University

Managing Change and Transition

Introduction

Why is Executing Change so Challenging?[1]

1. **People will resist change.** Some of the strongest resistance will occur from what people ask for. Why? "Uninformed Optimism is always followed by "Informed Pessimism" and humans will choose the *come sm]TJ /TT0 1 Tf 0 Tc 0 Tw ((U)(es)*

Organization Strategies for Successfully Realizing the Results in Change:

1. **Look for ways to decrease unnecessary demands on existing resources**. Leaders need to consider the aggregate effect of incremental changes. Change projects need to be driven by whether or not they are an organizational imperative. Change projects should generate "*such value that the cost for failing to implement them would be prohibitively high*". They are beyond good ideas – they are critical to organizational survival. Other ideas must be rejected or put on hold.

2. **Increase the organization's capacity and resilience for dealing with the disruption of change**, People need to be able to absorb change if organizations are going to be effective. We can increase capacity by carefully and diligently managing the human side of change (i.e. the transition). We can increase resilience by seeking out and enhancing personal resilience. Resilient people are Positive, Focused, Flexible, Organized and Proactive.

3. **Follow a process for managing change and transition –** As leaders we need to deal with both what is changing and the impact of that change on the people. This workbook provides an overview on how to manage change and transition.

Purpose of this Document

The purpose of this document is to provide Leaders with an overview of the process for Managing Change and Transition. The guide includes the steps for Managing Change and offers particular emphasis on Managing Transition or the Human side of change.

Managing Change vs Managing Transition[2]

Change is the shift in the external situation; the thing that has changed. It can happen fast.

Transition is the reorientation people need to make in response to the change. This can take time.

To be successful in both the implementation and in helping people we need to manage both the *change*

Implementer(s) or Target(s)

> The people who are authorized to implement the change (and often are also expected to change something about the way they are doing their work).
> Have direct line responsibilities to the Executive or Sustaining sponsor.
> Most effective when they clarify their questions and concerns about what is expected with their Sponsor at the beginning of a change
> Provide sponsors with information about issues that might block or impede success – thereby providing an essential feedback loop in the system
> Requests necessary resources that leverage and reinforce success)

Who is/are 'your' Implementers/Targets?

Change Agent*:*

> Can work with both the sponsor and the implementers but does not take on their roles (e.g. functions as a Consultant or Coach).
> Can be internal or external to the organizations
> Is focused on helping the sponsor and implementers stay aligned with each other
> May act in a number of roles - data gatherer, educator, advisor, facilitator or coach in order to aid sponsors and Implementers in achieving success.
> Must be sponsored to work with the Implementers or Targets - has no direct-line authority over the Implementers or Targets.

Who is/are 'your' Change Agent(s)?

Advocate(s)

Has a good idea and is in search of a sponsor

Can occupy any role in the organization

Most effective if they show how their idea is compatible with issues important to the Sponsors' change projects and goals

Who is/are 'your' Advocates?

Successful change requires clarity around the roles and authority of those involved. The greater the degree of vertical and horizontal alignment the greater the chance of success. As a leader involved in a change initiative you can increase alignment by advocating with those involved to clarify the role they are playing.

Summary of Steps for Managing Change[4]

Use the steps for managing change as a check list to guide you in change initiatives.
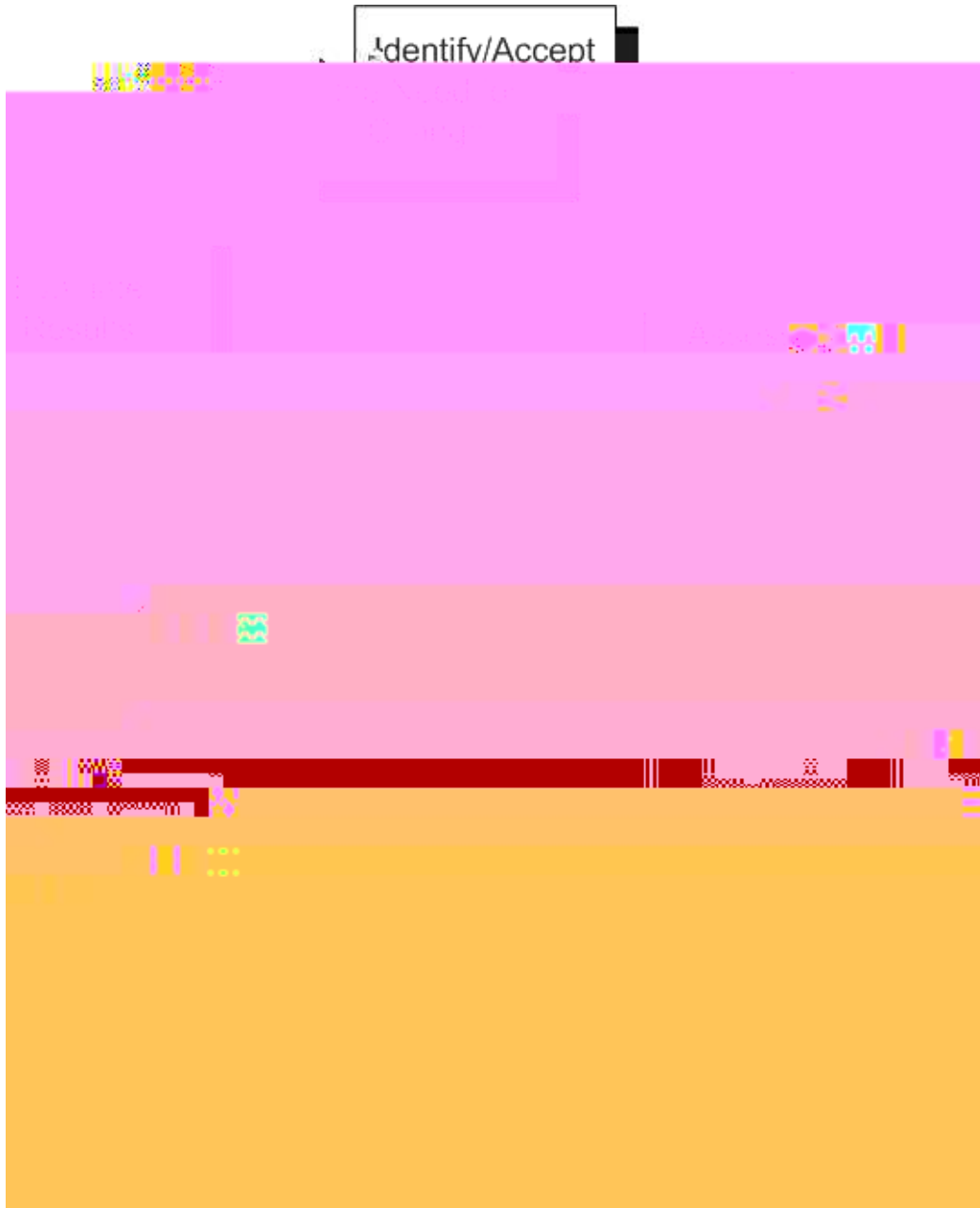
Detail of Steps for Managing Change:

1.

5. Implement the Plan and Strategies:

Enlist others
Determine readiness for change
Prepare and educate those implementing the change
Follow the timetable and sequence of events for communication, training, team development etc.)

Model for Managing Transition[5]

People go through the phases of transition as they orient to change. Transition is not a linear process that moves orderly from step to step. People find themselves moving back and forth between the phases. As a manager you need to expect and allow people to go through the transition process at different speeds and in different ways.

You can use this model to:
  Predict how people will respond and what they may need as they react to change
  Respond appropriately to help people move forward
  Find the opportunities within the change

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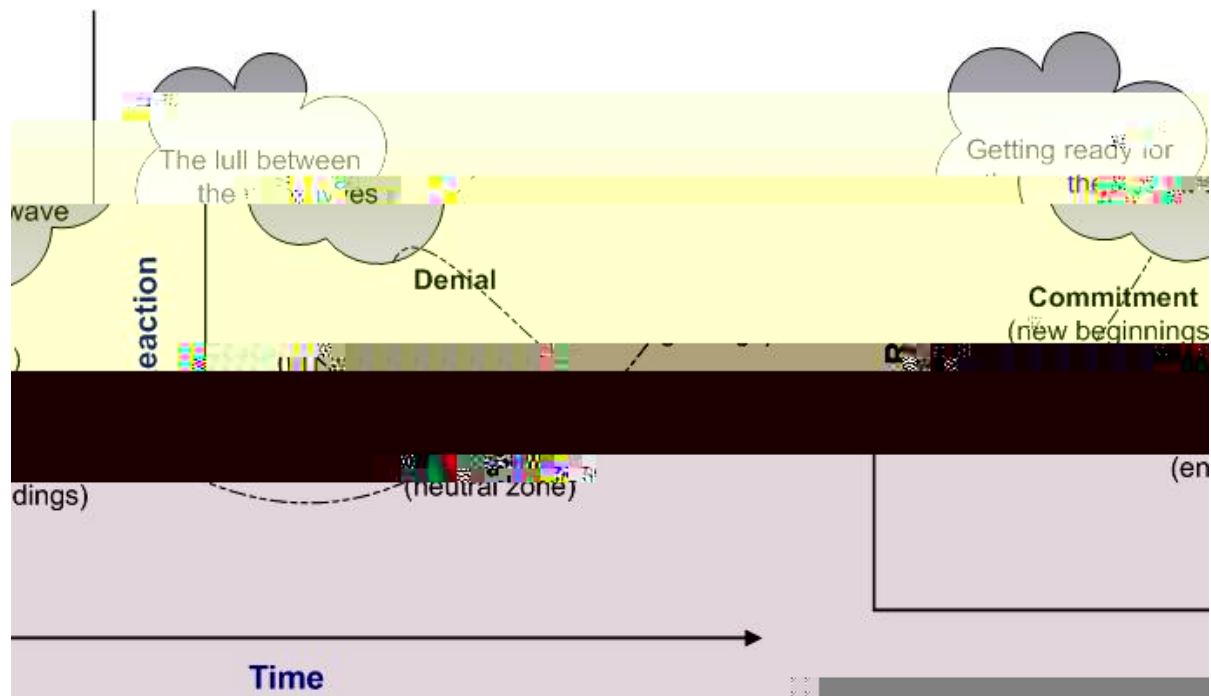
[5] This model for Managing Transition is influenced by the separate work of Elisabeth Kubler-Ross, Cynthia Scott and William Bridges

What You Can Do at Each Stage

The Lull Between the Waves

In between major changes we might enjoy a time when we are not involved in any major transition. This time is included in the Transition Model because we believe that the "lull between the waves" provides an opportunity to get ready for change. Preparing can help people move through transition more easily. Here are some things you can be doing, individually and as a leader/manager - to prepare for change and transition.

Individual:	Leader/Manager:
Look for signs of upcoming changes that may affect you Find out all you can about personal transition Develop skills that will help you better deal with change and transition	Help people look for signs of upcoming changes Offer people training in dealing with change and transition Develop skills that will help you better lead people through change and transition

What signs do you see of upcoming changes?

Helping People Deal with Denial

Possible Reactions:

    Feelings: Shock, agitation, apathy, numbness, disbelief

    Behaviours: Withdrawal, activity without getting much done

    Thinking/Saying:
"This is no big deal."
"I don't know what everyone is upset about"
"They've said this before and nothing happened."
"I'll believe it when I see it."
"It doesn't affect me."
"This won't really change anything."
"What announcement; oh that, I didn't really pay much attention."

    Focus: Immediate

Suggested Actions for Individuals	Suggested Actions for Leaders

Listen, listen, listen – pay attention to what you are hearing
Seek the information you need to deal with the changes
Ask questions to find out what is changing and what is not
Decide how this change might impact your life, and your work.
 	
Knowledge and Skills:
  Personal Transition
  Grieving process
  Communication skills
	Clearly explain:
	• the change without denigrating the past
	• why change is needed
	• what is over and how people will be affected
	• what will not change
	Ask for reactions
	Listen, listen, listen – pay attention to what you are hearing
	Show caring and concern
	Respond to questions, clear up any misunderstandings, and acknowledge objections
	Acknowledge losses
	Allow people time to grieve
	
	Knowledge and Skills:
	  Change management
	  Managing Transition
	  Grieving process
	  Strategic communication
	  Facilitating Meetings

Managing Endings & Dealing with Resistance

Possible Reactions:

Feelings: Guilt, resentment, anxiety, self-absorption, stress, depression, anger, fear, defiance

Behaviours: Asking questions, challenging, complaining, failing to see any positive outcomes, can't sleep, withdraw, hide, sabotage, blame, "retirement on the job"

Thinking/Saying:

"Why are they doing this to us?"
"This is crazy, Who's idea was this anyway?"
"Why can't things stay the way they are?"
"This will never work."
"They don't know anything about "_", how can they decide this?"
"What's going to happen to me?"

Focus: On the past, on what was, and on concern for the unknown future

Suggested Actions for Individuals	Suggested Actions for Leaders
Ask questions to get the information you need	
Find out how the change affects you, your work group, and other groups you interact with	
Express your concerns	
Assess and mourn your losses (what is over and what is not)	
Mark what is ending for you or your work group (action, Tc 0 T ooueou(t)2(h)]TJ T* [(2 Tw12* [(Foc)-e)-10(?-3(o)10((?-3(.002 o,t)	

Exploring the Neutral Zone

Possible Reactions:

Feelings: Some hope and optimism, some frustration, can't focus, confusion

Behaviours: Adjustment, bargaining, willing to get involved, too much to do, many new ideas, over-preparation, chaos

Thinking/Saying:
"Things are a mess, we are so unorganized."
"How did we decide to do this, I forget."
"I am so tired, I don't know which end is up."
"I am waking up in the middle of the night, and my head is spinning with all the kinds of ideas"
 "Sometimes I know where I am going, and sometimes I just feel lost."
"It is scary to think we could do just about anything, no one knows what anyone else is doing."

Focus: On the future

Suggested Actions for Individuals	Suggested Actions for Leaders
Gain a greater sense of control by: getting involved, gaining access to decision makers, setting goals, and minimizing personal changes	Continue to explain the purpose and plan
Seek a greater understanding by; finding out decisions being made, and information you need	Support commitment to the change
Develop your support systems by: confid in someone, letting others know what yo need	Encourage people to be creative and ask for ideas for making their own changes
Re- establish your sense of purpose and direction by taking stock of your skills, talents, abilities and achievements, clarifying what success means to you.	Involve people in trying out ideas
Develop a plan to get the skills and knowledge you need	Start training people in the new skills they will need
Brainstorm and write down new ideas, experiment with new ways of doing things	
Skills and Knowledge:	**Skills and Knowledge:**
Career Planning	Coaching
Creativity and Innovation	Communication

What systems, structures, policies and/or procedures (temporary or permanent) would help?

What training and skills do you think people need?

Ideas to support and encourage people to explore their options.

Getting Ready for the Next Wave

In Summary

Phase	Individual	Leader
The Lull Between the Waves	Look for signs and Develop Skills for Change and Transition	Help look for signs of change Offer training and Develop skills for change and transition
Denial	Listen, Seek, and Ask	Explain, Ask, Listen, Show Caring, Respond to Questions and Acknowledge Concerns
Resistance (Endings)	Ask, Express, Mourn, and Seek Support	Surface Resistance, Listen Show Caring Inform Help Mourn Respond to Questions and Acknowledge Concerns
Exploration (Neutral Zone)	Seek control, understanding, support, purpose, plan and participate.	Explain purpose and plan Ask for support Encourage Creativity and Ideas Involve people Start Training

Commitment
(New

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Appendix 1 - Some Things to Remember

Those planning the change start their transition first and reach their beginnings first

People experience transition in differing intensity and move through them at different speeds depending on factors such as:

√ the degree to which the change takes them by surprise
√ the degree the change places them in an uncertain or unfamiliar situation
√ their clarity about the expected outcomes of the change
√ their stage of life
√ the number of other transitions they are experiencing at the same time
√ their opportunity to express vulnerability or uncertainty
√ their individual temperament (e.g. MBTI preference)
√ their personal self awareness
√ whether or not there is a specified end time for the change
√ the impact upon them personally

People will differ in terms of how difficult their endings and how they experience their losses

About the Sponsor's Role:

- What role do you plan to play as the sponsor? (Active? Behind-the-scenes?)

Articles:

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Pamplets:

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Bridges, William. (1987). *Getting Them Through the Wilderness.* Addison-Wesley

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The above pamphlets can be borrowed from Organization Development and Learning

Videos:

The Art of Communication and the Science of Change with Cynthia Scott

The New Workplace: Changing Relationships Between Employees & Employers

Survival Skills for the Future with Jennifer James, Ph.D.

Windows of Change with Jennifer James, Ph.D.

The Power of Vision, Discovering the Future Series. Joel Arthur Barker

The Business of Paradigms, Discovering the Future Series. Joel Arthur Barker