

Start Your Engines!



Word Association

BIG

DAY

GOOD

CHANGE

**“Any change, even a change
for the better, is always
accompanied by drawbacks
and discomforts.”**

Arnold Bennett



Change \neq Transition

CHANGE IS SITUATIONAL

- New Position
- New Responsibility
- New Office Location
- New Supervisor
- New Policy
- New Curriculum
- New Computer System

TRANSITION IS PSYCHOLOGICAL

Process people go through coming to terms with the change.

Change and Transition

Change

- Seen as “beginning”
- Usually happens quickly
- Experience is visible
(change jobs, new house, new supervisors, etc.)

Transition

- Seen as “ending”
- Takes time to adjust
- Experience is internal
(learning or adjusting to new situation)

Transition Process

Key Issues:

- **Ending** – Letting go of what was changed
- **Neutral Zone** – Adjusting with the change
- **Beginning** – Starting something new

Individuals are in more than one phase at the same time. Their movement through transition is marked by what phase is dominance at the time.

Endings

- Seek information proactively
- Define what is over and what is not
- Develop understanding of what is lost and gained
- Take something with you from the past
- Mark the ending with ceremony
- Accept your feelings and thoughts

Neutral Zone

- Accept what is
- Listen to how you describe the situation to others
- Expect to be stressed-out
- Set short-term goals, celebrate “small wins”
- Expect it to be a learning process
- Look for opportunities during this time

Beginnings

- Expect it not to be easy
- Expect memories of other beginnings
- Know the “neutral zone” has ended
- Feel the excitement!

Communicating Change

Four P's

- **Purpose** – Why change is occurring?
- **Picture** – What does success look like?
- **Plan** – How are we going to get there?
- **Part** – What is your part?

Undermining Change

“Nothing so undermines organizational change as the failure to think through who will have to let go of what when change occurs.”

William Bridges

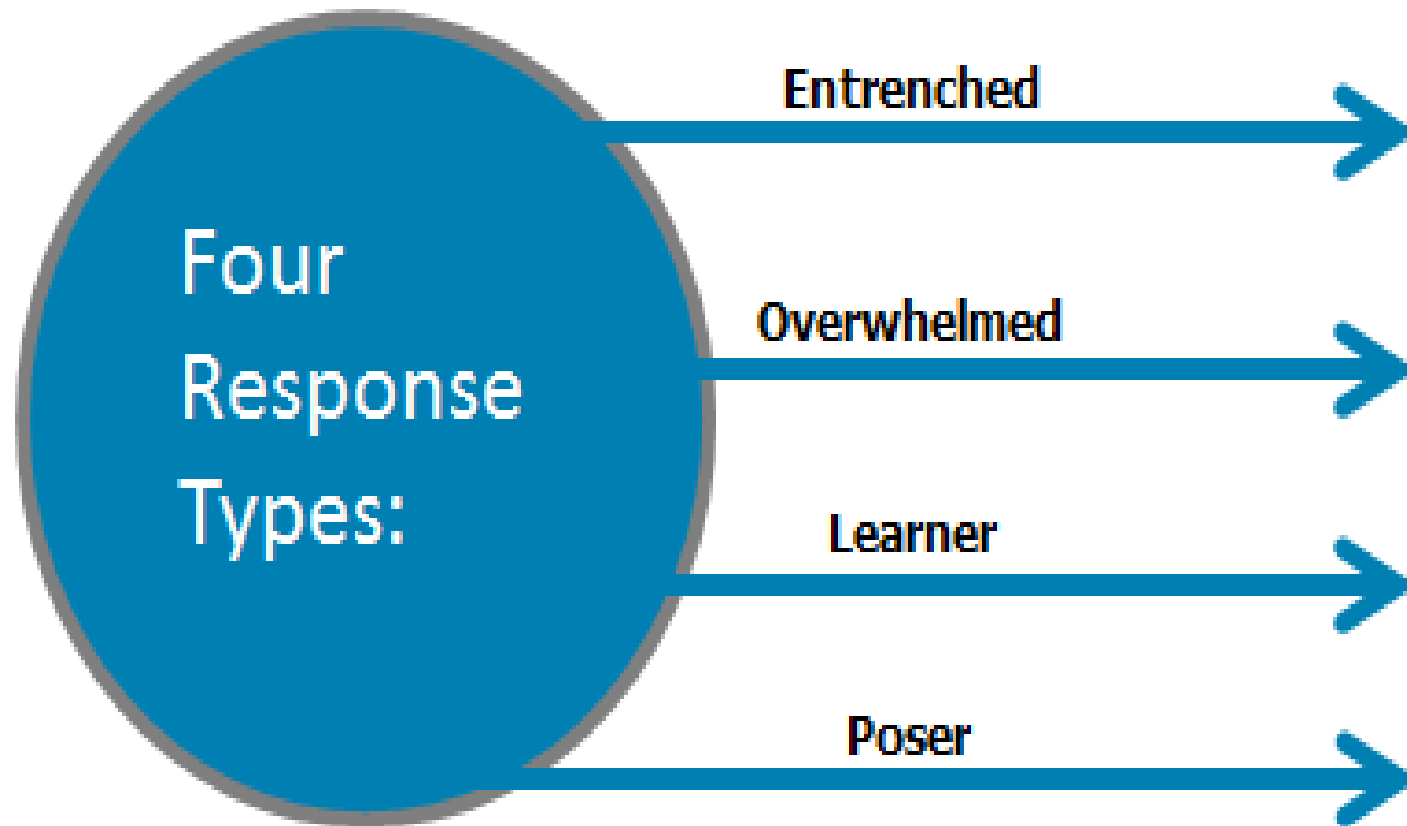
Directions!



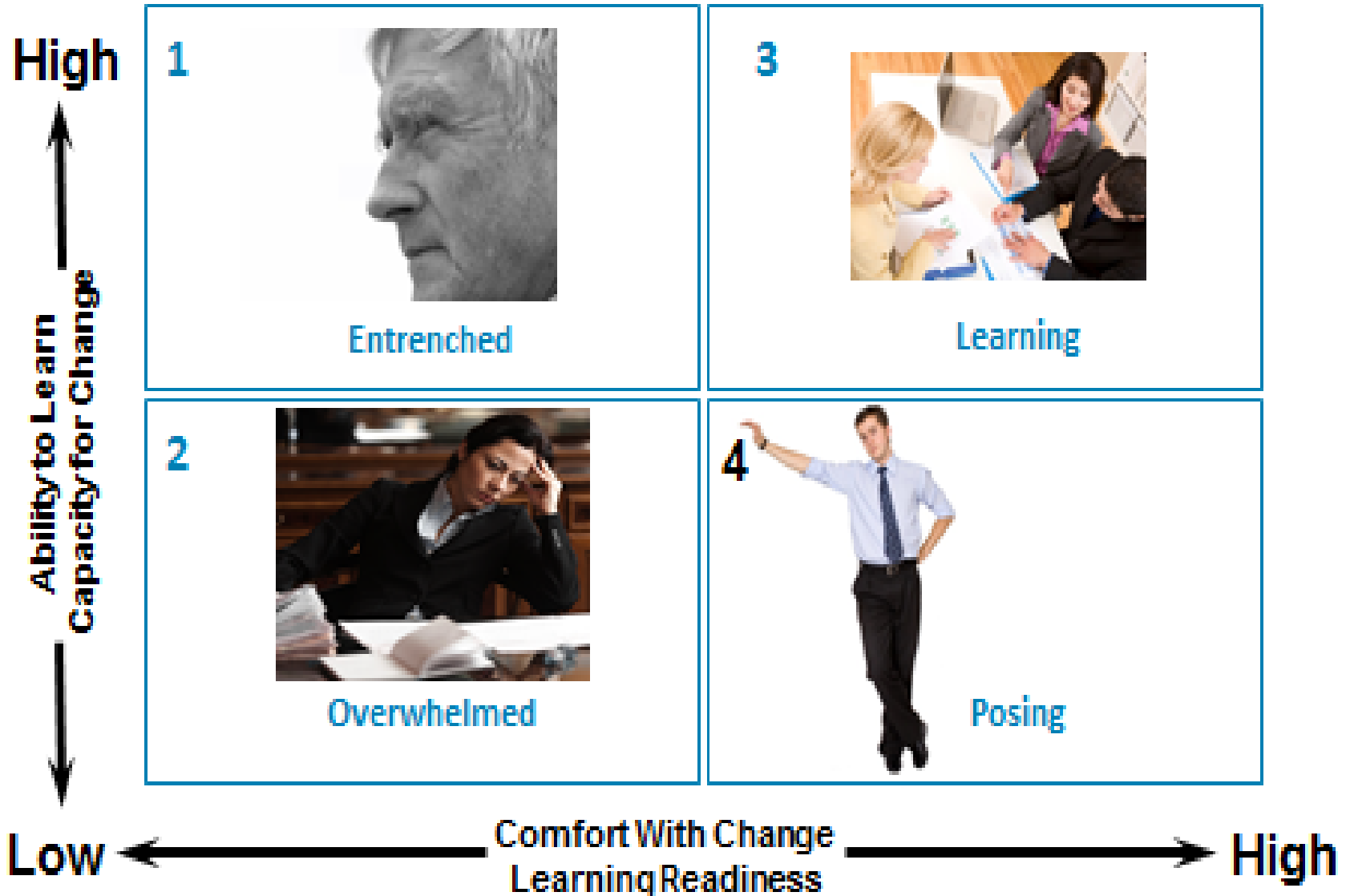
**IF YOU WANT TO LEAD
PEOPLE SOMEWHERE
NEW...YOU NEED TO MEET
THEM WHERE THEY ARE...**



People Coping With Change



The “R” Factor In Action: A Snapshot





Entrenched: Feelings and Reactions

- Anxious and threatened
- Confident of proven skills and past performance
- Reluctant to take risks that could lead to mistakes and failure
- Blames and complains
- Works harder than ever at previously successful behavior
- Tries to “ride it out” until things return to “normal”



Entrenched: Their Needs

- Understanding and help in coping with stress, fear, and frustration
- Carefully paced developmental job opportunities
- Don't expect too much too soon
- Effective role models
- Feedback, encouragement, and support



Overwhelmed: Feelings and Reactions

- Frustrated, powerless, in need of stability and reassurance
- Reliant upon others
- Fearful of mistakes and failure
- Avoids confronting issues and taking risks
- Retreats into “safe” activities
- Looks for symptom relief — not solutions



Overwhelmed: Their Needs

- Understanding and help in dealing with stress, fear, and frustration
- Effective superiors and peers who can help calm the waters
- Phased-in transition with bridges to the “old ways”
- A series of mini-challenges and crafted success experiences
- Rebuilding of confidence and openness



Learner: Feelings and Reactions

- Not afraid of short-term mistakes or setbacks
- Optimistic about the long-term future
- Views ambiguity and change as challenge and opportunity
- Keen awareness of both strengths and weaknesses
- Treats life as a continuous learning experience





Learner: Their Needs

- Reward and support for being the key player in the transition process
- Latitude to model effective learning behavior for others
- Relief from being caught in the crossfire; i.e., trying to be all things to all people
- High-impact developmental assignments



Poser:

Feelings and Reactions

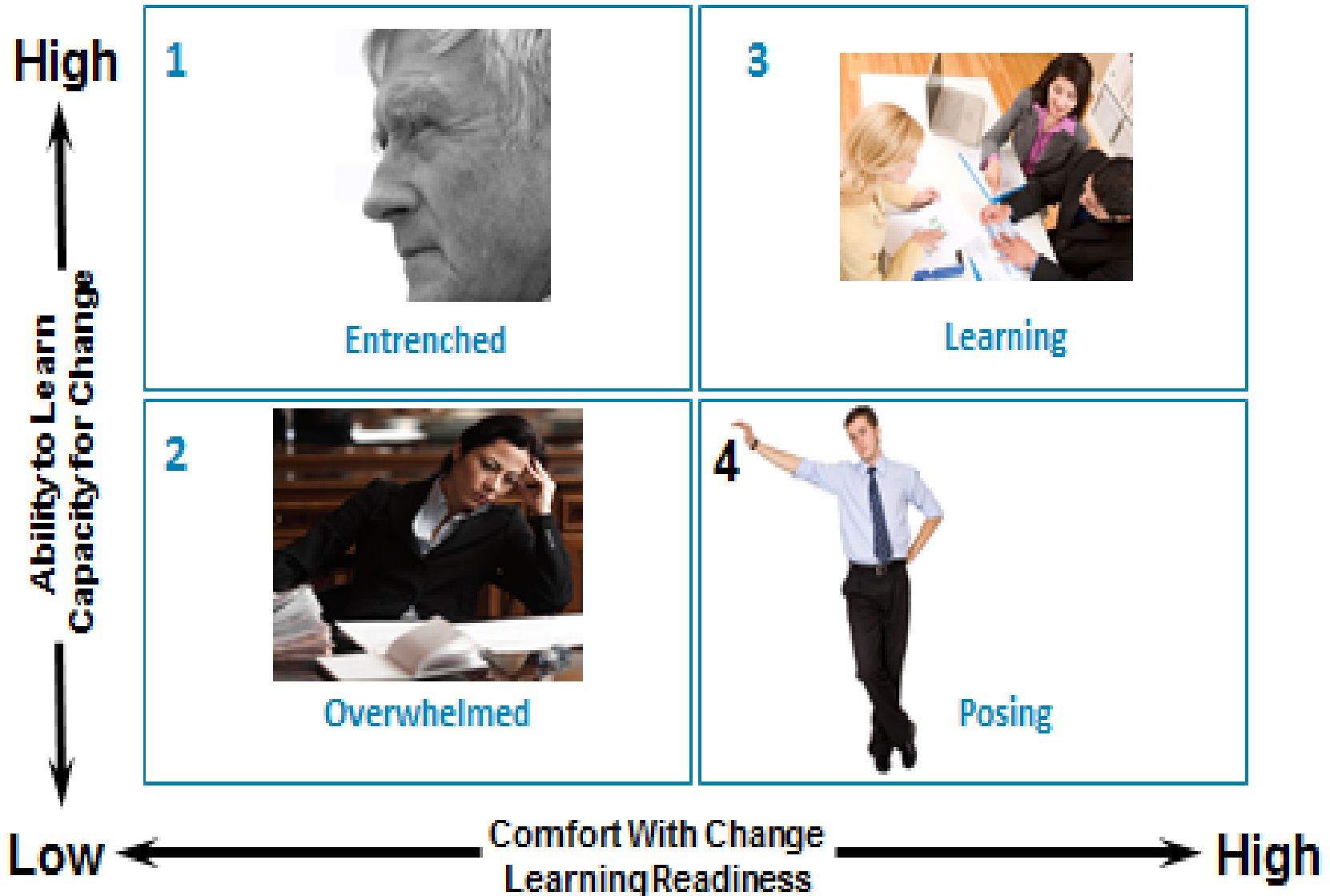
- Frustrated with the confusion and “whining”
- Comfortable with the need for change and anxious to move on
- Confident in own ability to function in any situation
- Lack of substance doesn’t slow him/her down



Poser: Their Needs

- Provide regular, objective, and accurate assessment of skills and learning needs
- Rein-in power and push developmental learning
- Requires check and balance from others
- Must be held accountable with periodic review and monitoring

The “R” Factor In Action: A Snapshot



Descriptions...

- Describe a change you are currently experiencing in your institution and who may be examples of the response types
- Describe each person's behaviors, attitudes, and feelings as well as any other relevant characteristics
- What can you or the institution do to increase the ability to learn and/or comfort with change for those in the related groups?

Leaders are not good because they are telling people what direction to go but helping them get there...

