
Transitions: Managing the Bumps that Come with Change

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CLARITY ■ DIRECTION ■ CHANGE

As We Begin, A Question

What brought you
to this session?

Today's Session: Purpose and Outcome

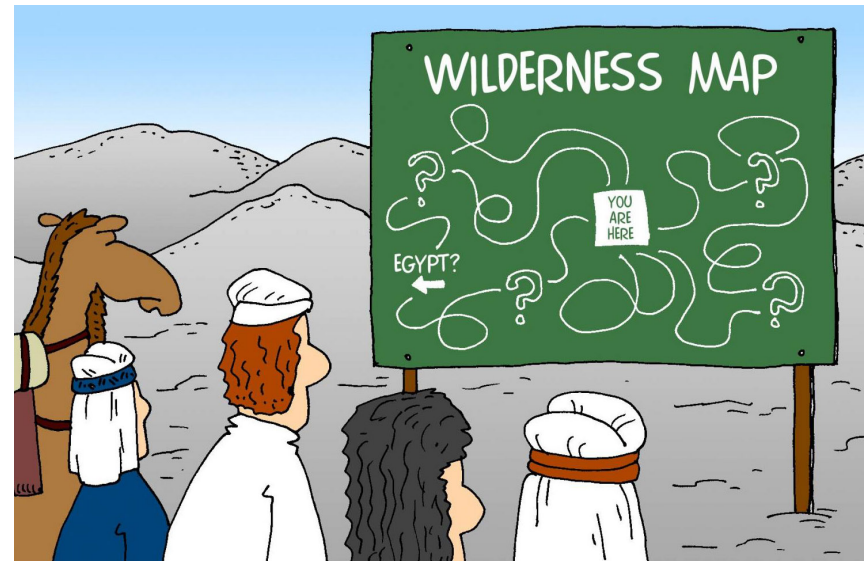
- Understand:
 - The difference between change and transition
 - How people experience various stages of transition
 - What is expected of leaders during transitions
- Know some basic terminology to help you think and talk about transition with peers, leaders, staff, constituents
- Apply the concepts to your own transition experiences
- Consider what you can do to help manage changes and transitions so your organization achieves outstanding success

Our Tradition is Full of Change



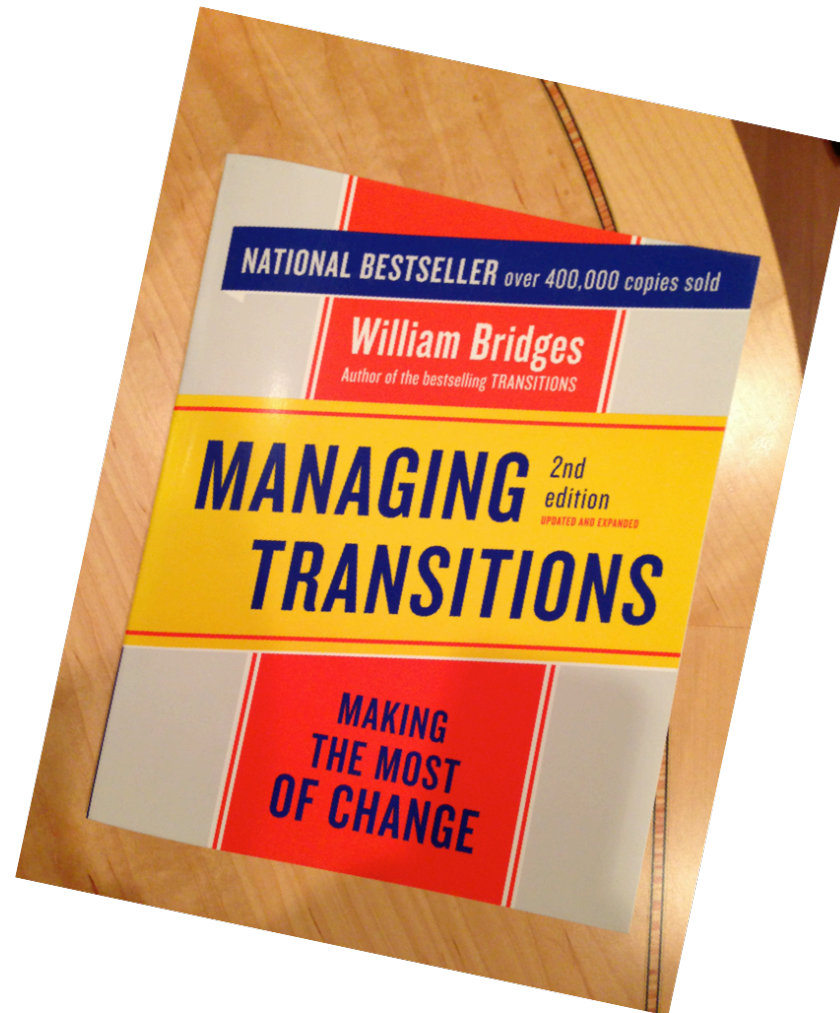
Retelling our Master Story

What does the Exodus tell us about how people experience change?



Change And Transition Are Not The Same

**This approach to
Managing
Transitions comes
from the work of
William Bridges.**



Change and Transition Are Not The Same Thing

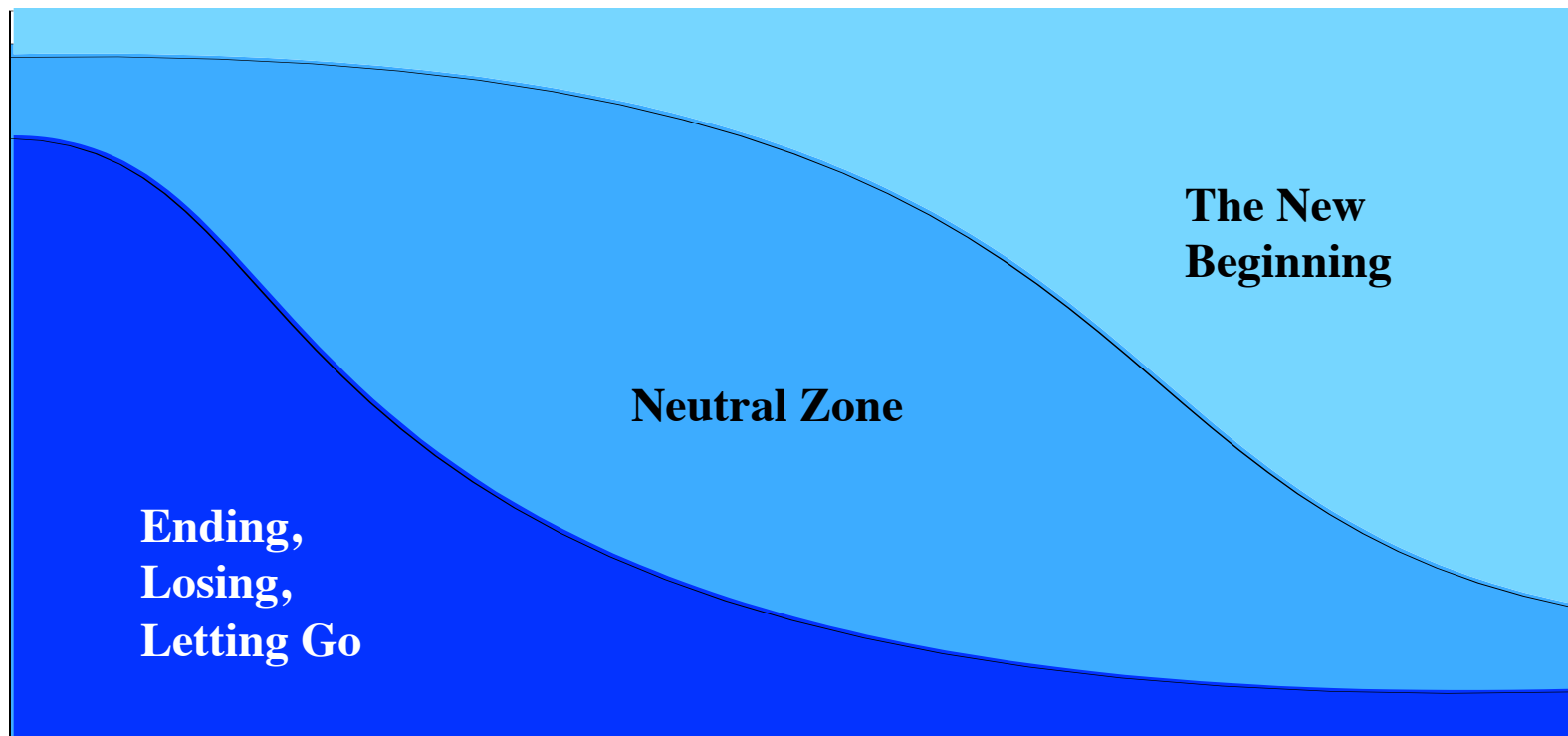
Change

Events
Situational
Outcome focused
Relatively quick

Transition

Experience
Psychological
Process based
Gradual and slow

Phases of Transition



Signs of Transition



Guilt

—Those who come out unscathed or those who have to initiate the change.

Resentment

—Those who are hurt by the changes or who care about others who are.

Anxiety

—Those who worry that they will be next or that there will be still another round of changes.

Self-absorption

—Those who are wondering how the changes will affect *them*.

Stress

—Those who have gone through a lot of change.

Five Core Activities of Transition Management

Effective change management plan

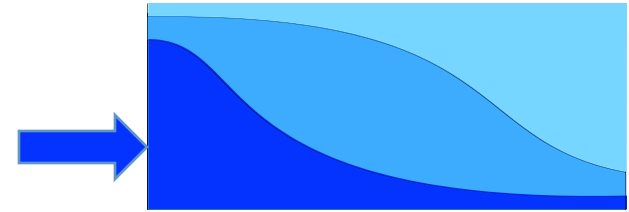
Locate groups/individuals in the three-phase transition process

Manage endings and losses

Lead people through—and to profit from
—the neutral zone

Help people make new beginnings

Who Stands To Lose What?



Who Are They?

Groups

Individuals

Outsiders

You

What Are They Losing?

Turf

Routines/Structures

Influence

Control of destiny

Competence

Personal identity

Memberships

Power

Other

Meaningful work

Status

Personal future

Relationships

To Manage Endings

Make Sure That...

- People understand what is finished and what is not
- People feel their losses are seen and acknowledged
- You have removed excuses to hold on to the past
- You have used symbolic boundary actions to mark a clean break
- Your leaders understand and accept grieving
- You have “sold the problem” without denigrating the past
- People are getting all the information they need

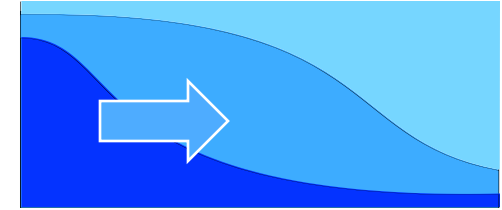


Leading People Through the Neutral Zone

“It is not so much that we’re afraid of change or so in love with the old ways but it’s the place in between that we fearIt’s like being in-between trapezes. It’s Linus when his blanket is in the dryer. There is nothing to hold on to.”

--- Marilyn Ferguson

The Keys to Leading People Through The Neutral Zone



Communication



Temporary Solutions



Enhancing Creativity



Increasing Learning

Communicating in the Neutral Zone



The Two C's

- Connection
- Concern

The Four P's

- Purpose
- Picture
- Plan
- Part

Temporary Solutions



-
- Policies
 - Procedures
 - Decision-Making Process
 - Behavioral Standards
 - Priorities
 - Roles
 - Material Resources
 - Compensation Arrangements
 - Reporting Relationships
 - Task Forces
 - Organizational Structures
 - Communication Systems
 - Training Programs
 - Staffing
 - Values
 - Work Schedules



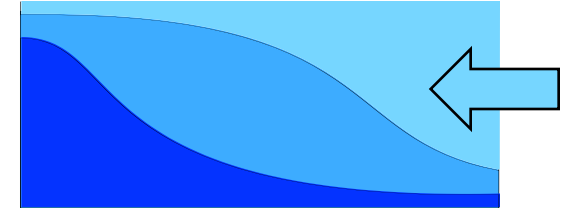
Enhancing Creativity and Learning



- Encourage experimentation and risk taking
- Enhance trust
- Study the organization's situation or events for clues
- Expose people to diverse perspectives, industries, and disciplines
- Provide settings that teach, encourage, and reward creative techniques and processes
- Engage all levels of employees in a wide variety of learning processes

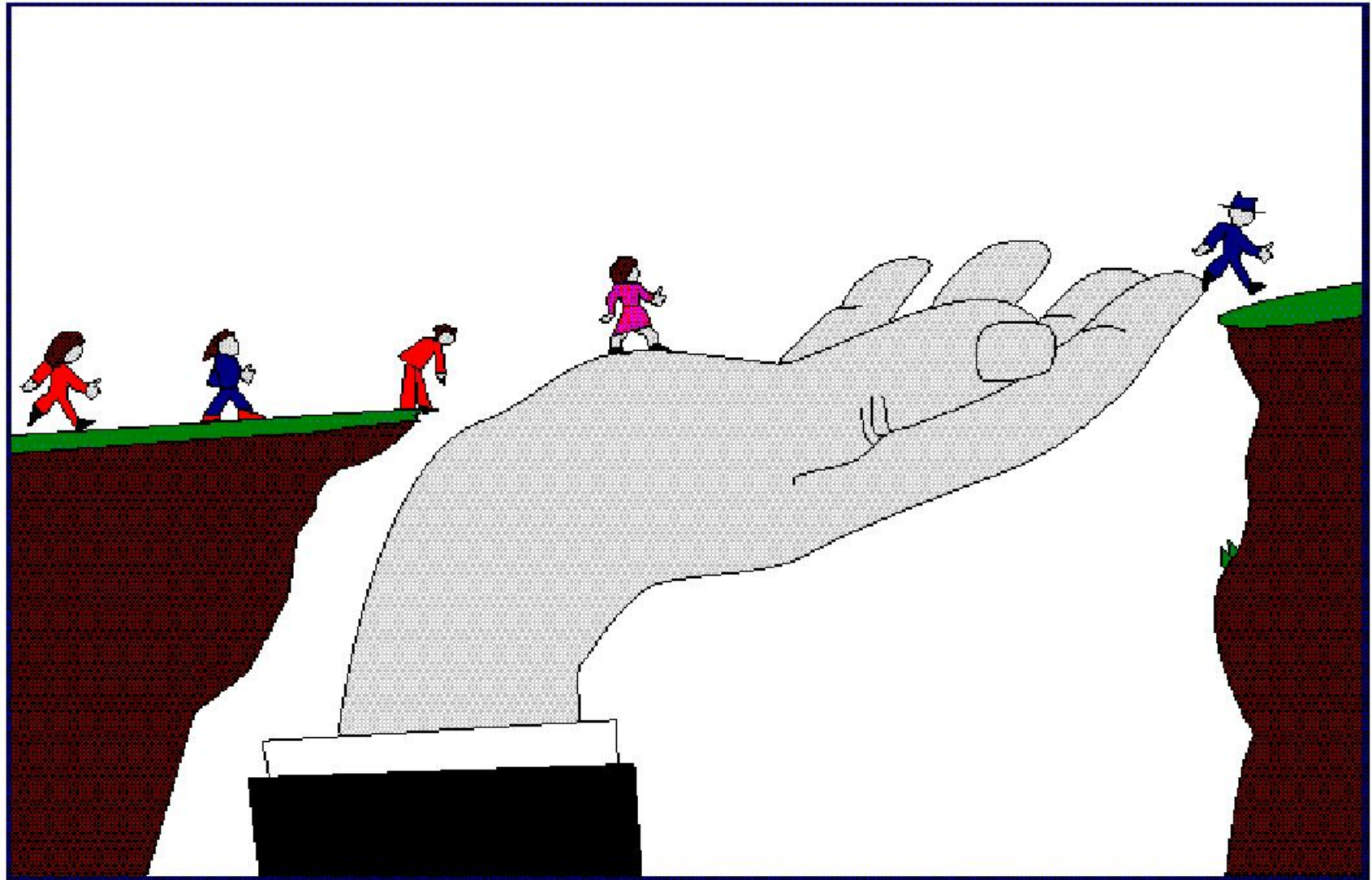


Facilitating the New Beginning



- Fine tune the implementation plan using input from the transition management team
- Translate the changes into new behaviors and attitudes
- Update the reward structure to support new skills and behavior
- Focus on and publicize early successes
- Articulate and celebrate the new identity





The Seven Rules of Transition Management

1. You have to end before you can begin

“You can’t steal second base with your foot on first”

2. Between the ending and beginning, there is a gap

Reorientation takes time; this “neutral zone” is normal, but also dangerous and requires leadership

3. That gap can be creative

What makes the neutral zone confusing also can make it fruitful because the organization’s change resistance is lowered

4. Transition is developmental

Beneath the surface, a whole chapter of the organization’s life may be coming to an end and a new day is beginning

The Seven Rules of Transition Management

5. Transition also is a source of renewal

The step from old to new can release energy if it is managed well; otherwise people will try to return to the comfort of the old way

6. People go through transition at different speeds

No one does it exactly like anyone else

7. Most organizations are running a “transition deficit”

Under stress, people slide by and make a change without any transition; do this frequently and eventually the deficit comes due

What's Your Plan?

