



Individual and Organizational Change: How To Make Things Go Smoothly

**C.J. Johnson LMHP,
LCSW, LMFT**

Change Vs. Transition

CHANGE is EXTERNAL

- Is situational: the new site, the new boss, the new team roles, the new policy.

TRANSITION is INTERNAL

- Is the psychological process people go through to come to terms with the new situation.

How Individuals Change

The Psychology of Change

1. The Crisis Phase
2. The Hard Work Phase
3. The Tough Decision Phase
4. The Unexpected Pain Phase
5. The Joy and Integration Phase



The Psychology of Change:

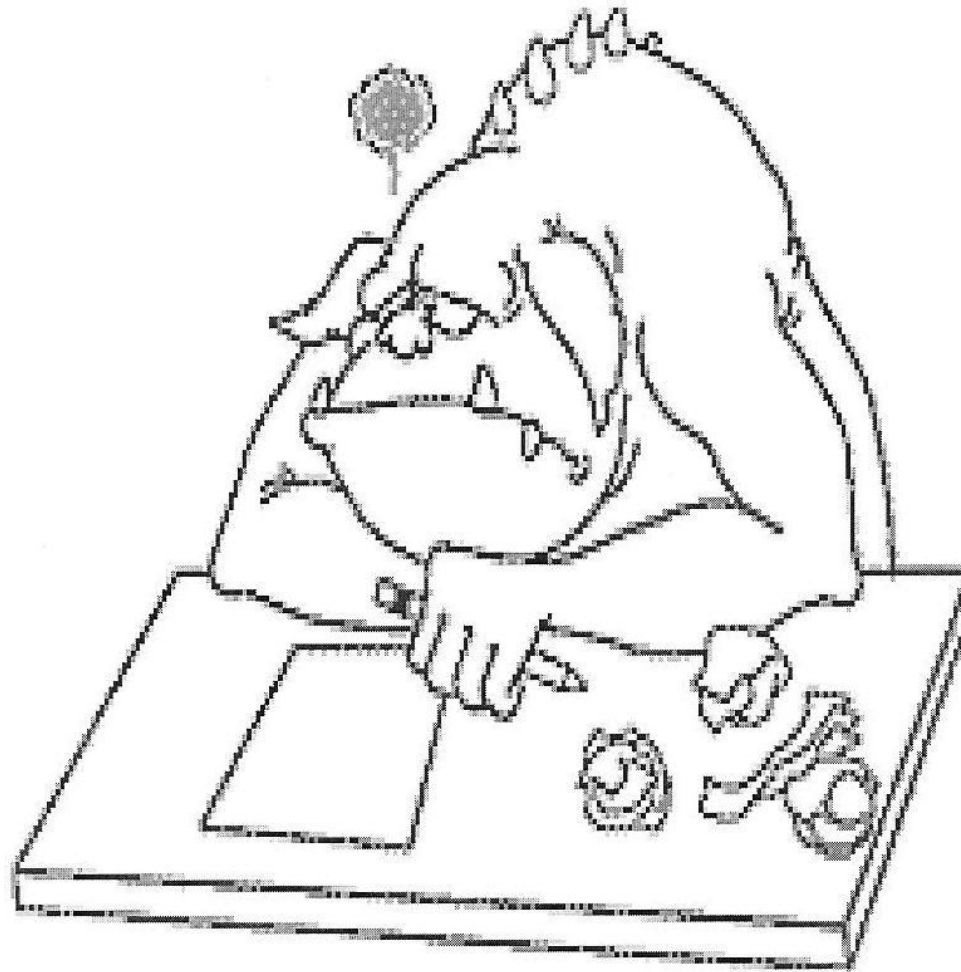
Phase One

The Crisis Phase

(What's going on here?)

- Step 1: Orientation- In this step one becomes aware of the impact of a decision and begins to assess personal ability to meet the challenge of transition.
- Step 2: Power and Passivity- In this step one employs internal and external actions designed to resist changing and avoid solving problems, while still trying to meet needs and goals.

PERFECTIONISM



The Psychology of Change:

Phase Two

The Hard Work Phase

(What do I do?)

- Step 3: Confusion, Frustration, and Fear- In this step, normal coping mechanisms are challenged, thus one may become overwhelmed with guilt, fear, and shame because of feelings of vulnerability. The individual may have no idea what to do and can be expected to feel scared and helpless.
- Step 4: The Individual as an Individual- In this step one realizes his/her separateness and individuality. This may promote anxiety, pain, hurt, and personal trauma.



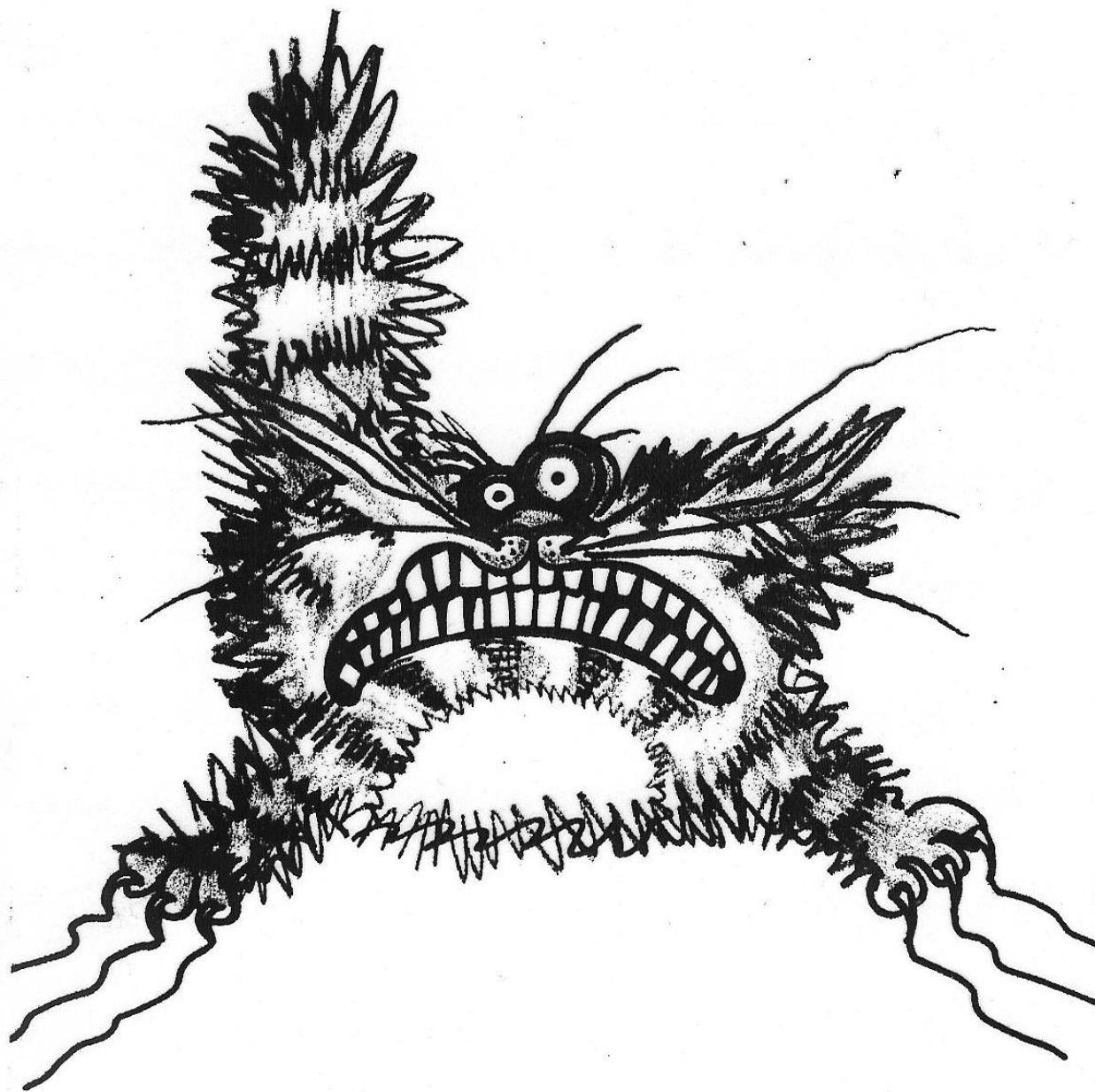
The Psychology of Change:

Phase Three

The Tough Decision Phase

(What are my choices, what are the liabilities, and how do I make good decisions?)

- Step 5: Personal Responsibility- In this step one learns to live for the present and not the past, to become more responsible for individual choices and to realize that one has the power to create change in his/her life.
- Step 6: Developing Empathy: In this step, the individual becomes aware of and learns the value of helping and taking care of others.



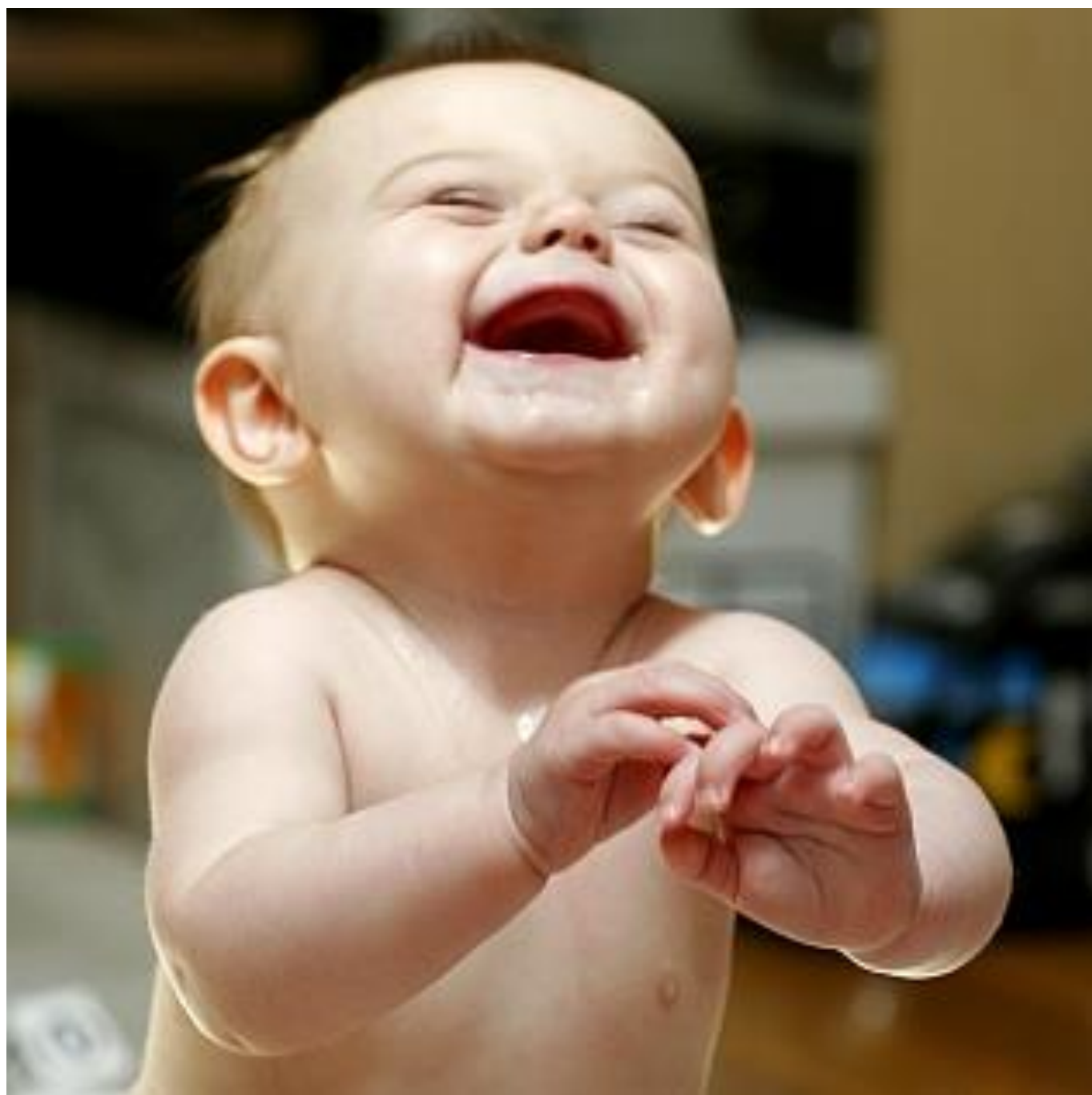
The Psychology of Change:

Phase Four

The Unexpected Pain Phase

(What can I do to cope with stress and can I keep being successful?)

- Step 7: Ambivalence- In this step ambivalence reigns over “self-esteem”. The individual will feel more successful and frustrated at the same time. One will experience trust and skepticism.
- Step 8: Honesty About Feelings and Behaviors- In this step one becomes more honest about their feelings and behaviors.



The Psychology of Change:

Phase Five

The Joy and Integration Phase

(How do I maintain my progressive lifestyle?)

- Step 9: Integration- In this step positive relationships with real people are very important. One likes being around people who like him/her for having the courage to be who one is.

ASSESSING HOW TO HAVE THE MOST IMPACT ON YOUR LIFE

[illegible]

SATISFIERS**OPPORTUNITIES**

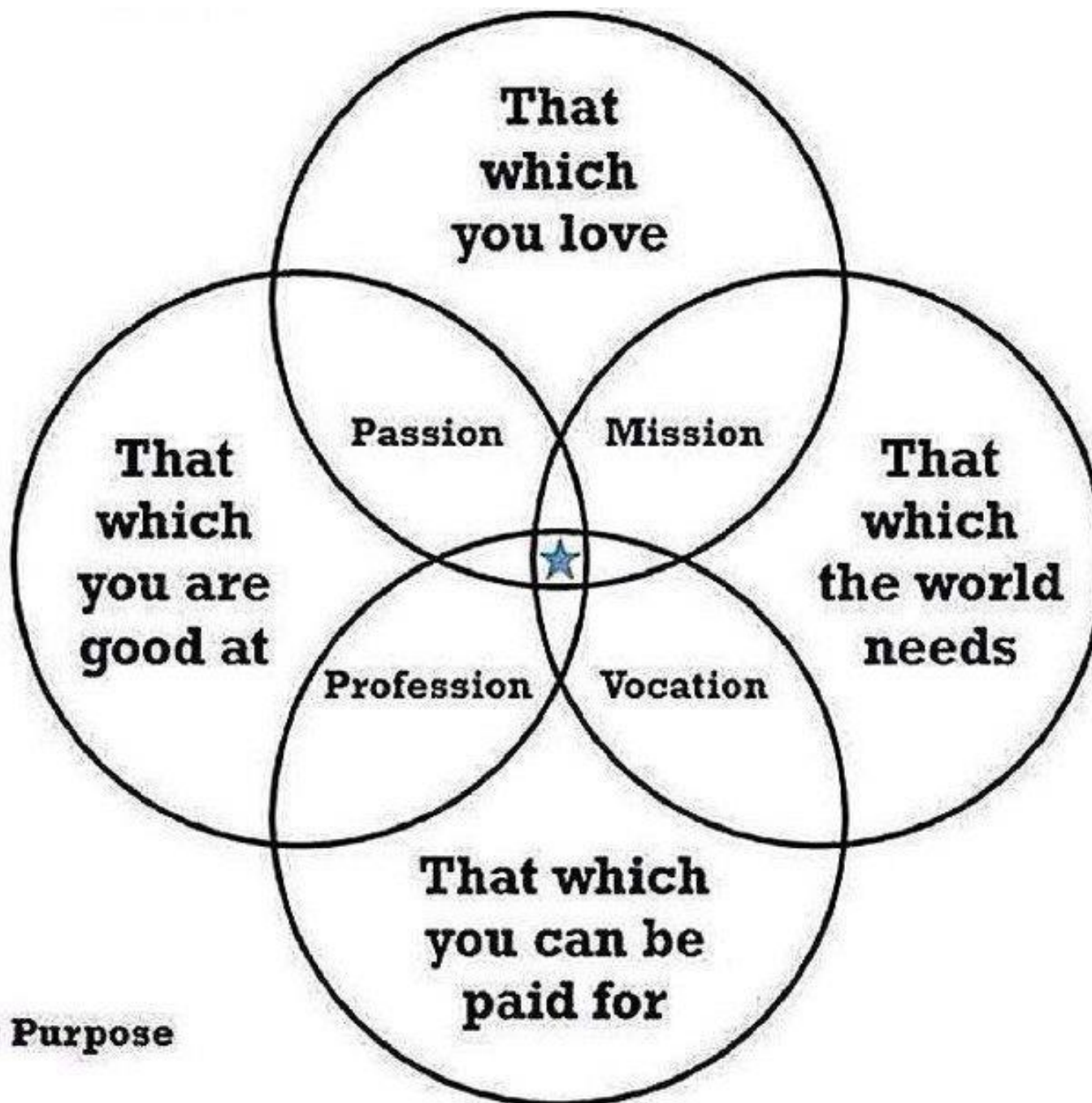
	100%	90%	80%	70%	60%	50%	40%	30%	20%	10%	
10											10
9											9
8											8
7											7
6											6
5											5
4											4
3											3
2											2
1											1
	100%	90%	80%	70%	60%	50%	40%	30%	20%	10%	

OVERKILLS**GRIPES**

Helping Individuals Transition During Organizational Change

Transition Outline

- Purpose
- A Picture
- The Plan
- A Part To Play



Transition Outline

Purpose

- Clarify and Communicate the Purpose
- What is the idea behind what we're doing?
- Explain the purpose behind the new beginning clearly.

Transition Outline

Purpose (continued)

- Identify any inherent problems or unintended problems.
 - » What is the problem?
 - » Who said so, and on what evidence?
 - » What would occur if no one acts to solve it?
 - » What would have happened if that had occurred?
- The purpose that to launch a new beginning must come from within the organization--from its will, resources, and character.



Transition Outline

A Picture

- What is the outcome going to look like?
- How are people going to get their work done and interact with each other?
- What is the spatial layout of the place going to be like?
- How is a “day” going to be organized?
- **What are people going to experience that is going to be different?**



Transition Outline

The Plan

- Direction (Outcomes, goals and milestones)
- Knowledge (Information and skills)
- Resources (everything from money, to facilities, to departmental availability)
- Support (acceptance, coaching needs)



Transition Outline

A Part To Play

Two Parts to Play

- *the need to see the role and their relationship to others in the new scheme of things.*
- *the need to give people a role in dealing effectively with the process itself.*
- Gives people new insight into the real problems being faced by the organization and redefines itself.

Transition Outline

A Part To Play (continued)

- Alignment with subordinates on one side and the problems on the other.
- Giving people a part brings their firsthand knowledge to bear on solving problems.
- Outcomes work best if they serve (or at least don't violate) the self-interest of the participants.
- Everyone who plays a part is implicitly implicated in the outcome.

Bibliography:



- Carr, Clay (1996) *Choice, Chance & Organizational Change: Practical Insights From Evolution for Business Leaders & Thinkers*
- O'Grady, Dennis (1992) *Taking the Fear Out of Changing: Guidelines for Getting Through Tough Life Transitions*
- Belasco, J. (1990) *Teaching the Elephant to Dance: The Manger's Guide to Empowering Change*