Managing Change

Understanding the Impact of Transition on Change
Session Objectives

• Understand the natural stages of the transition process

• Be able to identify signs of transition in yourself and others

• Identify strategies to move through each of the transition stages effectively

• Learn strategies to help you focus on the future that will encourage successful personal outcomes from the transition process
Action Stems from Dissatisfaction

START

STOP

CHANGE

Something New Begins

Something Old Ends
The Change Cycle

Change Management → Starts with the outcome: Redefining the Future

Transition Management → Starts wherever the people are

- Badly planned or implemented change creates painful transitions
- Unmanaged transition makes “change” / operational excellence less likely to work
Why Change Fails

Top 3 Factors Leading to Failure

- People leading the change think that announcing the change is the same as execution
- Employee concerns with change are not surfaced or addressed
- Those asked to support the change are not involved in planning the change
The Three Phases of Transition

- Ending
- Transition Zone
- New Beginning

Possible starting points

Adapted from *Managing Transitions*, William Bridges
How do you know when people are in transition?

5 Signs of Transition

- Guilt
- Resentment
- Anxiety
- Self-Absorption
- Stress
Ending Phase: Common Emotions

Managing Endings

- Why are we changing?
- What’s the impact on me?
- What about the good things from the old way?
- What’s over? What’s not?
- What will the future look like?

Adapted from Managing Transitions, William Bridges
The Neutral Zone: Common Emotions

The Neutral Zone
- How can I contribute to the change?
- What should I be doing right now?
- Where can I go for more information?
- How is the change process going?
- Do the leaders realize how difficult this is?
- How are others feeling about the change?

Ending Transition Zone New Beginning

Adapted from Managing Transitions, William Bridges
New Beginnings

New Beginning
- How did it go?
- What did I learn?
- How long will the changes last?
- Where do we go next?

Ending                             Transition Zone              New Beginning

Adapted from Managing Transitions, William Bridges
Transition Map Exercise

- Ending
- Transition Zone
- New Beginning

Where are you?
Your Role in Driving Change – Be Change Ready

1. Keep an open mind
2. Don’t make assumptions, ask questions
3. Maximize training and learning opportunities
4. Share information
5. Be responsive
6. Seek feedback
Taking Care of Yourself – Endings

- Figure out what is actually changing
- Decide what is really over for you
- Distinguish between current losses and old wounds
- Identify your continuities
- Recognize the symptoms of the transition zone
- Take time-outs
Taking Care of Yourself – Neutral Zone

- Use the neutral zone as an opportunity to reflect
- Consider your creative possibilities
- Experiment a little every day
- Frame challenges/ambiguity as a learning experience
- Remember that even changes you want to make put you into transition
Things to keep in mind…

1. You have to end before you begin.
2. Between the ending and the beginning, there is a gap.
3. That gap can be creative.
4. Transition is developmental.
5. Transition is also a source of renewal.
6. People go through transition at different speeds.
7. Most organizations are running on a “transition deficit.”
Contact Information

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