

# What People Need During Transitions

## **A Sense of Control**

- Share as much timely and accurate information as possible
- Reduce surprises
- Determine and communicate the boundaries
- Involve people and ask their advice
- Where possible, let the participants determine the pace

## **Something to Hold Onto**

- Give alternative assignments, assign ideas, tasks and responsibilities
- Establish new relationships
- Encourage cross-functional paths
- Identify anchors, people can trust, that will remain constant and provide stability

## **A Way to be Heard**

- Embrace resistors (They may know something useful and will be less resentful when heard)
- Provide an outlet for expressions of feelings
- Don't blame; validate people's history
- Share the glory

## **A Way to Feel Okay about What Will End**

- Skills training for new tasks and to understand their own reactions
- Time to practice new skills and alter old habits
- Advance planning

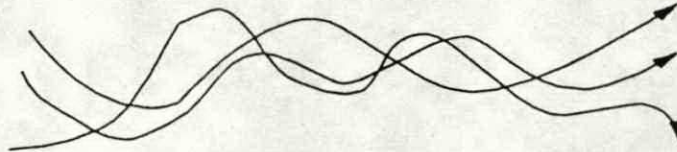
## **A Way to Test New Beginnings**

- Education – programs and best practices
- Study groups
- Problem-scoping activities

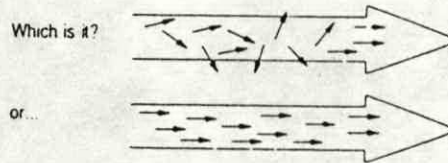
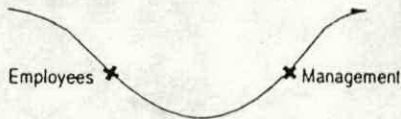
## The Difficulties of Transformational Change

In dealing with change, be prepared to manage these difficult issues:

- Everyone changes at different rates and depths.



- Management undergoes change before rank-and-file employees.



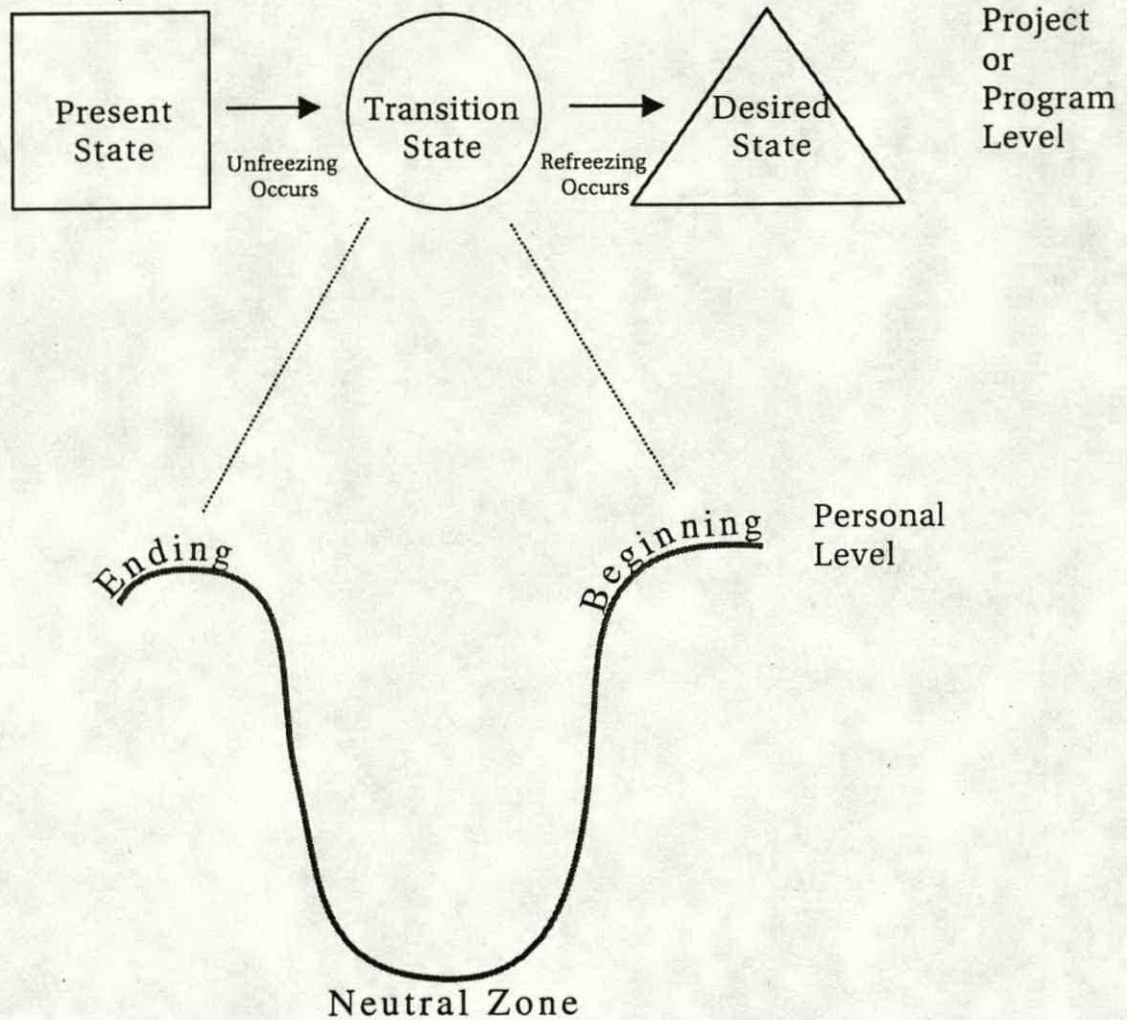
- All parts of the organization must fit and work together for the overall objective of the whole.

For example:

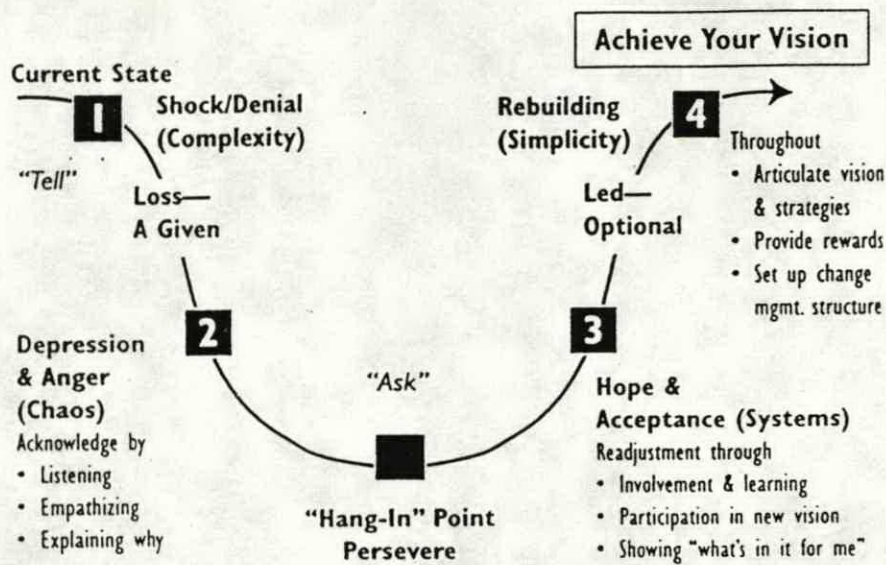
- |                        |                             |
|------------------------|-----------------------------|
| — Marketing            | — Leadership/Management     |
| — Manufacturing        | — Staffing                  |
| — HR Practices         | — Finance/Budgets           |
| — MIS/Technology       | — Communications            |
| — Legal                | — Organization Design       |
| — Operations           | — Personnel/Payroll         |
| — Public Relations     | — Business Processes        |
| — Employee Involvement | — Tasks/Goals               |
| — Mission              | — Teamwork Rewards/Feedback |
| — Strategy             | — R & D                     |
| — Values/Culture       | — Engineering               |



# Change is a Process of Transition



# Perseverance – The Key to Strategic Change

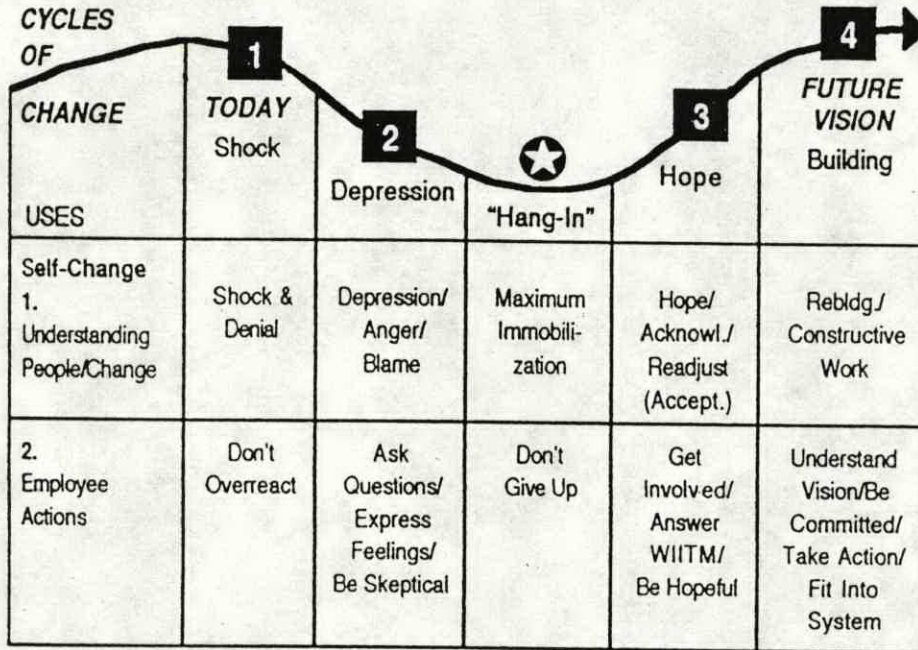


## Chaos and Complexity

*Chaos and complexity are a normal and natural part of the process of change—of discovering new ways of being and achieving new visions.*



# Self-Change



# Interpersonal Change

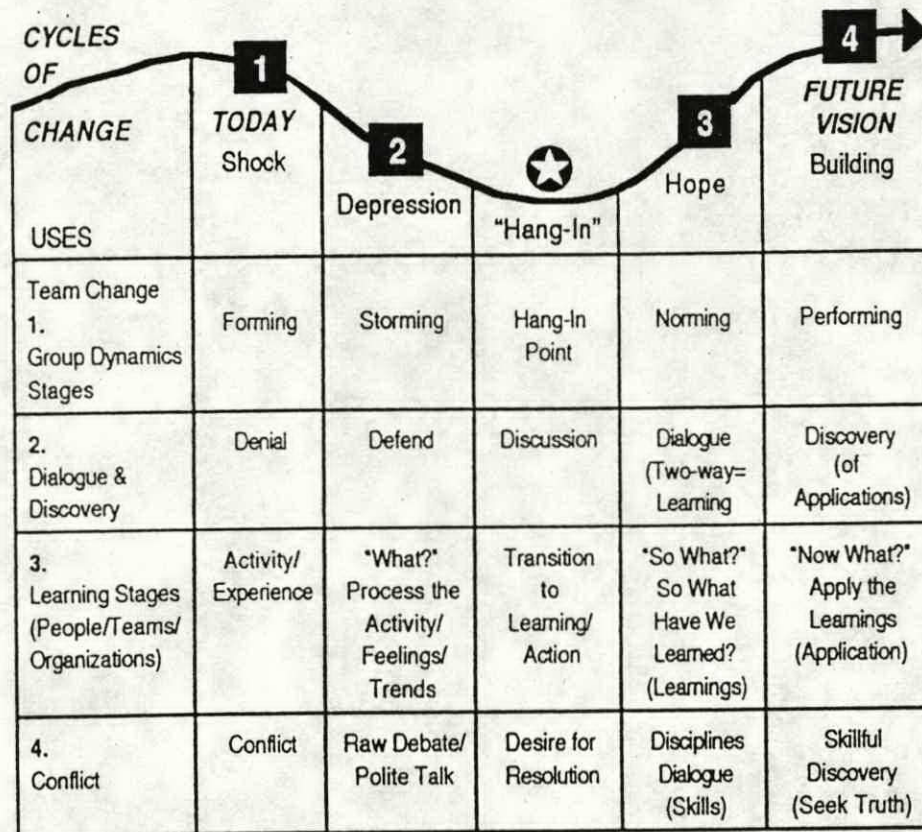
CYCLES OF CHANGE

USES	1 TODAY Shock	2 Depression	"Hang-In"	3 Hope	4 FUTURE VISION Building
Interpers. Chge. 1. Relationships	Inclusion Desire	Control Issues	Growth Desire	Openness	High Performance
2. Structure of Management Interactions w/Employees	Highly Directive/ Low Supportive	Highly Directive/ Highly Supportive	Transition/ Persistence	Highly Supportive/ Low Directive	Low Supportive/ Low Directive
3. Situation Leadership* (New Leader- ship Skills)	Tell/ Direct (Train)	Sell/Ask (Coach)	Persevere	Participate Involvement (Facilitate)	Delegate Within System (Empower)
4. Management's Specific Tasks	Change Self First/ Appreciate ("Everyone changes at different rates.")	Empathize/ Listen/ Explain Why/ Face-to- Face Mtgs./ Appreciate Skeptics	Be Consistent/ Model the Way	Seek Involve- ment/Show WIIFM/ Challenge Process/ Celebrate	Shared Vision/ Articulate Again & Again/ Enable Others/ Systems Fit, Alignment
5. Coaching	Contact/ Purpose	Chaos or Complexity	Continuous Relationship	Contract/ Norms	Collaboration/ Work

\*SOURCE: Paul Hersey (1984)



# Team Change



## GUIDELINES FOR USE

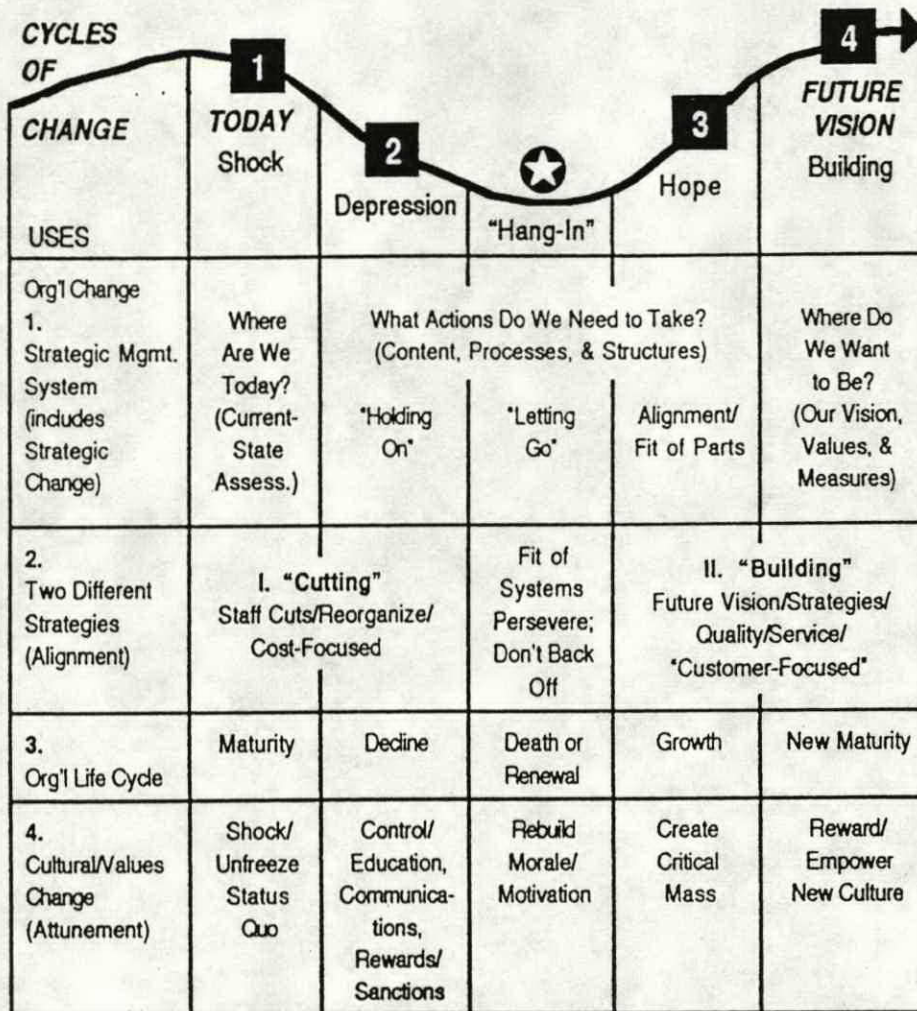
1. Most productive work requires teams to function effectively; therefore it is important to internalize the four stages of team/group dynamics:\*

- |             |               |
|-------------|---------------|
| 1. Forming  | 3. Norming    |
| 2. Storming | 4. Performing |

\*Source unknown.



# Organizational Change



**Remember to Align Your Delivery Processes, Attune People's Hearts and Minds, and Develop a Strategic Management System.**



# Checklist: Stage 2 Concerns & Strategies

**Directions:** Check off your concerns regarding Stage 2 of Change Depression then develop strategies to deal with them.

- 1. Loss of Influence
- 2. Loss of Control
- 3. Loss of Money
- 4. Concerns about Family Reaction to Change
- 5. Loss of Social Status
- 6. Concerns about Starting Over – Being the “New Kid”
- 7. Loss of Future
- 8. Loss of Relationships, Networks
- 9. Loss of Autonomy
- 10. Loss of Professional Identity
- 11. Loss of Territory
- 12. Concerns about Ability to Handle New Group
- 13. Loss of Role
- 14. Loss of Employment
- 15. Loss of Meaning
- 16. Concerns about Competency
- 17. Fear of Failure
- 18. Loss of Satisfaction
- 19. Loss of Support

## Strategies

Ending

Disengagement  
Disidentification  
Disenchantment  
Disorientation

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Beginning

Acceptance  
New Values  
New Reality  
New Energy

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Neutral Zone

Confusion  
Ambiguity  
Frustration  
Low Energy  
Anger

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Ending

Sell the Problem  
Acknowledge Feelings  
Expert Reactions  
Communicate X 8

Beginning

Sell the Solution  
Give Big Picture  
Plan, Plan, Plan  
Engage people in all aspects

Neutral Zone

Create Temporary Procedures  
Create Short-term Objectives  
Create Short-term Roles  
Strengthen Communication Between People  
Squash Rumors