits

9:15 am - 10:00 am 05/21/2024 ● Keynote

Creating a Culture of Business Growth With Intention and Fortitude

05/21/2024 ● Keynote

Data, Data Everywhere but Not a Thought to Think

4:45 pm - 5:30 pm 05/21/2024 ● Keynote

How To Build a Profitable Content Program For

10:00 am - 10:45 am 05/21/2024 ● Keynote



4th WORKSHOPS

↳ making money isn't just taking a good idea and executing at a faster rate than others etc. Audience Sponsorships Etc.

↳ growth. We give you the ideas and help keep you accountable on execution

Kafat Ali - Shift "Journalist as an Entrepreneur"

- It takes much longer than you think
- Give yourself two years. (1. audience, 2. monetization)
- own the tech stack + everything along with it

How Are You Showing Up?







The Problem

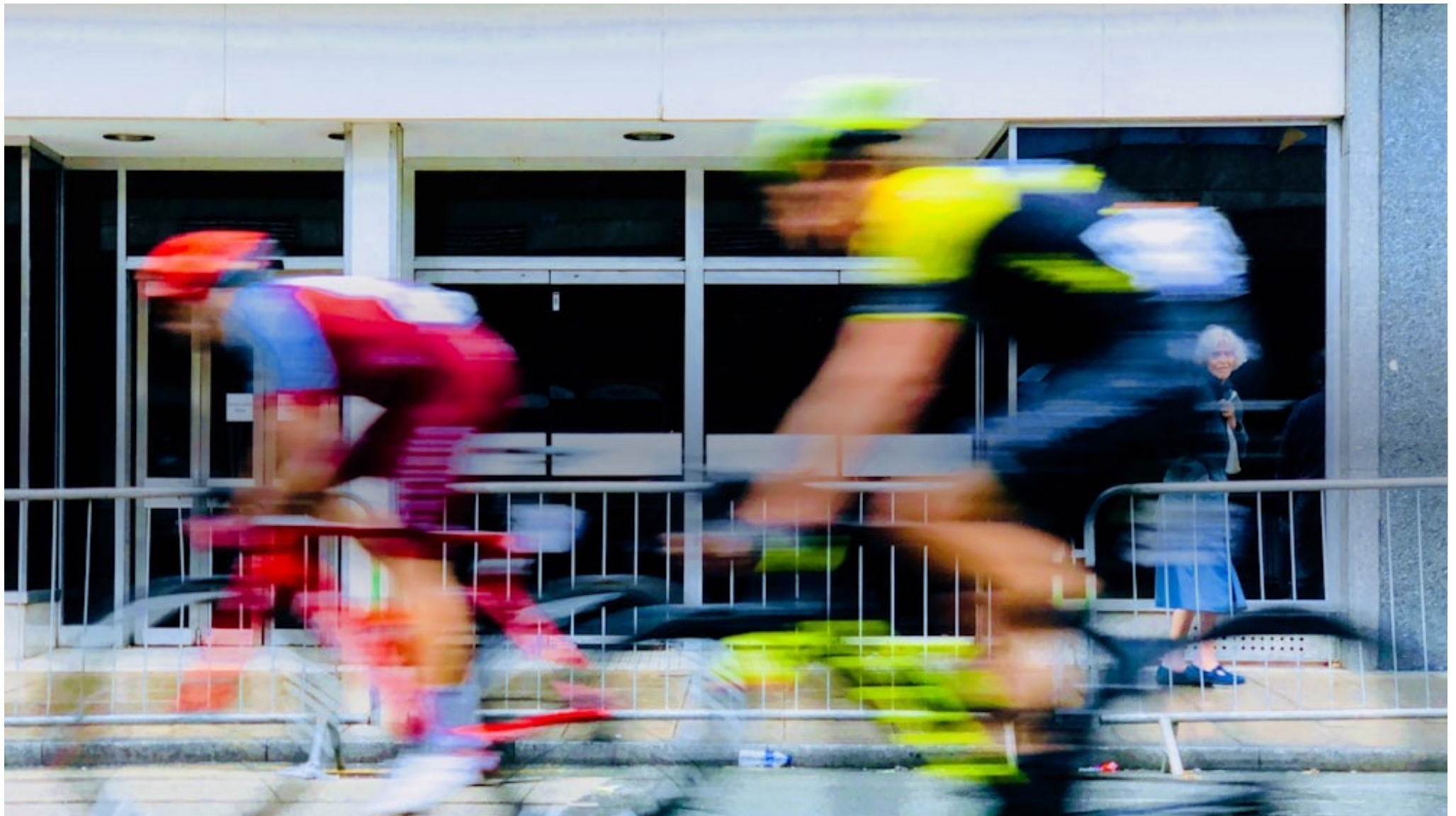


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**In 2022 the average employee experienced
TEN PLANNED ENTERPRISE CHANGES
–up from just two in 2016.**

Gartner Business Quarterly - Q1 2023

”



A close-up photograph of a red, square-shaped button with a textured surface. The word "PANIC" is printed in white, uppercase letters on the button. The button is set against a dark, slightly textured background.

PANIC

Anxious Fixing

Change Saturation

The number of organizational changes **EXCEEDS THE CAPACITY** of individuals to effectively adopt and implement those changes.



“

Willingness to support organizational change collapsed from 74% of employees in 2016 to just 43% in 2022.

Gartner, How to Identify, Fix, and Prevent Change Fatigue

”

73%

of respondents reported their organizations were NEAR, AT or BEYOND the saturation point.

Negativity & Noise





Resistance & Skepticism

Stress & Burnout



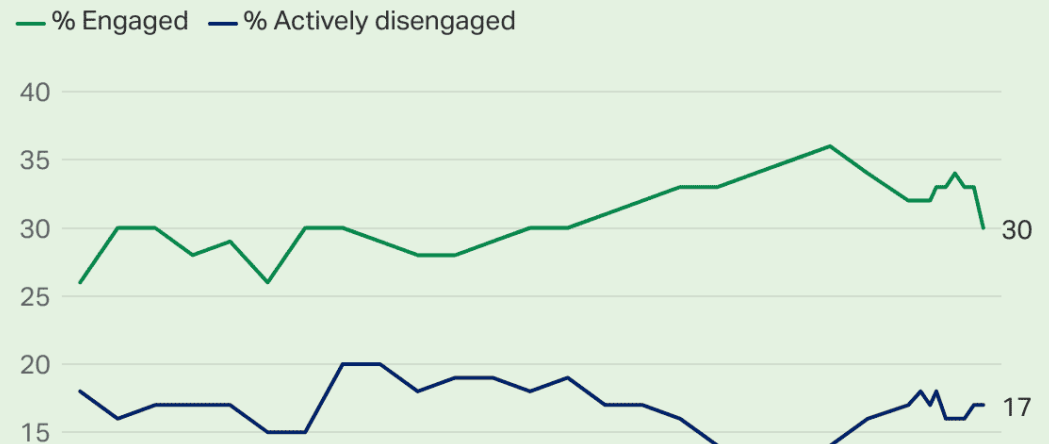


Apathy & The Ostrich

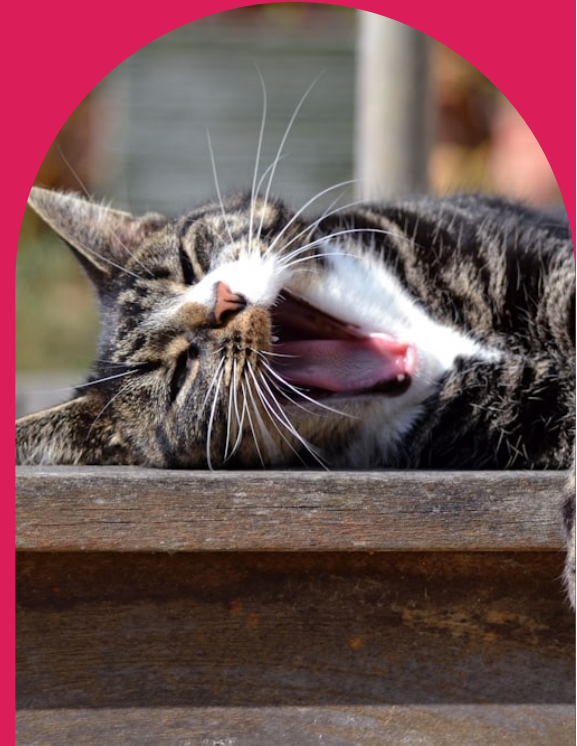
U.S. Engagement Hits 11-Year Low

Gallup reported 4.8 million fewer U.S. employees are engaged in early 2024:

U.S. Employee Engagement Trend



Contagion Alert



“

Change fatigued employees exhibit much lower intent to stay, responsiveness and discretionary effort, among other negative outcomes.

Hilary Richards, VP Analyst, Gartner Finance

”

A close-up photograph of a person's hand raised, palm facing forward. The hand is wearing a thin red string bracelet with a small silver bead. The background is blurred, showing other people in a classroom or meeting setting. The image has rounded corners on the top-left and bottom-right.

“You can buy compliance but you can't buy willingness”

The Glitter is Still Settling

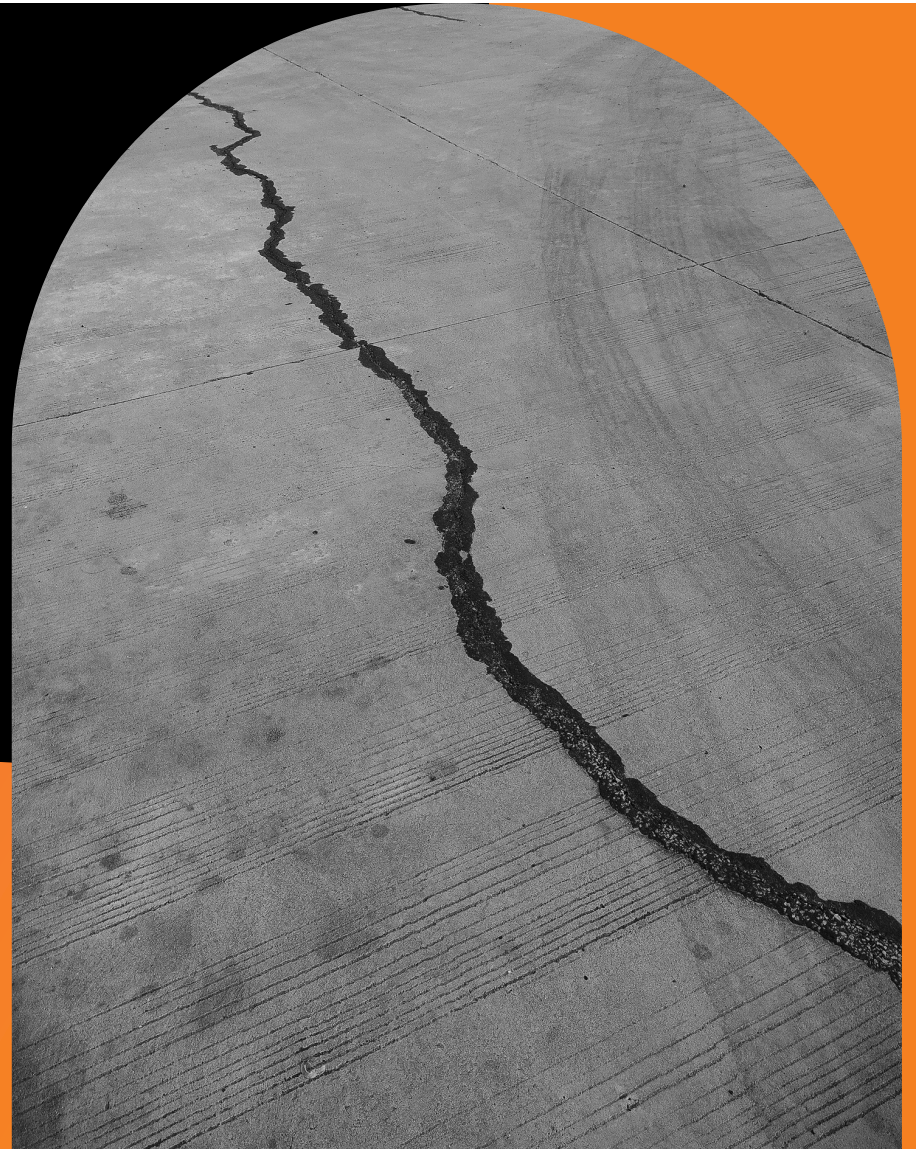


Employee Value Proposition

(more than a fancy office)



How To Fix It



“

Change facilitation is the process of building buy-in with the people who need to change.

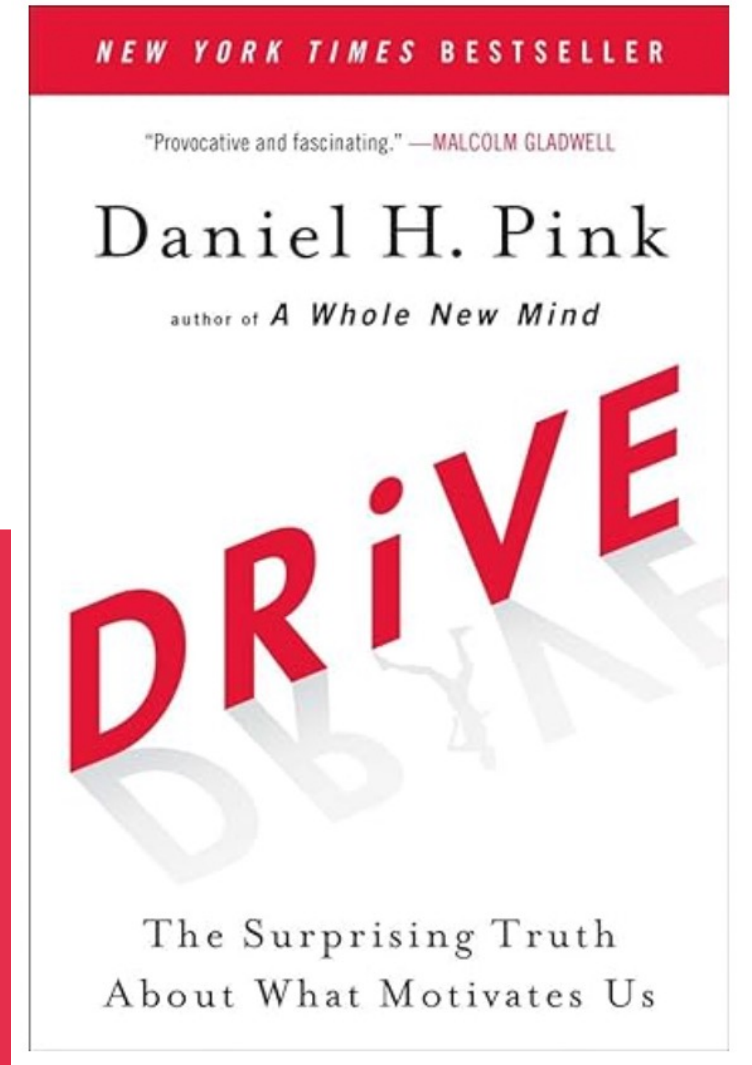
Change Fatigue: Flip Teams From Burnout to Buy-In
Magic/Breker 2023

”

No One is
Enjoying
This Moment



- **Autonomy**
- **Mastery**
- **Purpose**



Autonomy:
Choose Your Own
Adventure



Mastery: Become a Craftsman



Purpose:
Build Something
Bigger

PASSION LED US HERE

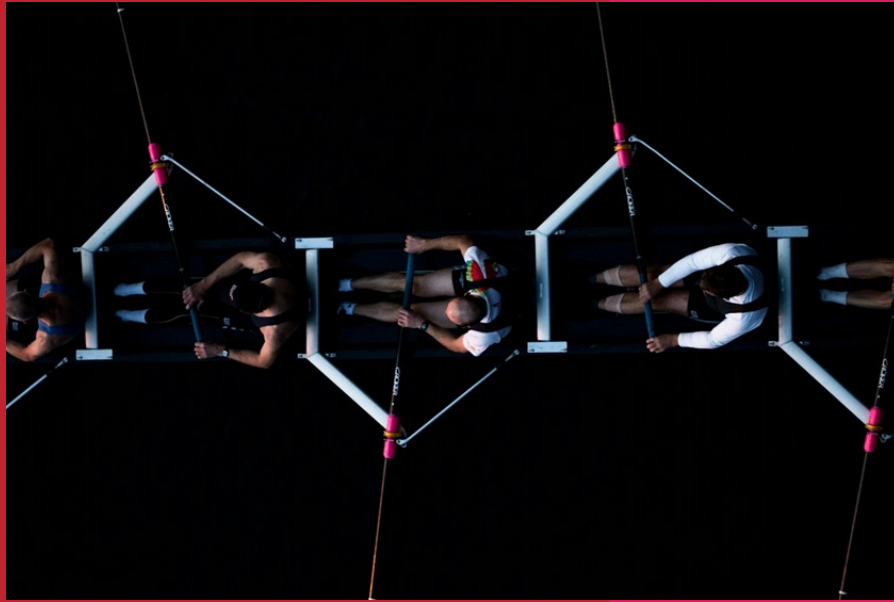


“

**...a collaborative community bound
by a compelling purpose.**

Dr. Linda Hill, *Collective Genius: The Art and Practice of
Leading Innovation*

”



2024 State of Unworkable Work

2024 State of Unworkable Work

Thank you for your willingness to participate in our survey! The survey should take less than 10 minutes.

The State of Unworkable Work seeks to uncover whether organizations manage certain types of internal projects effectively and to reveal opportunities for improvement.

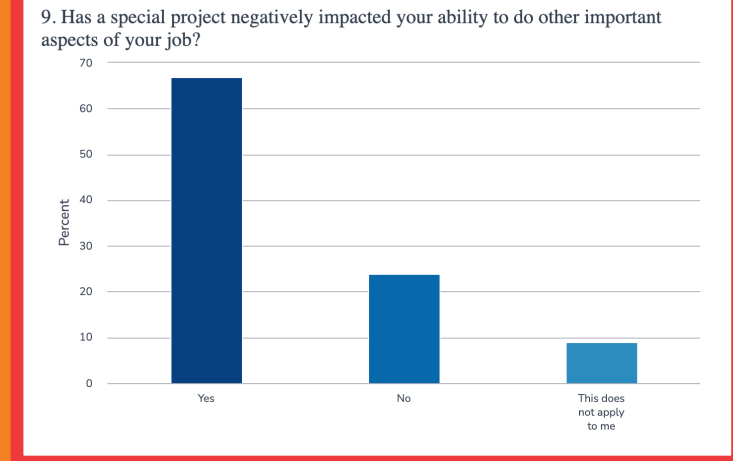
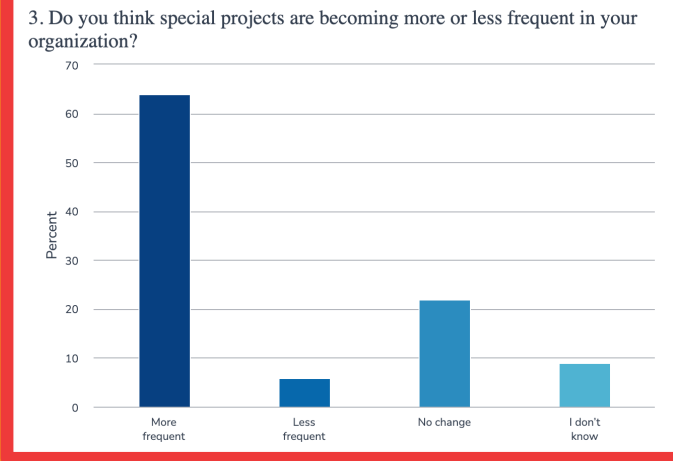
If you have technical questions, contact our research partner at survey@martiresearch.com.

Your responses are anonymous. Please check the box below to continue.

consent to having my information collected and stored. [View Privacy Policy](#)

Next

0%



Take the survey: unworkablework.com

“

There is no main strategy we're following so projects are at the whim of leaders who are far from the “boots on the ground” work.

There's little clarity on roles and responsibilities and questions are discouraged.

”

“

Leadership is often in this mindset of "I want it, make it happen," and it's not an evidence or data-driven ask.

I show them impact and projected results but I always seem to be ignored.

”

“

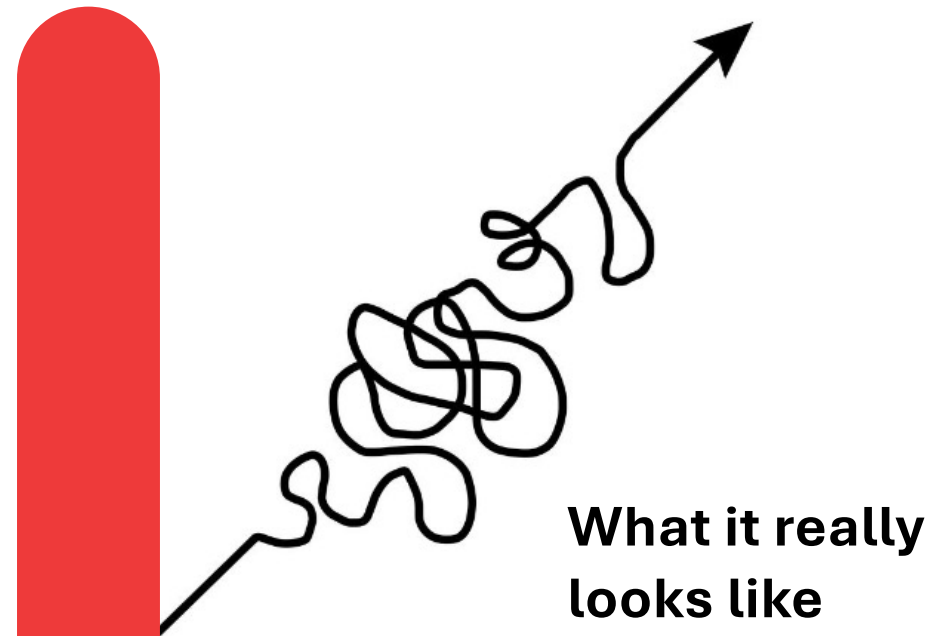
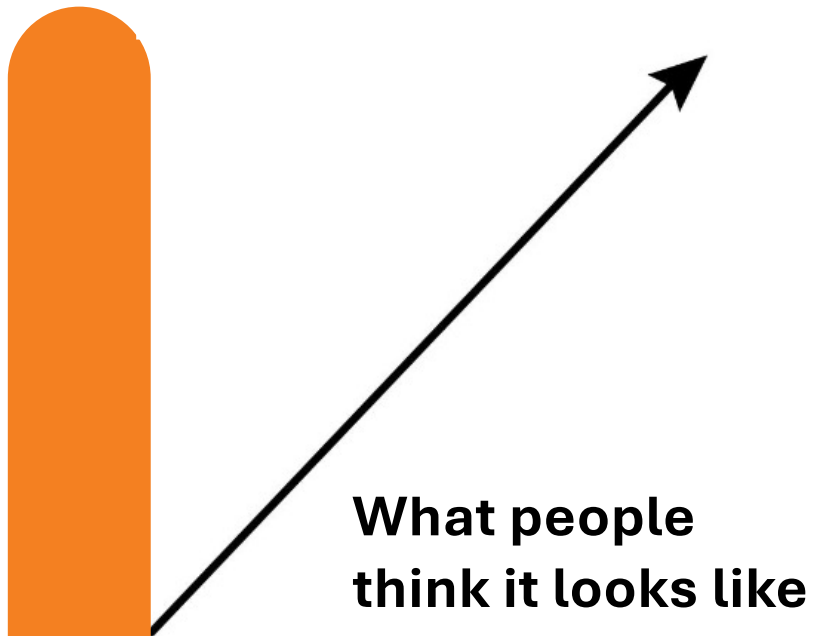
It takes more than a half-day kickoff Zoom call where 20+ people sit silently on while someone presents a deck to really prepare teams for a change project.

”

Actionable Strategies



Success



“

Some leaders don't want to do the work of planning, documenting, garnering buy-in, working through a process, etc. As a result, projects fail.

...Then they wonder why teams aren't aligned, why information-sharing isn't happening, why people feel confused...

”

Stepping Stones

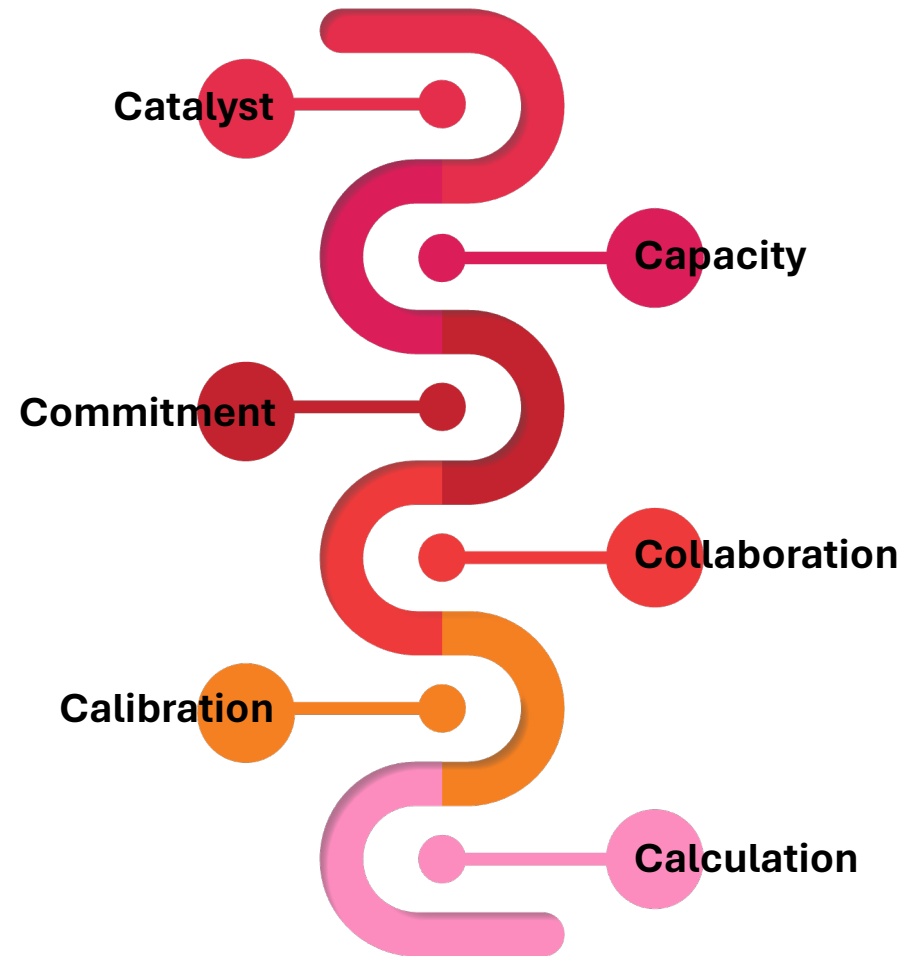


Repair Bridges

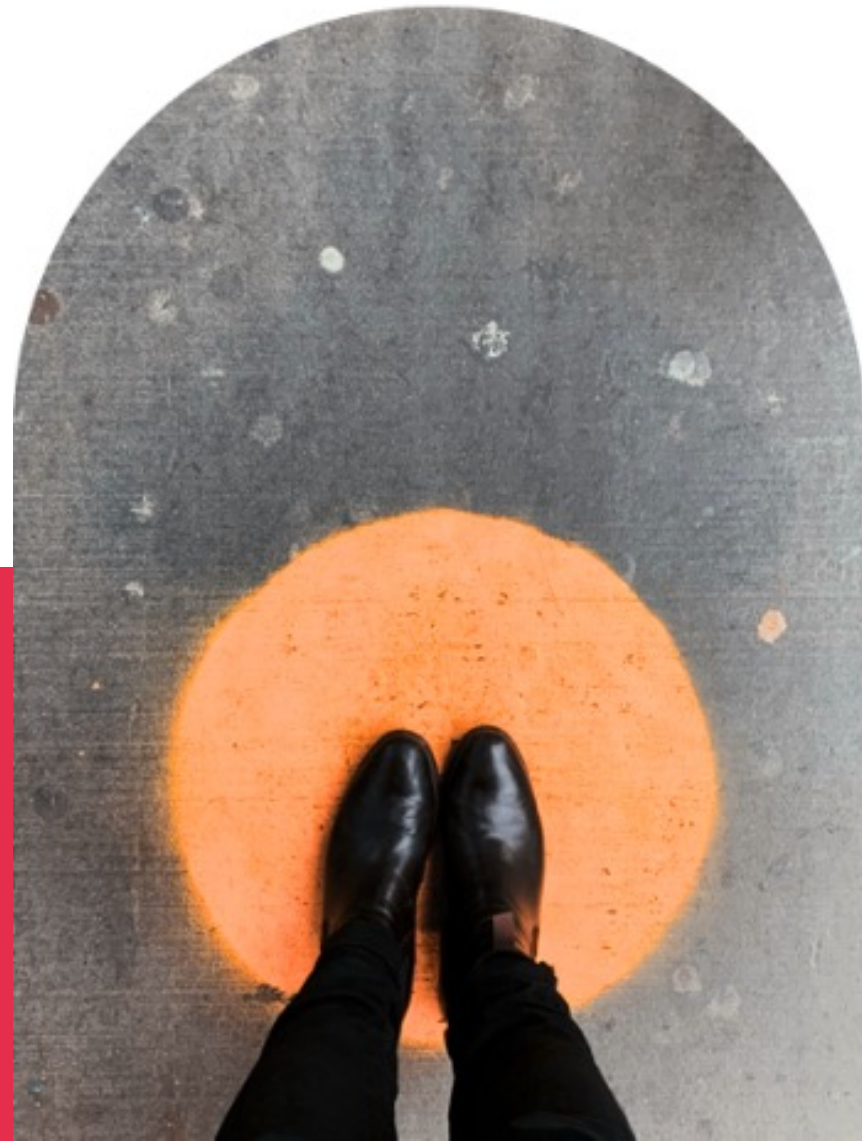


Build Buy-In *Before* Collaboration

- Validate the need for change
- Assess change readiness & change fatigue
- Define a realistic scope of the project
- Document the case for change
- Secure leadership commitment



Catalyst





Solve
the Right
Problem

Document the Problem

PROBLEM STATEMENT

PAIN POINTS

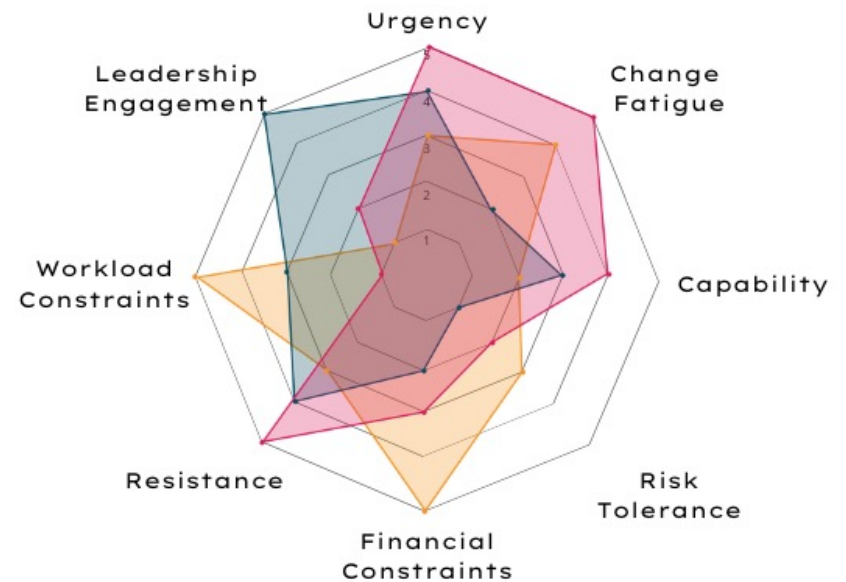
IMPACTED STAKEHOLDERS

DESIRED FUTURE STATE

SUMMARY PROBLEM STATEMENT

POTENTIAL SOLUTIONS

Assess Change Readiness





The Right People On the Bus



Just Because
You CAN...



*View from
Above*



**MAKE
CREATE
SLEEP
REPEAT**



Repair &
Overcorrect

Building the Perfect Team

The New York Times Magazine

THE WORK ISSUE

What Google Learned From Its Quest to Build the Perfect Team

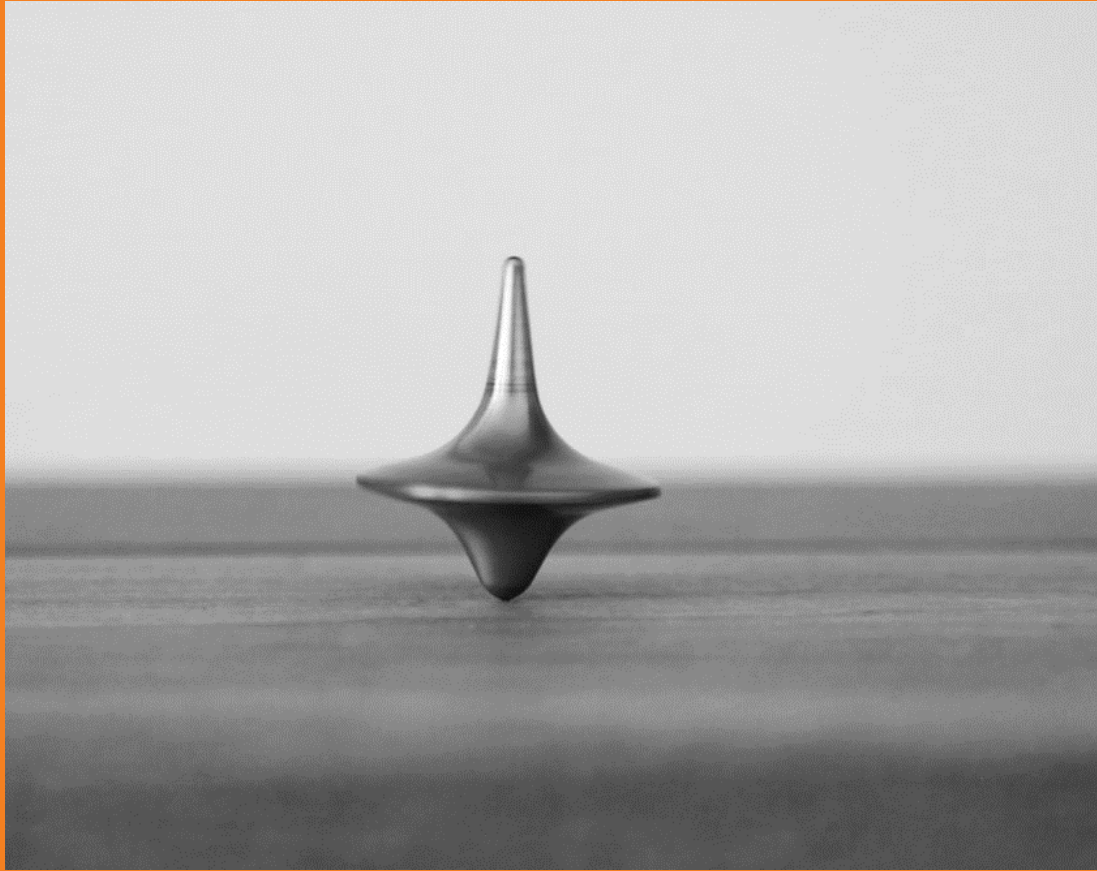
New research reveals surprising truths about why some work groups thrive and others falter.



When we build psychologically safe spaces:

- Employees feel like true team members, not just subordinates.
- They know how their work contributes to the strategy.
- Rigid silos and hierarchy start to soften.
- Teams feel safe to experiment, test, and innovate.

“Once they truly believe you’re on the same side, they will do extraordinary things—even while repair and recovery is ongoing.”



Share Visibly

- Invite radical visibility into organizational decision-making.
- Be transparent about what you know and what you don't know.
- Openly reward inquisitiveness and knowledge sharing across silos.
- Make it clear these behaviors drive innovation and are valued.

Align Behaviors

- Incentivize desired behavior and root out undermining ideas.
- Learn what truly motivates your team and rethink rewards.
- Stop assigning tasks based on the org. chart.

Listen to Understand

- Hear the discontent, even if it's uncomfortable.
- Hear the concerns, even if they slow your strategy.
- Hear the feedback, even if it takes you in a different direction.

If you are not the right person to listen, deputize others to be your ears.

“Silencing resistance doesn't eliminate the problem, it just sends it underground.”

Take
Action





What Will
You Do?

Change
Facilitators
Build Learning
Organizations

A black and white photograph showing a hand holding a black card. The card has the word "Thanks!" written in white cursive script. The background of the photograph is a dark, out-of-focus pattern of leaves.

Thanks!