Day 2: Managing Transitions

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A change will be sustainable if:

**Condition 2.** It involves a critical mass of members and stakeholders of the organization in a meaningful way that allows them to develop their commitment.

**Tool #2: Managing Transitions**
LEVELS OF COMMITMENT

Commitment

Enrollment

Genuine Compliance

Formal Compliance

Grudging Compliance

Non-Compliance

Apathy

–Source: Peter Senge The Fifth Discipline
Managing Transitions
by William Bridges

- Change is situational—e.g., new process, new policies, new boss, new job, new system
- Transition is the psychological process people go through to come to terms with the new situation
- Change is external, transition is internal

Change vs. Transition Management

**Change Management**

starts with the outcome

--- *where we want to be*

---

**People Transition Management**

starts with wherever people are
Key Points

- Unless people reorient themselves psychologically (i.e. transition) to the new situation, change will be less sustainable.

- For this reason, people transition management must occur along with change management of the new systems/processes.

- People will differ in terms of how fast (or slowly) they go through the transition, but everyone does go through it.
William Bridges

People Transition Model

- **Endings** -- letting go of where we are now

- **Neutral zone** -- the in-between zone

- **New Beginnings** -- new rules and new identity
A closer look at...

Endings

• Major issue is LOSS of attachment, of influence, of structure, of security, of meaning, of relationships, of direction... which requires LETTING GO

• A variety of emotions: often shock, then denial, then anger, bargaining, sadness...

• “WHY” questions: Why us? Why me? Why now? What did we do wrong? Why weren’t we told sooner? Is there a hidden agenda?

• “Am I in or out?”
Endings
What Leaders Can Do

*Endings* (see checklist in *Managing Transitions* p 37-38)

- **Acknowledge** losses simply and openly

- **Honor the past** -- mark the *endings* and allow people to “take a piece of the old with them.”

- **Sell the problem first** (vs. solution)

- **Expect a variety of reactions** and emotions and acknowledge them all as valid

- **Give people instruction**--repeat yourself

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Learning Teams

Think of your situation (participant materials pg 11)

- Who is losing what?
- What leadership actions could you take?
  - Acknowledge
  - Something meaningful from the past

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Neutral Zone
A closer look at the...

Neutral Zone

- People feel disoriented - in “limbo”, “between”
- Unclarity and anxiety over the future--what is going to happen?
- Less productivity, less motivation, more sick days
- Rumors abound – people search for facts; answers are vague and unsatisfying to them
- Recreational complaining
- Innovation potential (no new rules yet)
- Experimentation and breakthrough possibilities
What Leaders Can Do

Neutral Zone  *(see checklist in Managing Transitions p 54-56)*

- **Explain** what the neutral zone is and validate people’s feelings as normal
- **Strengthen** intragroup support and 2-way communication; set up transition monitoring team to keep feedback flowing upward
- **Admit** that you don’t have the answers, but be optimistic and share information often
- **Involve** employees in temporary structures and in creating the design of “the new”
- **Focus** on what you can control and things you can do; be proactive
- **Consider** this an opportunity to innovate
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Think of your situation

Are you, or others, in the Neutral Zone?

• What leadership actions could you take?
  • Is there a sense of belonging to a group?
  • Is there a chance to try something new?
A closer look at...

New Beginnings

- Comfort, increasing acceptance and commitment to new vision; positive mood.

- New focus on task; improved productivity

- Increased clarity but continued concern about being successful in new environment or new role

- How do I fit in? What do I have to do?
New Beginnings
What Leaders Can Do

New Beginnings  (See checklist in Managing Transitions p 73-74)

To make a new beginning, people need consistency, and the 4 P’s:

- **Purpose:** help people understand the purpose behind the changes
- **Picture:** help people imagine the future and how it will feel to be in it
- **Plan:** outline the steps and schedule in which people will receive information, training and support
- **A Part to play:** help people understand the role and relationship to others in the new scheme
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Think of your situation

• Is there an opportunity to use the 4 P’s?

  Purpose
  Picture
  Plan
  Part to play

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In summary...

Two Major Tasks of a Leader

- Ensure the development of clear goals and an effective implementation plan (change management)

- Ensure that employees transition psychologically from where they were to the new beginning (transition management)

Both tasks are critical for successful change.
Questions/Comments?
A change will be sustainable if:

**Condition 3.**
It is accepted into the culture and becomes part of the routines and practices on a daily basis and the organization grows in its capability to change.

**TOOL #3: RESILIENCE AT WORK**
Homework

- Read and complete the Resilience at Work Questionnaire included in your participant materials. Answer questions on page 3 and score them on page 4 using the numbers from page 3.

- Complete the Reflection and Action Plan on page 8. Refer to exercises on page 9 for ideas.

- Optional copy into page 12 of your participant materials.