

Changes, No problem

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Why do we need to discuss change?


- Maintain Committed Employees
- Meet Funding Requirements
- Match Growth and Need for
Services
- Monitor Professional Development



- Everyone is used to the old way of doing things
- Individual Learning curves
- Attachment to old identity
- Clarifying losses and attending to grief
- The In between time is difficult (time between the old and the new)
- Coming out of the transition and creating new beginnings

Awareness of Components of Transition Needed to Facilitate Change

According to Bridges, there are at least three components or stages of transition.



Difference between change and transition



Is it Change or is it Transition?

Change is situational

Transition is psychological

Bridges says: There is a three step process that can help people to internalize and accept the new situation created by the change.

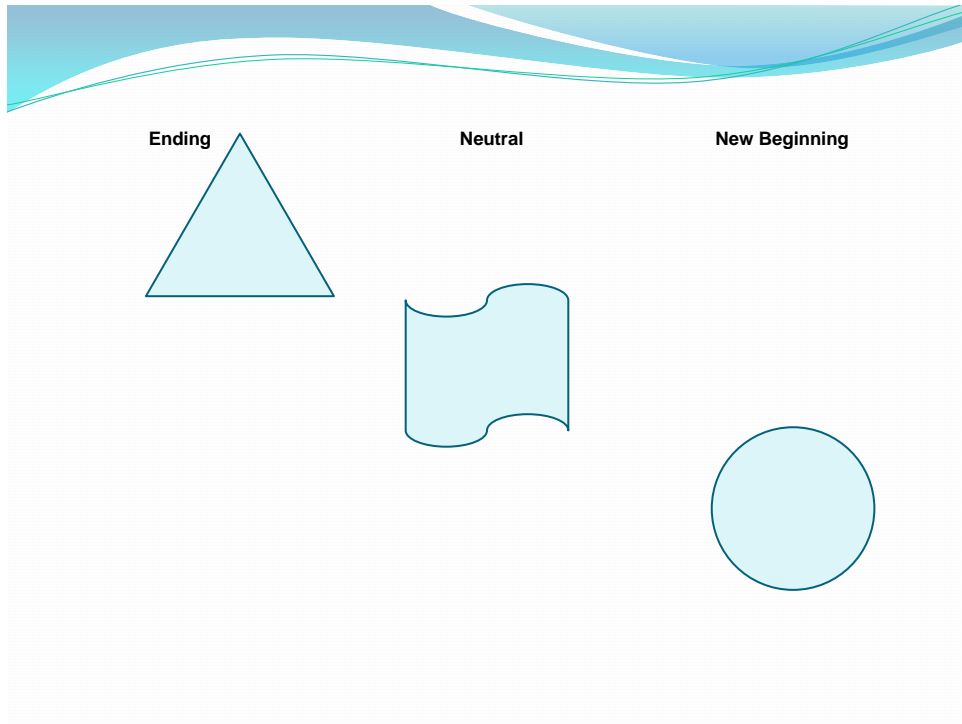
Unless Transition happens, the change will not be successful!!

W. Bridges

Change is situational. Transition, on the other hand is psychological. It is not those events, but rather the inner reorientation or self-redefinition that you have to go through in order to incorporate any of those changes into your life. Without a transition, a change is just a rearrangement of the furniture. Unless transition happens, the change won't work, because it doesn't 'take'.

William Bridges
Transitions: Making Sense of Life's Changes





Transition Phase	What's Happening	How to Make the Change Work
Endings/Letting Go	Emotional Disruptions: anger, denial, disorientation, fear, frustration, a sense of loss, resistance	Expect and embrace the variety of emotions, provide compassionate listening and communication again & again, treat the past with respect, be a visible leader, clearly outline what's over and what's not
Neutral Zone	Periods of confusion and resentment towards the change. Morale and productivity decreased. Consequently, a great place for innovation & creativity.	Provide guidance and clear direction, encourage collaboration/ownership, continue communicating, share success stories/ideas, offer feedback and gratitude about performance, be available
Beginnings	The new situation is accepted, energy is high. Increased commitment and signs of success. There is a new sense of purpose and identity.	Link and align personal goals to organizational goals, paint a picture of the future, create opportunities for quick success, celebrate, increase training (values, behaviors, skills),

Supporting others through Transition



Transition begins with an **Ending**

Endings...



Am i in or Am i Out?
 Why Us?
 Why Me?
 Why Now?
 Why didn't we know?
 What did we do
 wrong?
 Is there something
 else you haven't told
 me?

The Neutral Zone:

Challenges:

The in between time: The old reality and the new beginning
 A time of Confusion, Maybe some Resentment about the change/s
 Morale and Productivity may be low

Positives:

A great time for Creativity and Innovation

How to make it Work:

Leadership can provide guidance and direction, Encourage
 involvement/ownership, Increase communication, Increase Collaboration, Share
 success stories/ideas, Offer feedback on performance, be more visible

Expect Overreactions, Signs of grief, Multiple emotions (Anger, Disbelief, Denial, Sadness, Frustration, Rejection, Bargaining, Shock, Fear, Confusion, Ambivalence)



**Difficult to accept
the new reality**

What's going on?

What now?

What?





New Beginnings

Trigger Ambivalence
Signal that the ending is real
The possibility of failure is realized
Accountability Enforced



4 P'S OF NEW BEGINNINGS

Purpose- Discuss the Why's (Questions of why is this change occurring are often asked)

Picture-Communicate the vision (People are more inclined to commit when they understand the expected outcome)


Plan- Articulate a detailed, step by step plan (People need a idea of how to move from what was to where they need to be)

Part- Clarify the part each person will play in the transition and the new beginning (People need to know how they can participate and contribute to the outcome)





Managing Ongoing Change



Slow down, baby you're going too fast
You got your hands in the air with your
feet on the gas
You're 'bout to wreck your future running
from your past
Your need to slow down baby

-India Arie



P. E. W.: Planning, Engaging, Wrapping Up

Planning: Cultivate New Mindsets

Engaging Staff: Rebuild Trust
Release Past Baggage

Wrapping Up: Creating A Transition Worthy Organization

There is no way to avoid change. If transition is avoided or not managed, the outcome is dysfunction.



References:

William Bridges. (2009) *Managing Transitions: Making the Most of Change*, 3rd ed. Boston: Da Capo Press.