

PREPARED FOR

Manas – Center for Mental Wellness & Counselling

# Organisational Resilience During Change

Helping Teams Thrive Through Uncertainty and Transition

Presented by Dr. Priya Dubey Sharma

Manas – Center for Mental Wellness & Counselling

UDYAM-MP-10-0120839



मनस् – Center for Mental Wellness & Counselling

## Programme Overview

Organisational transformations, such as restructuring or mergers, often trigger profound emotional responses within teams. This programme provides essential insights and practical tools to navigate these challenges, ensuring psychological well-being is integrated with operational change management for sustained resilience.

### Learning Objectives

- ✓ Understand the psychological impact of large-scale organisational change on individuals and teams, recognizing common emotional responses and their underlying causes to foster empathy and effective support.
- ✓ Identify and address the complex emotions of 'survivor guilt' that can emerge after significant workforce changes, equipping leaders with strategies to support those remaining and maintain team cohesion.
- ✓ Develop and implement clear, empathetic communication strategies for leaders during periods of uncertainty and change, building trust and reducing anxiety among employees.
- ✓ Learn about the process of grief and mourning within teams following loss, and explore meaningful ways to acknowledge these experiences to facilitate healing and forward movement.
- ✓ Discover evidence-based methods for rebuilding trust and commitment within teams after challenging transitions, fostering a renewed sense of psychological safety and shared purpose.
- ✓ Equip participants with practical techniques to enhance individual and collective resilience, enabling them to adapt more effectively to future organisational shifts and maintain performance.

#### WHO SHOULD ATTEND

This programme is designed for HR professionals, senior leaders, change management specialists, and anyone responsible for guiding organisations through significant transitions.

## Programme Content

### 1. The Psychology of Organisational Change

Large-scale organisational changes, such as mergers or significant restructuring, evoke a spectrum of emotional reactions. Understanding that these responses, including anxiety, resistance, and sadness, are natural human reactions to loss and uncertainty is crucial. This session delves into the psychological underpinnings of change, explaining why individuals and teams react as they do. We will explore how these reactions can impact workplace dynamics and productivity, and introduce foundational approaches to provide appropriate support during transition periods.

 **Activity: Group reflection on personal experiences with organisational change.**

### 2. Survivor Guilt After Redundancies

When redundancies occur, employees who remain may experience intense feelings of guilt, anxiety, and even betrayal. This 'survivor guilt' can manifest as decreased morale, reduced productivity, and a fractured team environment. This section will help leaders recognise the signs of survivor guilt and its detrimental effects on the remaining workforce. We will discuss empathetic communication and practical strategies to acknowledge the contributions of those who left, validate the feelings of those who remain, and begin the process of rebuilding team trust and motivation.

 **Activity: Scenario-based discussion on managing survivor guilt.**

### 3. Leadership Communication During Uncertainty

Periods of organisational change are often marked by significant uncertainty, which can breed fear and speculation. Effective leadership communication is paramount during these times to maintain clarity, build trust, and guide teams through the transition. This session focuses on developing a communication framework that is transparent, empathetic, and consistent. Participants will learn techniques for delivering difficult news with compassion, actively listening to concerns, and providing regular updates, thereby mitigating anxiety and fostering a sense of shared direction.

 **Activity: Role-playing exercise for delivering sensitive updates.**

#### 4. Team-Level Grief and Mourning Rituals

Significant organisational changes, especially those involving job losses or the dissolution of familiar structures, can trigger a collective grief response within teams. Acknowledging and processing this grief is essential for healing and moving forward constructively. This section explores the concept of team grief, why it matters for organisational health, and how it can manifest in workplace interactions. We will discuss the importance of creating 'mourning rituals' – symbolic actions or acknowledgments that allow teams to collectively process loss and transition towards a new future.

 **Activity: Brainstorming potential 'mourning rituals' for different change scenarios.**

#### 5. Rebuilding Trust and Commitment After Difficult Change

Following challenging organisational transitions, rebuilding trust and commitment among employees is vital for future success. Past experiences of uncertainty or loss can create hesitancy and scepticism, making it difficult to foster a cohesive and engaged workforce. This session provides practical, evidence-based strategies for leaders to systematically restore confidence and re-establish strong working relationships. We will cover techniques for demonstrating reliability, fostering open dialogue, and creating shared goals that can unite teams and reignite their dedication to the organisation's mission.

 **Activity: Developing a trust-rebuilding action plan for a hypothetical team.**

#### 6. Enhancing Individual and Team Resilience

Organisational resilience is built upon the capacity of individuals and teams to adapt, bounce back, and even grow from adversity. This final section consolidates the learning by focusing on proactive strategies to enhance this capacity. We will explore practical tools and techniques that individuals can adopt to manage stress and maintain well-being during change, and how leaders can foster a supportive environment that strengthens collective resilience. Understanding and applying these principles will better equip your organisation to navigate future challenges with greater agility and effectiveness.

 **Activity: null**

## Action Plan

Concrete steps for implementation.

Action	Owner	Timeline	Notes
Communicate programme outcomes and key takeaways to all employees.	HR/Manager	Week 1	Ensure key messages about support and resilience are cascaded effectively through departmental communications.
Schedule follow-up workshops for specific teams identified as needing additional support.	HR	Month 1	Prioritise teams that have experienced significant restructuring or redundancies for targeted interventions.
Integrate change communication best practices into the leadership development curriculum.	Manager	Week 2	Incorporate modules on empathetic communication and managing uncertainty into existing leadership training programmes.
Develop and implement a framework for acknowledging team losses and milestones.	HR	Month 1	Create guidelines for leaders on how to respectfully acknowledge transitions and celebrate achievements during and after change.
Establish employee resource groups focused on well-being and resilience.	HR/Manager	Month 2	Support the formation of peer-led groups that can offer mutual support and share coping strategies.
Review and update the organisational change management policy to include psychological support protocols.	Leadership	Quarter 1	Formalise the commitment to employee well-being during change by embedding support mechanisms into official policies.

## About Manas



### Dr. Priya Dubey Sharma

Founder & Consulting Psychologist | Applied, Organizational & Behavioural Psychologist | PhD | 18+ Years

Dr. Priya Dubey Sharma brings 18+ years of applied psychology to corporate wellness. She has worked with SBI, educational institutions, and corporate teams across India. Her evidence-based approach combines CBT, mindfulness, and culturally contextualised psychology for measurable outcomes. She is the creator of the Performance FOMO Index™ and the High-Functioning Distress Framework™.

### Manas – Center for Mental Wellness & Counselling

A MSME-registered organisation dedicated to evidence-based mental wellness.

UDYAM-MP-10-0120839

Ready to Partner With Us?



Website

[manas365.com](https://manas365.com)



Corporate Enquiries

[manu@manas365.com](mailto:manu@manas365.com)



WhatsApp

[+91 99818 13224](https://wa.me/919981813224)



Book a Meeting

[manas365.com/book-session](https://manas365.com/book-session)

**Disclaimer:** This document has been prepared by Dr. Priya Dubey Sharma – Founder & Consulting Psychologist (Applied, Organizational & Behavioural Psychologist, PhD, 18+ years), Manas – Center for Mental Wellness & Counselling (UDYAM-MP-10-0120839). Content is for programme overview and educational purposes only. Nothing herein constitutes legal advice regarding POSH Act compliance – organisations should consult qualified legal counsel for specific legal guidance. For clinical or psychological support, please reach out to the Manas Team for personalised guidance, or consult a qualified Psychiatrist or licensed mental health professional. © 2026 Manas – Center for Mental Wellness & Counselling. All rights reserved. Confidential – prepared specifically for the named organisation. For queries: [manu@manas365.com](mailto:manu@manas365.com) | +91 99818 13224