



tim durkan

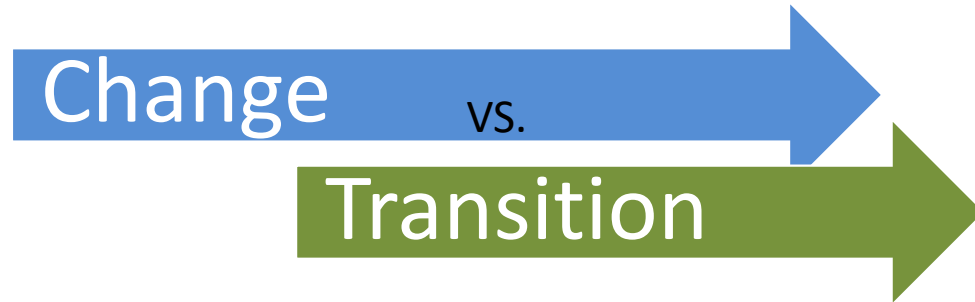
Managing Transition and Change

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Organizational ***Change*** requires us to plan for and address the human, process and technological objectives to support the implementation of the Vision.



Transition is the psychological processes that people go through to deal with change.

Reflection Questions - 1

- When was the last time there was significant change that impacted your workgroup?
- Was it successful?
- What blocks or obstacles did you encounter?
- Has the change become permanent?
- What is the next change?

Reflection Questions - 2

- What change are you currently involved in or coming soon?
- How do you feel about the change?
- Do you think the change is needed?
- How do you see your role in facilitating the change?
- What challenges do you foresee?

Step 1 - Rank the following statements on a scale of 1 to 5

Step 2 - Add up your score

1

Strongly Disagree

2

3

4

5

Strongly Agree

1. I stand to lose very little from the proposed change.
2. I see a bright future for myself if I make the proposed change.
3. I have the skills and/or resources to adapt to the proposed change.
4. I am likely to succeed when it comes to implementing the proposed change.
5. I am ready to publicly communicate my commitment to the proposed change.
6. I see how the proposed change aligns with my past work.
7. I have the time to adapt to the proposed change.
8. I am empowered to adapt to the proposed change.
9. I can easily let go of my old behaviors.
10. I will feel more empowered if I adopt the proposed change.



THE FIGHTER

(score of 10 to 19)

Your change resilience is essentially nonexistent. You fear change with a capital F. Your thinking is deeply rooted in the past. It's time to challenge the "glory days" narrative in your head.

THE CYNIC

(score of 20 to 29)

The change is definitely bringing up some fears. You see some hope in the future, but not necessarily in this future. While you may not fight change proactively, you will happily share your negative thoughts with others.

THE OBSERVER

(score of 30 to 39)

You're a bit curious, willing to let your guard down in order to consider the possibilities. While you aren't convinced, you're willing to learn more. You will form your opinion only once you're convinced either way. To increase your change resilience, try learning as much as you can about both the risks and rewards of change.

THE OPTIMIST

(score of 40 to 49)

You demonstrate healthy change resilience. You aren't blind to the possible downsides, but your belief in the promise and possibility of change more than compensates for that. Deep down, you want change to work. You bring a positive attitude to the conversation. There are still some issues to iron out, of course, such as learning new skills and gathering resources. To adapt, direct your attention to the tools and techniques necessary for proficiency in the new ways.

THE ACCELERATOR

(score of 50)

You are enthusiastic and unstoppable. You are the change you want to see in the world. You demonstrate an abundance of change resilience and serve as inspiration and encouragement to your peers. You belong in a mentoring position, helping others embrace change faster.

Angry

Scared

Curious

Optimistic

Excited

EMOTIONAL ENGAGEMENT TO CHANGE



Our emotions influence and often blind our view of change and what we need to do.

Those emotions will not disappear on their own. The more we understand them, the better the chances of addressing them and progressing beyond them.

How prepared are you for the change ahead?

FEAR OF CHANGE

Fight-or-Flight

The typical human response to change is anxiety.

When the human body experiences fear, the brain releases potent chemicals into the bloodstream to help us either defeat the threat or turn tail and run for the bushes.

REACTING

VS

RESPONDING

- Defensive.
- Immediate without thought.
- Uncomfortable.
- Emotions take a central role.
- Sporadic and emotional.
- At risk to lose control.

- More thoughtful.
- Guided less by emotion and more by logic.
- Creates more engaging conversation.
- More positive.
- Creates learning and growth.

Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom. - Victor Frankl

Vision of
Clarity of
Future State



Accurate
Assessment of
Current State




Analysis of
Gaps

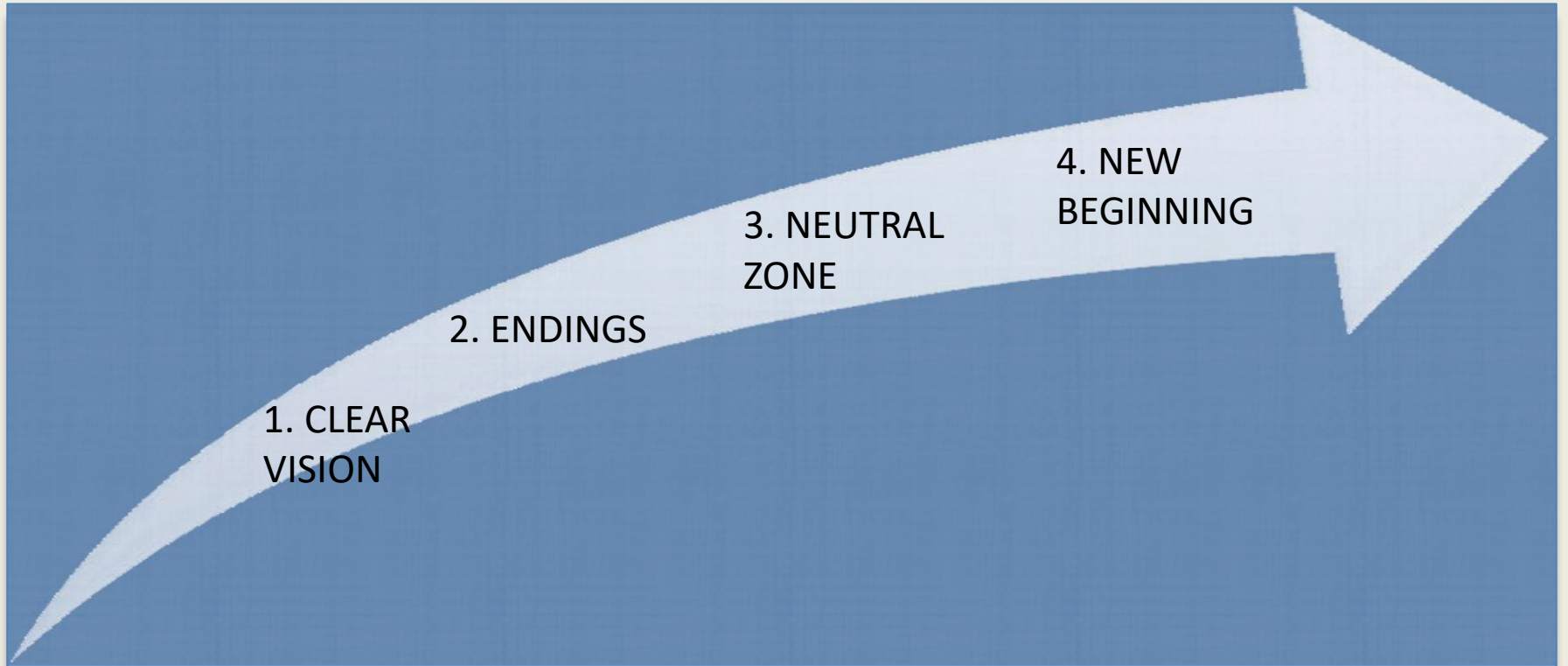


Detail plan to
deal with
people,
processes and
tech issues

Organizational Change

A group of four people (three women and one man) are sitting around a table in a modern office or meeting room. They are all looking at a laptop screen in the center of the table. The room has a stone wall and large windows in the background. The lighting is warm and focused on the group. A white text box is overlaid on the bottom half of the image.

Transition Management
Guiding people through change



1. CLEAR
VISION

2. ENDINGS

3. NEUTRAL
ZONE

4. NEW
BEGINNING

Stages of Transition

Stage 1 – Clear Vision

Clear vision needs to be established when initiating change.



Stage 2 – Ending
4 Key Questions





Clarity about Vision
is Required

1. Where are we going?

A photograph of a chalkboard with the equation $1 + 1 = 2$ written in white chalk. The numbers and symbols are slightly blurred and have a hand-drawn appearance.

Be simple, concise and clear.

2. What's going to change?



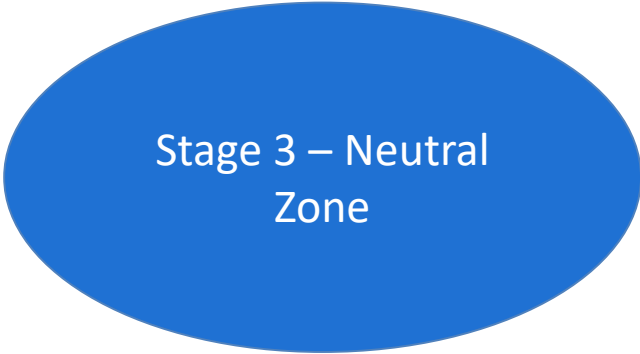
- The nature/scope of work
- Locations
- Services
- Structural
- Reporting Relationships
- Other

3. What will actually be different after the change?



- Affirm their experience and to help them deal with it.
- Understand how the world looks to the people going through the transition.
- Show that you care about them as people.

3. Who is going to lose what?



Stage 3 – Neutral Zone

MANAGE AND NORMALIZE THE NEUTRAL ZONE

- Anxiety rises and motivation falls – self protective
- Productivity suffers
- Old problems re-emerge
- Confusion and miscommunication
- Polarization between early adapters and late adapters

One doesn't discover new lands without consenting to lose sight of the shore for a long time - Andre Gide

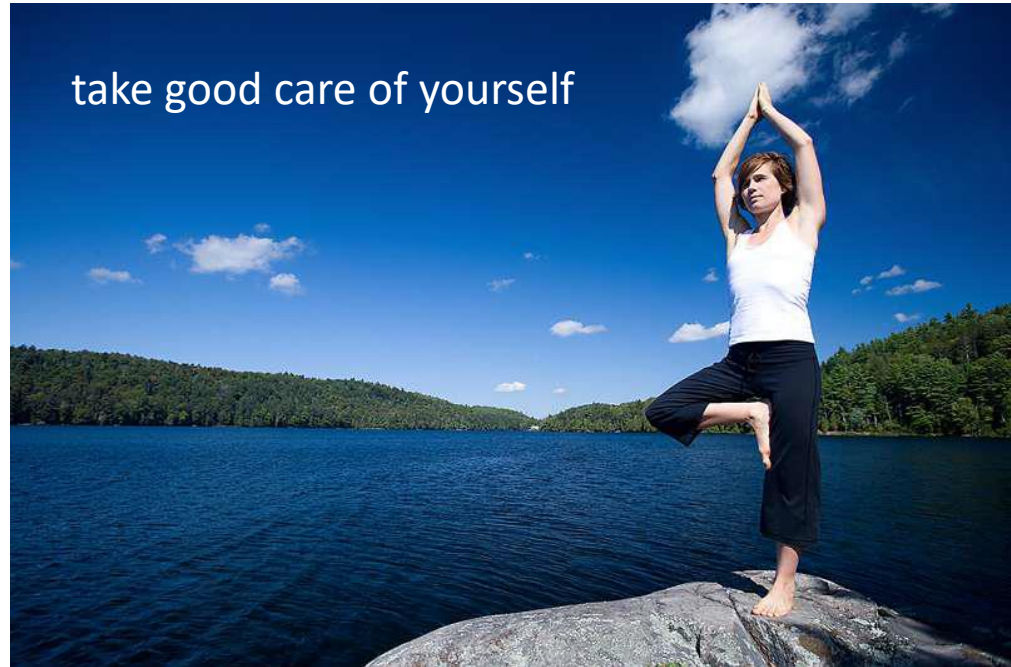
Stage 4 – Launching a new beginning

Four Key Themes

1. Be consistent
2. Ensure quick successes (small wins)
3. Symbolize the new identity
4. Celebrate the successes



- Figure out what is actually changing for you.
- Decide what is really ending for you.
- Identify what is continuing for you.
- Recognize the symptoms of the neutral zone in you.
- Take time-outs.
- Use the neutral zone as an opportunity to reflect.
- Consider your possibilities in a new environment.



You can discover more about a person in an hour of play than in a year of conversation.

~ Plato



Best Practices for Managing Change

The 8-step Process for Leading Change

Nearly 40 years of research by leadership and change guru dr. John Kotter have shown that more than 70% of all major transformation efforts fail. Why? Because organizations do not take a consistent, holistic approach to changing themselves, nor do they engage their workforces effectively.



Business Engagement — The Importance Of Engagement And Communications

Research suggests commonly repeated failings when organizations try to implement change

Not establishing a great enough sense of urgency 1	Lack of a vision 2	Not creating a powerful enough guiding coalition 3	Not anchoring changes in company culture 4
Under-communicating the vision by a factor of 10 5	Not removing obstacles to the vision 6	Declaring victory too soon 7	Not systematically planning for and creating short-term wins 8



Engagement management and communications failings commonly featured in the research on failed implementation of change

Let the cycle happen



Build Emotional Safety

Pair up. Silently rate the person (1-10, with 10 high) you are with in terms of

- how well you are bonded, and
- how much you trust them

- 1. What's obvious about me is...**
- 2. What's NOT obvious about me is...**
- 3. Sometimes people misjudge me as...**
- 4. One of the things I have a strong fear of is...**
- 5. Something I wouldn't tell a stranger about me is.....**

Communication Tips

- Show compassion
- Be clear
- Build relationships: make it safe
- Plan to communicate: give regular feedback
- Have courage: deal with issues sooner rather than later
- Expect conflict: practice how to have hard conversations
- Know when you need help and where to get it

Facts about Change

- Different people react differently to change.
- Change often involves a loss; let people go through the “loss curve.”
- Most change outcomes succeed or fail by cooperation of people who must make the change.
- The key question everyone wants to know is “What’s in it for me?”
- Positivity is the key to coping successfully with change.
- Everyone has fundamental needs that must be met.
- A clear plan of action is needed.
- Communication and seeking support are key.

Barriers and Resistance to Change

- Fear
- Anger
- Habits
- Negative thinking
- Attitude
- Culture
- Subjectivity
- People
- Emotions
- Trust
- Poor planning

Creates



- Self-interest
- Misunderstandings
- Low tolerance
- Disagreements

Best Practices for Managing Change

- Ask how instead of why
- Control what you can control
- Be open and flexible
- Avoid negative energy
- Accept what you can't control
- Keep an open mind and ask questions
- Focus on outcome and new beginning

Best Practices for Managing Change

- Resistance is natural
- 70% fail to due lack of **focus on people**
- Follow vision set by leaders – model behavior

Best Practices for Managing Change

- Focus On The Transition
 - It is people who make change happen, not processes.

Best Practices for Managing Change

- Embrace Employee Feedback
 - Employees must feel as if they've played an active role in the development or introduction of a new initiative.
 - Listen.

Best Practices for Managing Change

- Understand Your Audiences
 - Appreciate who needs to know what, why they need to know it, and how you can persuade those who reject your principles.
 - Follow a road map.

Best Practices for Managing Change

- Openly Communicate Change
 - Change cannot be over-communicated, especially when it's being discussed in a positive light.
 - But everyone should be part of the conversation if change is to become all-inclusive.
 - Help others see the need for change.


Never condemn someone
based on a little something
that someone told you

happinesinyourlife.com

There is always
a lot more
to the story!

10% = Our behavior
that is visible.

90% = Invisible
backgrounds
attitudes
expectations
dreams
wishes
hurts
fears
needs
feelings
emotions
hidden plans and
strategies.



*Silence is one of the great arts
of conversation.*

~ Marcus Tullius Cicero





Listening Exercise

1. Build the muscle of “observer”
2. Build trust

3 Powerful Techniques to Improve Listening Skills

PARAPHRASE

Restate what was said in your own words

SUMMARIZE

Pull together the main points of a speaker

QUESTION

Ask open ended questions to clarify both your and their understanding

Paraphrase



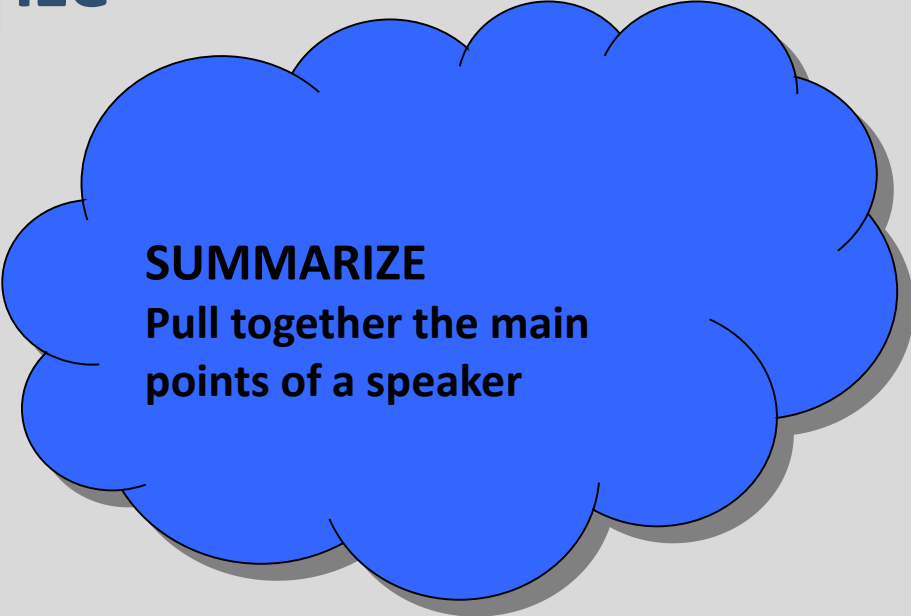
PARAPHRASE

**Restate what was said in
your own words**

If you could give one piece of advice to a large group of people, what would it be?



ize



What is your greatest struggle right now?

Question

QUESTION

Ask open ended questions to clarify both your and their understanding

What is one thing that life is teaching you right now?

Step up your appreciation



Regular appreciation at work = 5x more engagement/productivity



- **UW study, on an average day:**
 - Kids at home receive positive vs negative feedback 1:14
 - Work is 1:10
- **In long-term successful relationships, an average day has:**

9:1 positive vs negative interactions

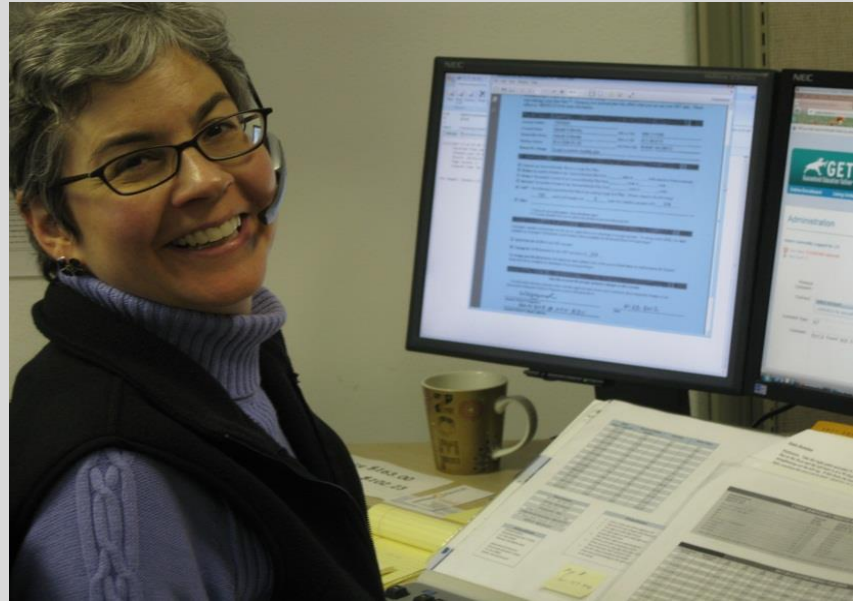
GIVE MORE APPRECIATION & FEEDBACK

- Be nice
- Give regular, positive feedback
- Catch someone doing something good
- Do it often
- Remember small things make big differences in relationships

Celebrate Successes

Go to two people in this room and share something that you genuinely appreciate about them.

The receiver can only say “thank you”.



Small things make a big difference



- Listen better
- Ask better questions
- Use open body language
- Use good eye contact
- Make is personal - use names
- Be positive
- Apologize when appropriate



Reflections

I learned ...

I will apply ...



Cornerstone-ct.com



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THANK YOU!