


TRANSITIONING THROUGH CHANGE




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Learning Objectives

- Differentiate between change and transition
 - Identify the three phases of the transition process and the characteristics of each
 - Understand the keys to successful transition to accelerate a positive change process
 - Understand individual differences in reacting to change
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Work Changes Affecting You?



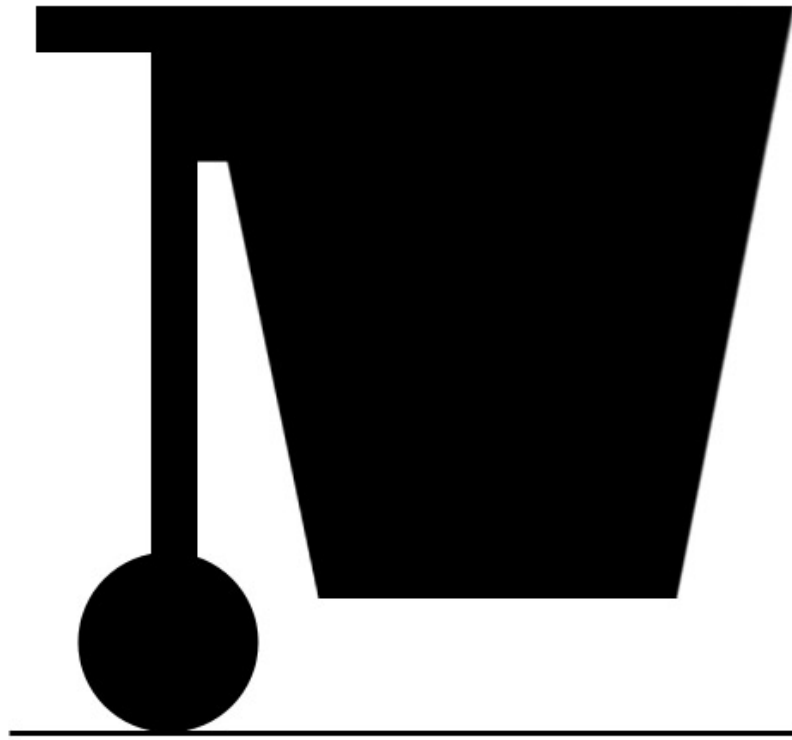
- ❑ Technology changes
 - ❑ Downsizing/layoffs
 - ❑ Start up of new service or division
 - ❑ Top management change
 - ❑ Change in your manager or work team
 - ❑ Culture change – policies, values, directions
 - ❑ Regulatory changes
 - ❑ Merger or reorganization
 - ❑ Outsourcing or use of external service
 - ❑ Budget cuts
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- A decorative graphic at the bottom of the slide showing a range of teal-colored mountains against a light blue background.



Atlantic Health Sciences Corporation
Corporation des sciences de la santé de l'Atlantique



Change is continuous.






Change is continuous.

Resistance to change is natural.

Resistance to Change

- ◆ Perceived threat
 - ◆ Low flexibility
 - ◆ Misunderstandings
 - ◆ Fear of loss
 - ◆ Fear of learning new skills
 - ◆ Feel overwhelmed by volume of change
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- A decorative graphic at the bottom of the slide consisting of a silhouette of a mountain range in various shades of teal, extending from the right side towards the center.



Change is continuous
(external)

Resistance to change is natural
(internal)

Change

- A shift in the external environment or a shift in a set of circumstances
- Changes usually occur according to a set timeline
- Change may be emergent or planned
- Change may be imposed or chosen

- Examples: *Mergers, job change, introduction of technology*

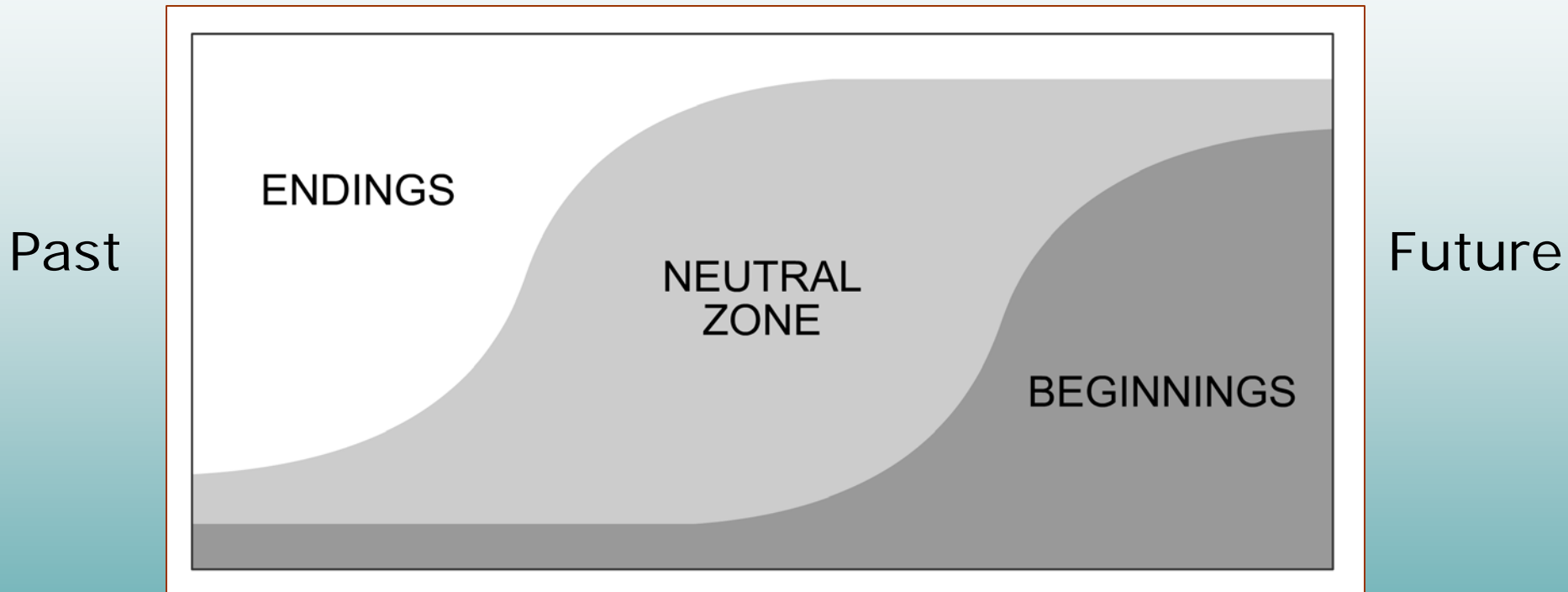
Change

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Transition

- The psychological process a person goes through in adapting to the change itself
- Feelings will change as person adapts
- There are predictable phases of change
- The rate at which people go through the phases are different

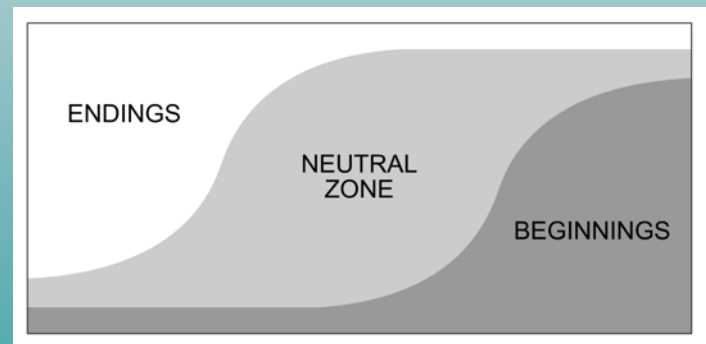
The Phases of Transition



*Heartwork Inc & Flora/Elkind Associates.
From Scott, Cynthia D., and Dennis T. Jaffe. Managing Change at Work, 1995.
Based on the work of William Bridges.*

*“Every beginning is a consequence.
Every beginning ends something.”*

- Paul Valery, French Poet



Phase 1 – Endings

The endings stage starts when people become aware that the change is going to take place

People are concerned with how change will affect them personally

Want to get back what you feel you are losing

During this phase, the “old way” is coming to an end - People must let go of the past

Phase 1 – Endings

Symptoms:



Denial (*first*)

Relief (*if anticipated*)

Anger

Anxiety

Hostility

Shock

Phase 1 – Endings

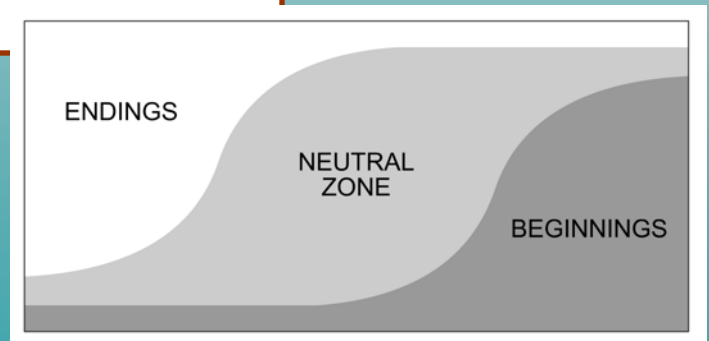
Your Strategies:

- Define what it is that you are feeling anxious about: job security, status, community of co-workers or other attachments, your areas of competence, power, comfortable environment, sense of contribution, job satisfaction
- Be clear about what is ending & what is not ending
- Reframe the loss – look for ways to replace the loss with some other opportunity
- Communicate with others
- Mark your ending with a celebration

Phase 2 – Neutral Zone

“It’s not so much that we’re afraid of change or in love with the past ...but it’s that place in between that we fear.... It’s like being caught between trapezes. It’s Linus when his blanket is in the dryer – there’s nothing to hold on to.”

-Marilyn Ferguson, Futurist



Red

Blue

Yellow

Black

Green

Orange

Try it again...

Red

Blue

Yellow

Black

Green

Orange

Phase 2 – Neutral Zone

The neutral zone is the nether world between the old reality and the new. Letting go of the old way, but the new way does not feel comfortable yet

Pivotal phase, may want to revert back to the old

This is a time for trying out the change where the past is gone but the future is still unknown -- it's normal to feel confused

Time for breaking old paradigms

Phase 2 – Neutral Zone

Symptoms:

Ambiguity

Uncertainty

Isolation

Lost Identity

Paranoia

Confusion

Anxiety

Become discouraged



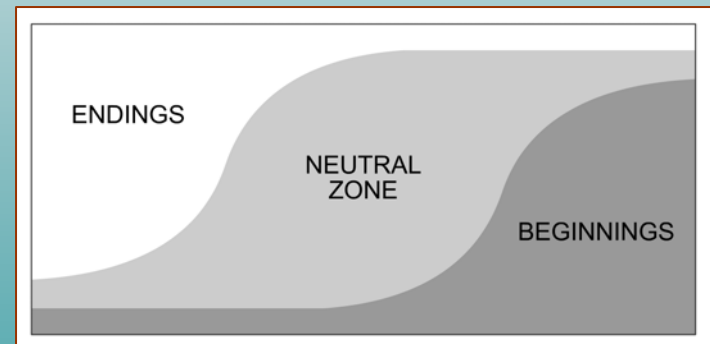
Phase 2 – Neutral Zone

Your Strategies:

- Allow yourself to acknowledge this is a difficult time
- This is a time for breaking old paradigms - time to try new things, view problems as opportunity
- Must be willing to take calculated risks – innovate
- Communicate (*purpose, picture, plan & your part*)
...and build trust and listen!

*“If the going seems easy,
you are going downhill.”*

- Anonymous



Phase 3 – Beginnings

Phase 3 – Beginnings

People have begun to incorporate new understandings, values, and behaviors to create new identities

People are ready to commit to the new way

Looking for evidence of success

People arrive at this stage at different times

Phase 3 – Beginnings

Symptoms:

Anxiety

Ambivalence

Uncertainty

Excitement

Renewed Energy

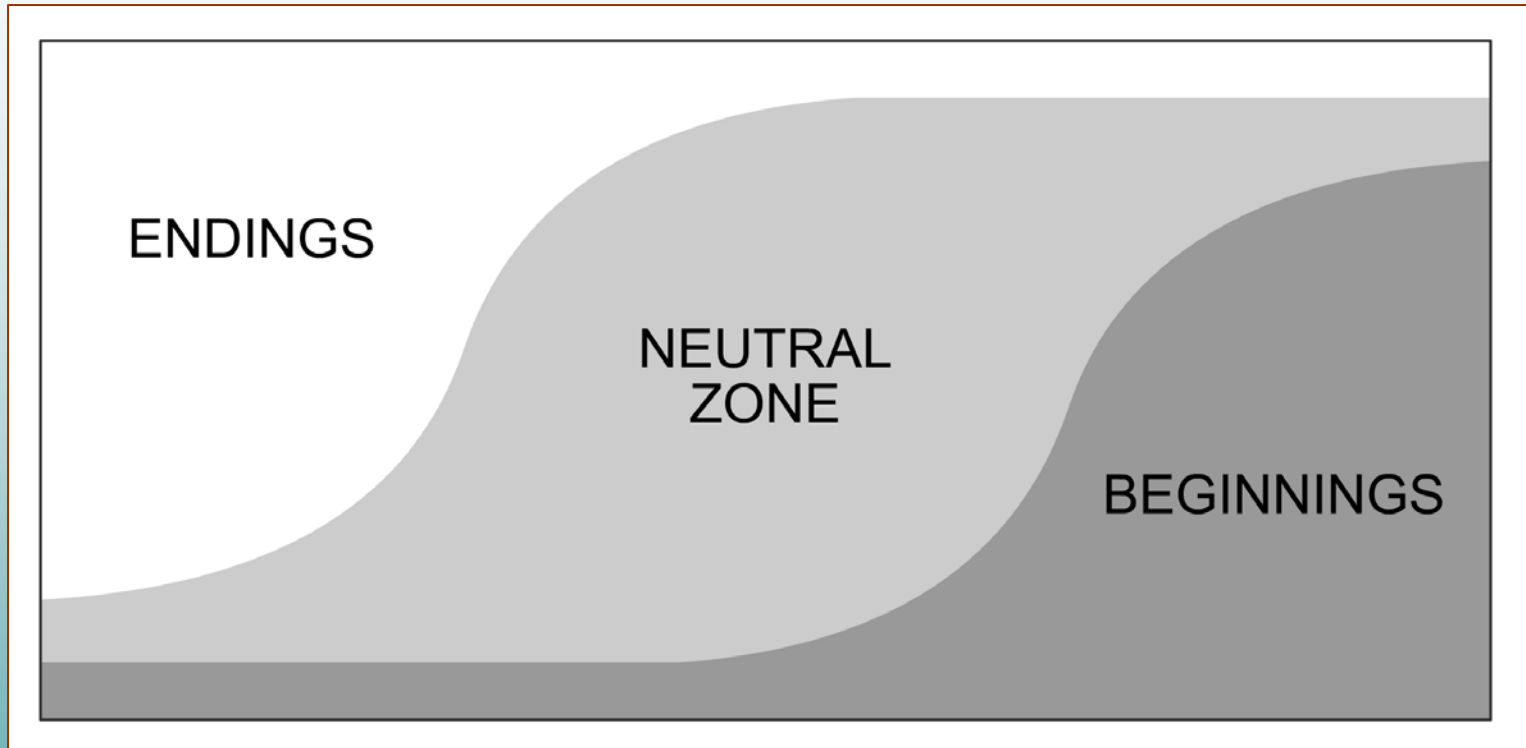


Phase 3 – Beginnings

Your Strategies:

- Reflect on what you have learned and how you are doing things differently – give yourself a pat on your back for this
- If you are a supervisor, notice new behaviors and congratulate people for them
- Reflect on and celebrate your small successes

The Phases of Transition



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Innovators
Early Adopters



Intellectuals

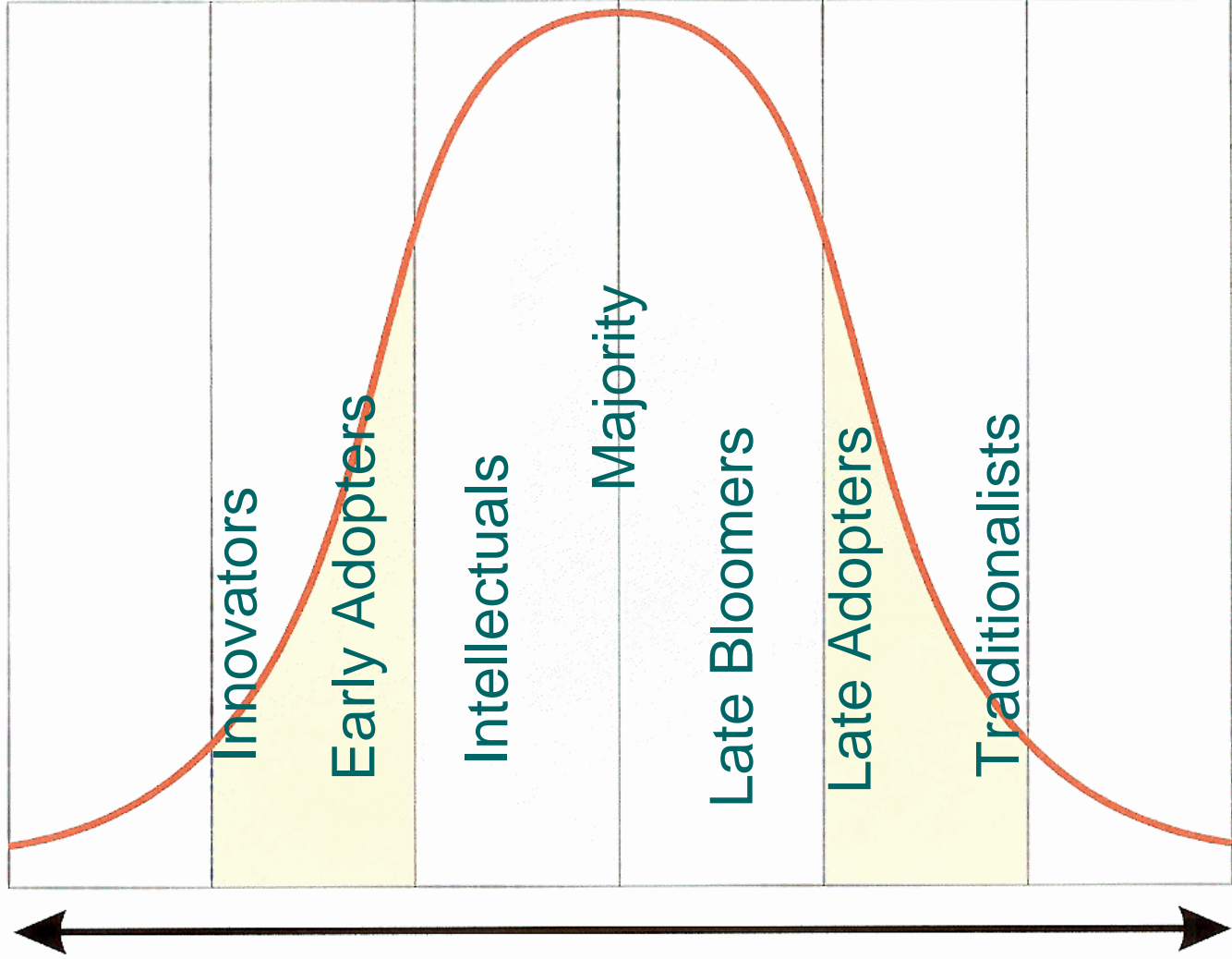
Majority



Late Bloomers
Late Adopters



Traditionalists
Diehards



Key Points

- Transition is a natural, three-step process
- People go through transition at different speeds
- Don't get stuck
- Communicate (4 Ps)
- Be clear on what is changing and also what is not changing
- Formulate your transition strategies into a plan
- See the situation from another viewpoint, focus on opportunities for growth
- Step up, 'what would you do if you weren't afraid?'

Leaders & Managers

Leaders:

- ◆ Build trust
- ◆ Motivate
- ◆ Empower people
- ◆ Develop vision
- ◆ Have integrity
- ◆ Develop commitment
- ◆ Coach and counsel
- ◆ Ask
- ◆ Encourage
- ◆ Credit
- ◆ Sees best in people


Managers:

- ◆ Manage things
- ◆ Control
- ◆ Maintain power
- ◆ Assign goals
- ◆ Plan
- ◆ Evaluate
- ◆ Seeks compliance
- ◆ Tells
- ◆ Discipline

Key Points

- Build capacity for future changes
 - Practice continuous learning
 - Understand your environment, culture

 - Rise to the challenge!

 - You are important in the change process
 - Try to stay positive
 - Manage your stress
 - Change & transition is challenging
 - Look after yourself!
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"Life is change. Growth is optional. Choose wisely."

<http://www.developingpeople-business.com/management.html?gclid=CNHvh9G4kpMCFQ81gQodFC-7UQ>

C.A. Schifman and Company

Thank You!