

Important Quotes and Key Takeaways:

Managing Change for Leaders

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Important Quotes:

On how people experience change

- "People don't resist change nearly as much as they resist uncertainty." –[0:02:12]
- "Successful change isn't about creating a new process or implementing a new system. It's about people moving from where they are today to where they need to be tomorrow." – [0:02:12]
- "Sometimes your job is simply helping everyone get through today successfully. It can be as simple as that." – [0:02:12]
- "One of the greatest gifts a leader can give their team is clarity." – [0:02:12]
- "Without priorities, employees often become **busy instead of productive.**" – [0:02:12]

On leadership and influence during change

- "People who feel included are far more likely to support change than people who feel like change is happening to them." – [0:02:12]
- "Ownership creates commitment." – [0:02:12]
- "People don't want to know what is changing; they want to know why it matters." – [0:02:12]
- "Your team doesn't expect perfection, they expect steady leadership." – [0:02:12]
- "People are going to support what they help create." – [0:16:11]
- "Leaders are emotional thermostats." – [0:18:36] and [0:52:53]
- "Teams often take cues from leadership. If leaders panic, employees are going to panic." – [0:18:36]
- "Employees watch behavior more than they listen to speeches." – [0:25:41]

On communication

- "People rarely complain about hearing too much from their leaders. They usually complain about hearing too little." – [0:02:12]
- "When information is missing, people naturally begin to fill in the blanks, and those stories are often much worse than reality." – [0:02:12]
- **"Trust is earned in drops, lost in buckets."** – [0:25:41]
- "Communication during change isn't a one-time announcement. It's an ongoing conversation." – [0:25:41]
- "Silence creates stories." – [0:25:41]

On resistance and emotions

- "Resistance is not necessarily a sign that people oppose the change. Often, resistance means that they don't understand it, they don't trust it yet, they don't know their role in it." – [0:15:33]
- "Leaders should expect resistance, not fear it." – [0:15:33]
- "When people resist change, what do you think they're usually protecting? ... Usually it's comfort, relationships, routines, competence, stability." – [0:16:11]
- "People may not need to be convinced; they need to feel heard." – [0:25:41]

On vision

- "People can tolerate a lot of uncertainty when they understand where they're headed. That's why vision matters." – [0:22:24]
- "The mission tells you what to do today. The vision tells you where you're headed tomorrow." – [0:22:24]
- "A vision paints the picture. It gives people something to work towards, instead of simply something to endure." – [0:22:24]
- "If a leader needs 15 minutes to explain the vision, it's probably too complicated." – [0:22:24]

On recognition and motivation

- "I'm a praise person. Tell me I do a good job, and I go do a better job for you." – [0:11:07]
- "Not every win has to be huge. Small victories... deserve recognition because they show the team they're moving forward." – [0:07:53]

- "One of the simplest and most powerful things a leader can do is to say thank you." – [0:37:55]
- "People may forget exactly what you said; they rarely forget how you appreciated or made them feel." – [0:37:55]
- "Success breeds success." – [0:37:55]

On burnout and well-being

- "A burned-out team is not a high-performing team in any way, shape, or form." – [0:37:55]
- "You actually are working less efficient if you don't take your breaks." – [0:37:55]
- "Change sometimes is more than we can handle, and sometimes we need a little extra help." – [0:58:08]

On patience and the pace of change

- "Change almost always takes longer than we expect." – [0:07:53]
- "Leading through change isn't a sprint, folks. It's a marathon." – [0:47:03]
- "People don't usually resist change; they resist being rushed through change." – [0:47:03]
- "Great leaders don't wait until they have every answer before moving forward." – [0:47:03]
- "Leadership isn't about eliminating uncertainty, it's about helping people move forward despite it." – [0:47:03]

On culture and why people quit

- "Every organization has a culture; it's not just what's written on the walls or the employee handbook." – [0:47:03]
- **"Leaders are emotional thermostats.** We don't just react to the environment, we help set the temperature." – [0:52:53]
- "One positive, respected employee can have an incredible influence on an entire team." – [0:52:53]
- "Remember, why do most people quit? ... The reason most people quit jobs is not because of the job, it's because of the leader, because they have poor leadership." – [0:47:02]

On positive, authentic leadership

- "There's a big difference between toxic positivity and genuine optimism." – [0:52:53]
- "Positive leadership says, 'I know this isn't easy, but I believe in this team, and we're going to work through it together.'" – [0:52:53]

On personal leadership philosophy

- "My job... is to make my boss look good. Absolutely, that's my job." – [1:08:05]
- "If I make my boss look good, I look good. Period, end of story." – [1:08:43]

Key Leadership Takeaways:

- **Change is about people, not projects**
 - Focus less on systems and more on helping people move from today's reality to tomorrow's goals.
 - Anticipate and normalize resistance as a response to uncertainty, not defiance.
- **Clarity and vision reduce anxiety**
 - Provide clear priorities: what must happen now, what can wait, and what should stop.
 - Articulate a simple, bold vision in 1–2 sentences so employees understand the “why,” not just the “what.”
- **Inclusion drives buy-in**
 - Involve staff in planning, brainstorming, implementation, and feedback to turn observers into owners.
 - Remember: people support what they help create.
- **Communication must be constant and multi-channel**
 - Use email, 1:1s, team meetings, chat tools, and visuals to reinforce consistent messages.
 - Over-communicate honestly; silence invites rumors and worst-case assumptions.
- **Leaders set the emotional tone**
 - Model calm, steady leadership—leaders are “emotional thermostats.”

- Your visible reactions to change will be mirrored by the team.
- **Recognize progress early and often**
 - Celebrate small wins to build momentum and demonstrate that effort is seen.
 - Personalized thanks and public recognition are high-impact, low-cost tools.
- **Protect your people from burnout**
 - Encourage breaks, time off, and realistic workloads, especially for high performers who quietly take on more.
 - A burned-out team cannot sustain change or deliver high performance.
- **Practice patience and realistic pacing**
 - Treat change as a marathon: allow time for learning, questions, and mistakes.
 - Avoid rushing people; they resist being pushed faster than they can process.
- **Shape culture through daily behavior**
 - Culture is created in everyday conversations and decisions, not posters and policies.
 - Consistently model adaptability, optimism, respect, and solution-focus.
- **Lead with empathy and authenticity**
 - Seek to understand what each person might be worried about before judging resistance.
 - Use genuine optimism: acknowledge difficulty while reinforcing belief in the team's ability to navigate it.