

CHANGE & TRANSITION

Change

“Change” is a process – it is continual and has predictable patterns. Change takes place outside the individual, i.e., restructuring, new program focus, work force expansion, or downsizing.

Transition

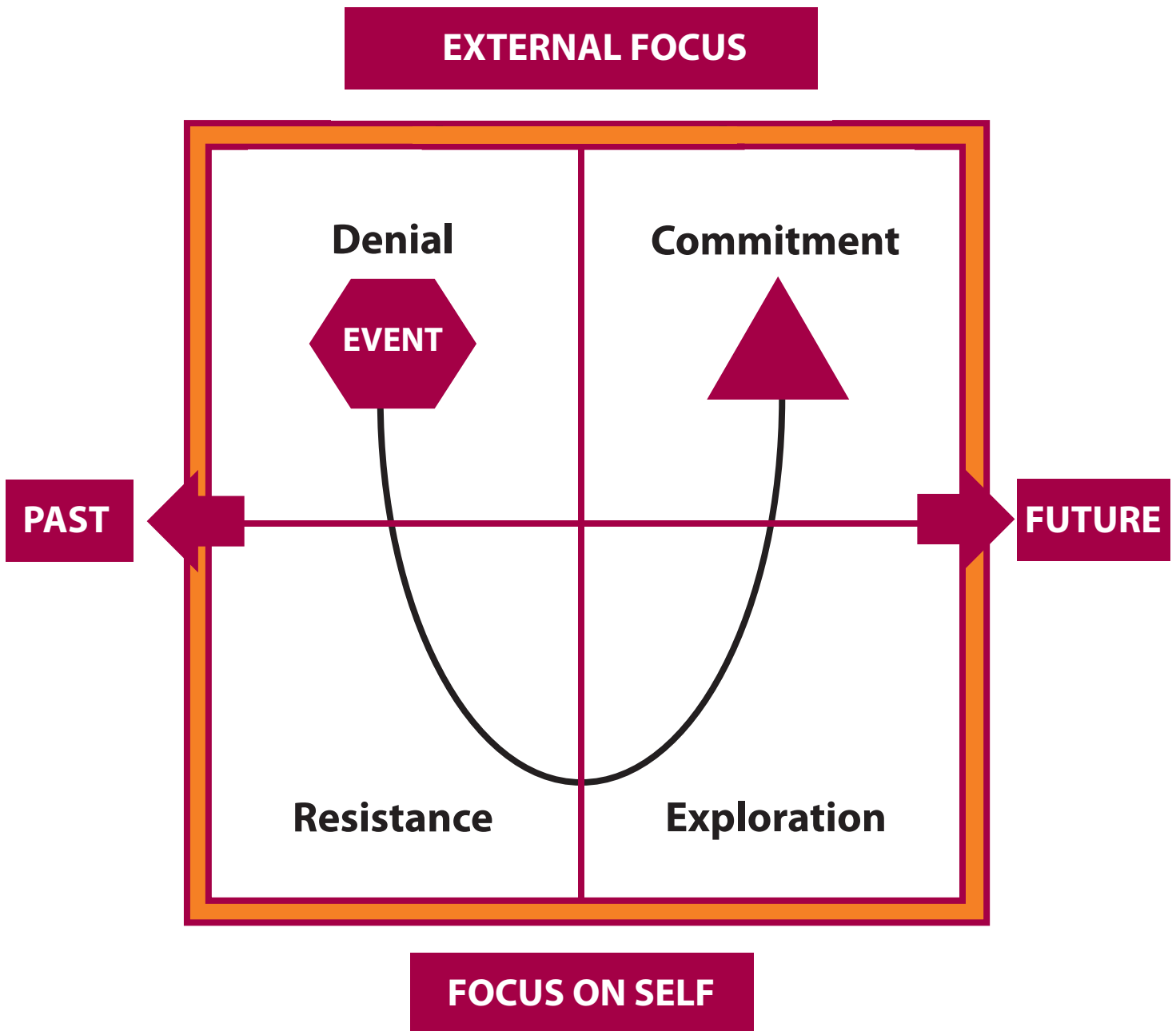
“Transition” is what a person experiences internally, i.e., confusion, uncertainty, loss, fear, or anger.

CHANGE	TRANSITION
<ul style="list-style-type: none">● occurs outside the person● relatively quick● focuses on the future● drives to commitment	<ul style="list-style-type: none">● occurs inside the person● takes much longer● stresses the need to manage endings● recognizes a “neutral zone”

“It is not the strongest of the species that survives, nor the most intelligent, but rather the one most responsive to change.”

- Charles Darwin

TRANSITION CURVE



- from *Rekindling Commitment, How to Revitalize Yourself, Your Work, and Your Organization*. (Jaffe et al., 1994)

TRANSITION QUESTIONS

1. What is the vision/future state? What am I striving for?

2. What is over or what is changing? What is ending for me and/or others?

3. What do I/we stand to lose with this change? What's the cost of these changes?

4. What concerns us about this change? What's the worst potential disaster?

5. How do we try to keep things the same? What do I do that returns me to the familiar?

6. What do I need to let go of/accept in order to move toward the change?

7. What are the actions that we need to take to fulfill the vision?

PHASES OF CHANGE



- from *Managing Transitions*. (Bridges, 2003)

ENDING

During any change, certain things come to an end in order to accommodate the change. This initial phase explores what is ending, what things may be lost, and what needs to be let go.

NEUTRAL ZONE

The second phase of the change process refers to the period in which people are transitioning through resistance toward exploration. We've determined what is changing, but we haven't accomplished the change yet, and there may be a large degree of disorientation or distress. Many things remain to be figured out, and the direction may seem unclear.

BEGINNING

The last phase of change brings us to the point where people begin to have confidence and show commitment to the change. Roles and responsibilities are defined and embraced, resources are utilized for learning and teamwork, and results begin to become evident.

UNDERSTANDING REACTIONS TO “ENDINGS”

Reactions to “Endings”

- ➔ Feelings of anger, pain, grief, despair
- ➔ Loss of meaning, identity, relationships, control
- ➔ Feelings of self-doubt and inadequacy
- ➔ Denial of reality
- ➔ Blocked from seeing possible alternatives
- ➔ Intellectualize the need for change but are unable or unwilling to let go

Managing “Endings”

- ➔ Educate staff on change and transition
- ➔ Define what is over and what isn't in terms of daily and weekly work patterns and organizational habits
- ➔ Identify who is most susceptible to loss as a result of this change and address this with them on an individual basis
- ➔ Acknowledge loss and allow some space for perceived “overreaction”
- ➔ Sell the future state one on one, in team meetings, casual conversations, e-mails, etc.
- ➔ Sell the “hurt” and why it is necessary to make this shift to the future state
- ➔ Give continual updates on progress and information even if you don't have all the details

Every beginning is a consequence.

Every beginning ends something.

- Paul Valery, French poet

UNDERSTANDING REACTIONS TO “THE NEUTRAL ZONE”

Reactions to the “Neutral Zone”

- ➔ Feelings of aloneness, disorientation, confusion, distress, frustration
- ➔ Uncertainty
- ➔ Feelings are unclear
- ➔ May feel strange, awkward, empty, time of nothing
- ➔ Reluctance or apprehensiveness – won’t take risks
- ➔ Begin to look at alternatives

Managing the “Neutral Zone”

- ➔ Teambuilding activities for fun, morale, and creativity
- ➔ Start to set realistic timelines and interim goals
- ➔ Allow staff the opportunity to update the vision
- ➔ Involve the team in creating a project/action plan for achieving the “future state”
- ➔ Set people up for success by creating opportunities for quick wins
- ➔ Allow forums for continual improvement on “future state”, action plan and processes
- ➔ Provide training on creativity and brainstorming

UNDERSTANDING REACTIONS TO NEW BEGINNINGS

Don't confuse starts with beginnings. Starts can and should be carefully designed. They take place on a schedule as a result of a decision. Beginnings are the final phase of the transition process, and their timing is not measured in dates... rather, they follow the timing of the mind and heart.

Reactions to "New Beginnings"

- ➔ New life springs up
- ➔ Renewed sense of belonging and commitment
- ➔ New energies, new personal identity
- ➔ Teamwork forms, work gets done
- ➔ Learning new skills
- ➔ New roles and responsibilities defined and embraced

Managing "New Beginnings"

- ➔ Explain newly appropriate behavior and attitudes
- ➔ Update annual goals and expectations to reflect the "future state"
- ➔ Revise position descriptions for positions that have substantial changes
- ➔ Ensure consistency across different areas and between "say" and "do"
- ➔ Create an accessible and agreed upon action plan, timeline, and accountabilities
- ➔ Fine-tune change plan with feedback
- ➔ Redesign roles collaboratively
- ➔ Provide training, mentoring, and coaching
- ➔ Publicize successes

THE TRANSITIONAL JOURNEY: MANAGERIAL ACTIONS

Endings

Denial

- Describe the change in detail
- Identify endings and losses
- Listen
- Acknowledge feelings
- Confront reality

Resistance

- Ask questions
- Show support
- Prepare plans
- Provide structure & accountability

Neutral Zone

Disorientation

- “Normalize” the wilderness
- Clarify roles
- Create temporary systems

Distress

- Connect people together
- Encourage new thinking and new ways of doing business
- Pursue Goals

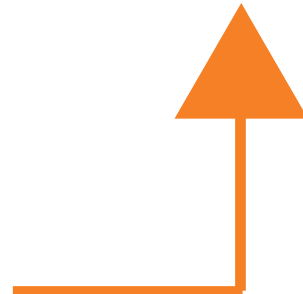
New Beginnings

Commitment

- Involve people in visioning
- Plant new values
- Reward
- Celebrate successes

Exploration

- Visualize the outcomes
- Create a step-by-step plan for the transition
- Give the players a part to play



RECOGNIZING SIGNS OF RESISTANCE

ATTITUDES

- ➔ Anger or irritability
- ➔ Apathy or lower energy
- ➔ Nervousness
- ➔ Sadness or depression
- ➔ Complaining or grumbling
- ➔ Extreme caution or suspicion
- ➔ Impulsiveness
- ➔ Excitability
- ➔ Defiance

BEHAVIORS

- ➔ Daydreaming
- ➔ Forgetting to complete tasks
- ➔ Making more mistakes
- ➔ Asking more questions about familiar tasks
- ➔ Spreading rumors; gossiping
- ➔ Absenteeism
- ➔ Defensive behavior
- ➔ Lower productivity
- ➔ Crying

PHYSICAL SYMPTOMS

- ➔ Headaches
- ➔ Stomachaches
- ➔ Fatigue
- ➔ Insomnia
- ➔ Pounding heart
- ➔ Rashes
- ➔ Appetite changes

Notes

MOVING THROUGH RESISTANCE

What happens if you push things through without understanding resistance? You...

- ➔ Sacrifice goodwill
- ➔ Put valuable relationships in jeopardy
- ➔ Squander the opportunity to engage skeptics in service of a better plan
- ➔ Don't hear about missing pieces and faulty assumptions
- ➔ Risk overlooking opportunities to strengthen operational outcomes
- ➔ Lose credibility in the eyes of change participants

(Ford & Ford, 2009)

Helping others through resistance

- ➔ Show commitment to the changes yourself
- ➔ Empathize with others and build trust
- ➔ Discuss changes openly
- ➔ Involve others
- ➔ Don't coerce or threaten

Notes

COMMUNICATION DURING CHANGE

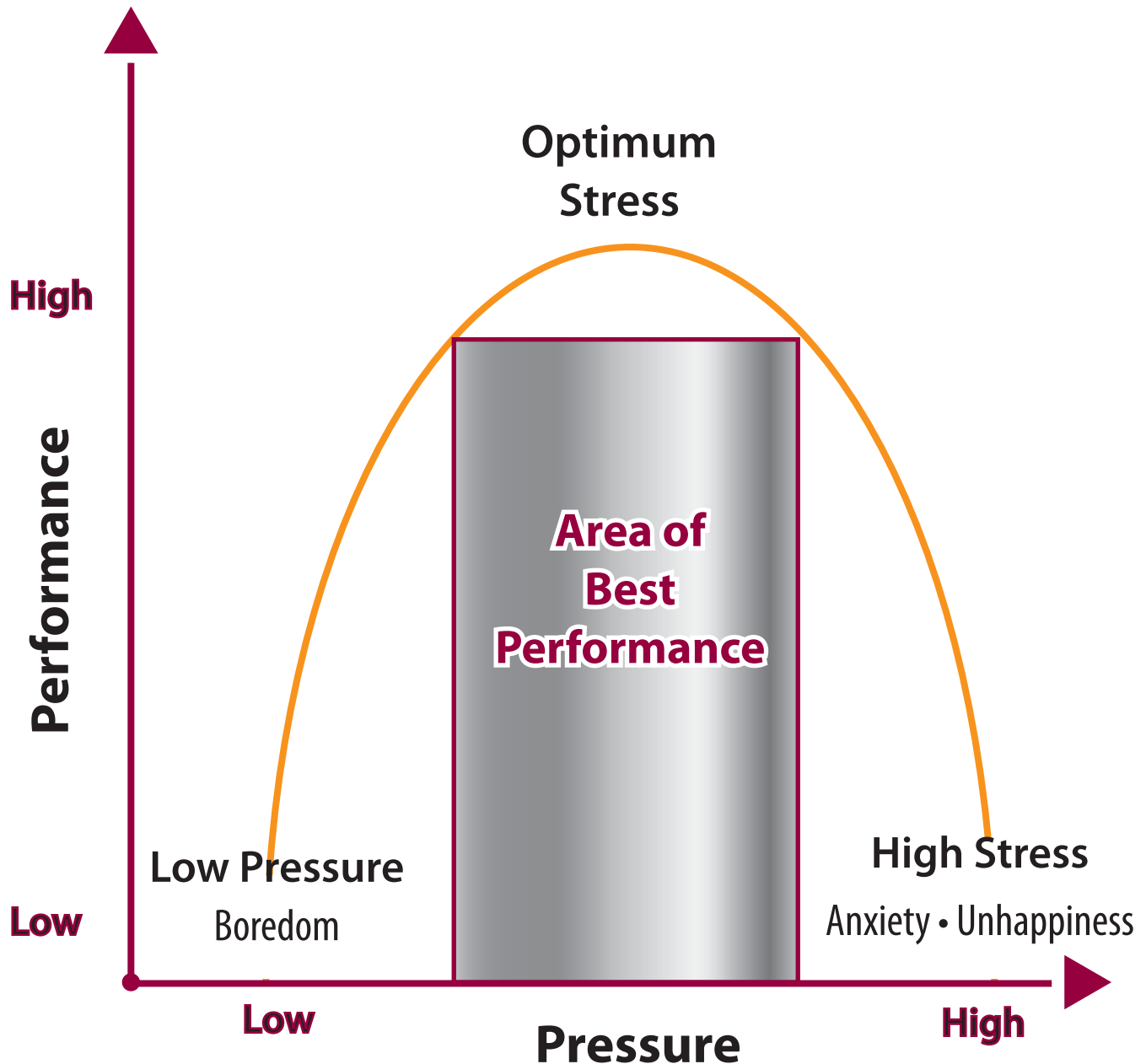
- ➔ **Share changes appropriately**
- ➔ **When you don't know something, say so!**
- ➔ **Check your timing**
- ➔ **Know your employees**
- ➔ **Recognize and appreciate efforts**
- ➔ **Communicate with your management team**
- ➔ **Keep a positive problem-solving style**
- ➔ **Be organized**

Your positive attitude in managing change

- ✓ **Express a positive attitude – it's contagious!**
- ✓ **Stress new opportunities that will become available**
- ✓ **Emphasize new or interesting duties**
- ✓ **Emphasize that learning new skills could open up opportunities**
- ✓ **Remind your employees that changes are meant to help them and the organization**

STRESS AND PERFORMANCE

Keep in mind that some level of stress is both healthy and necessary for optimal performance.



The inverted-U relationship between pressure and performance

We do want to be vigilant for signs that employees are reaching a level of distress and help to manage stress levels during transition.

CHANGE & TRANSITION WORKSHEET

1. Future State

In a few words, summarize what you see as the future state. What does this “future state” look like?

2. Endings

In a few words, summarize what is over and what is changing. What is ending for me and/or others? What is not changing?

3. Losses

What do I have to lose in this ending? Who in my group has something to lose? What are other possible losses?

4. Fears

As a manager, what concerns me most about this change? What concerns and fears do I think my people have? What potential disasters do I see?

CHANGE & TRANSITION WORKSHEET

5. Resistance

How would I describe the way we are currently resisting this change? How am I contributing to this resistance? In what ways (behaviors) are people avoiding the change and looping back to the current state? In what ways am I avoiding the change and looping back?

6. Exploration

Given what I know about the future state, what do I need to let go of or accept to move ahead? What will my organization need to let go of, drop, accept, or explore to move toward this future state?

7. Actions

In what ways can I act that will move me closer to the future state? What initiatives or projects will support this direction? What has to be done that will enable me/us to create the future state?

Notes
