



# Strategic View Towards Changing Organizations

Change Module Week #4

# Product Progress

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1. **Strategy Analysis due today (Week #4)**
2. For week Five keep up with your reading and prepare for in-class discussion of case
3. Personal Case Essay due Week 6
4. Exam/Simulation Test in Week 6



# Managing Transitions...

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Pathways to the future

# Change Frameworks

- Kotter's 8 Stages
- Personality Type
- Adopter Types
- 5 Stages of Use
- Learning Organization
- Change Transitions



# Reasons People Resist Change

1. People do not know enough about the change.
2. No one has made a clear case for the change.
3. Poor communication about the change.
4. People do not believe the change is worthwhile.
5. People are afraid they will fail.
6. The change is not aligned with the corp culture.
7. Stakeholders are not adequately involved.
8. Lack of trust.
9. Lack of leadership for the change.
10. Inadequate resources.
11. Unclear goals.

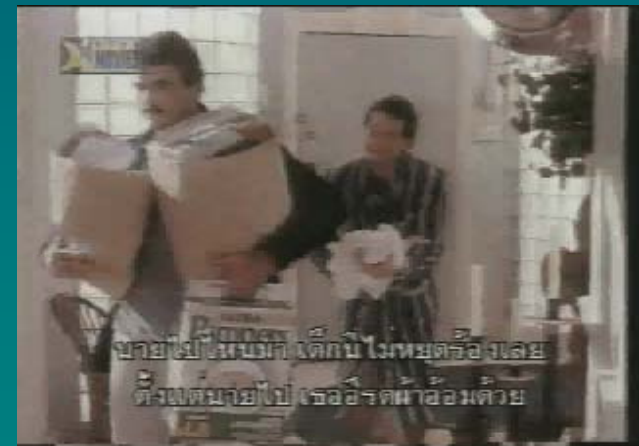


# Strategies for Overcoming or Reducing Resistance

1. Understand the causes of resistance.
2. Distinguish between resistance that results from personal or organizational factors.
3. Remember a poor strategy *creates resistance*.
4. Communicate and involve to create interest.
5. Eliminate the causes of resistance rather than assuming that the *person* is “the problem”
6. Meet person’s need (i.e., info, confidence, skill, technical support, peer support resources, time)
7. Transfer ownership/responsibility to those involved in implementation (e.g., Create Improvement Team, Build In-house)

# Managing Transitions

- What is the change
- How do they react?
- How do they feel?
- How do their emotions affect their ability to respond to the change?



# Change and Transitions

## Change

A shift in an external situation

## Transition

The internal process people go through to come to terms with the change

## Phases of Transition

Ending

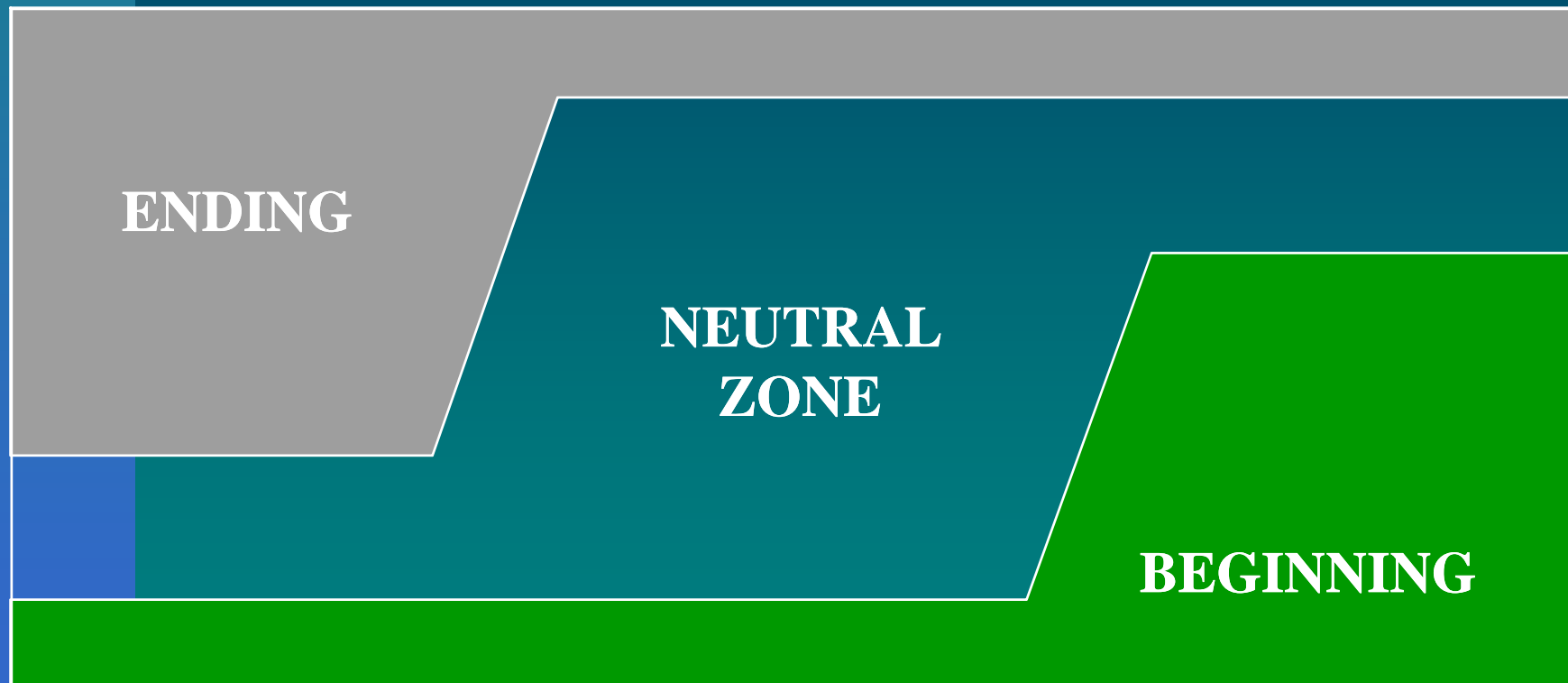
Neutral Zone

Beginnings

From William Bridges

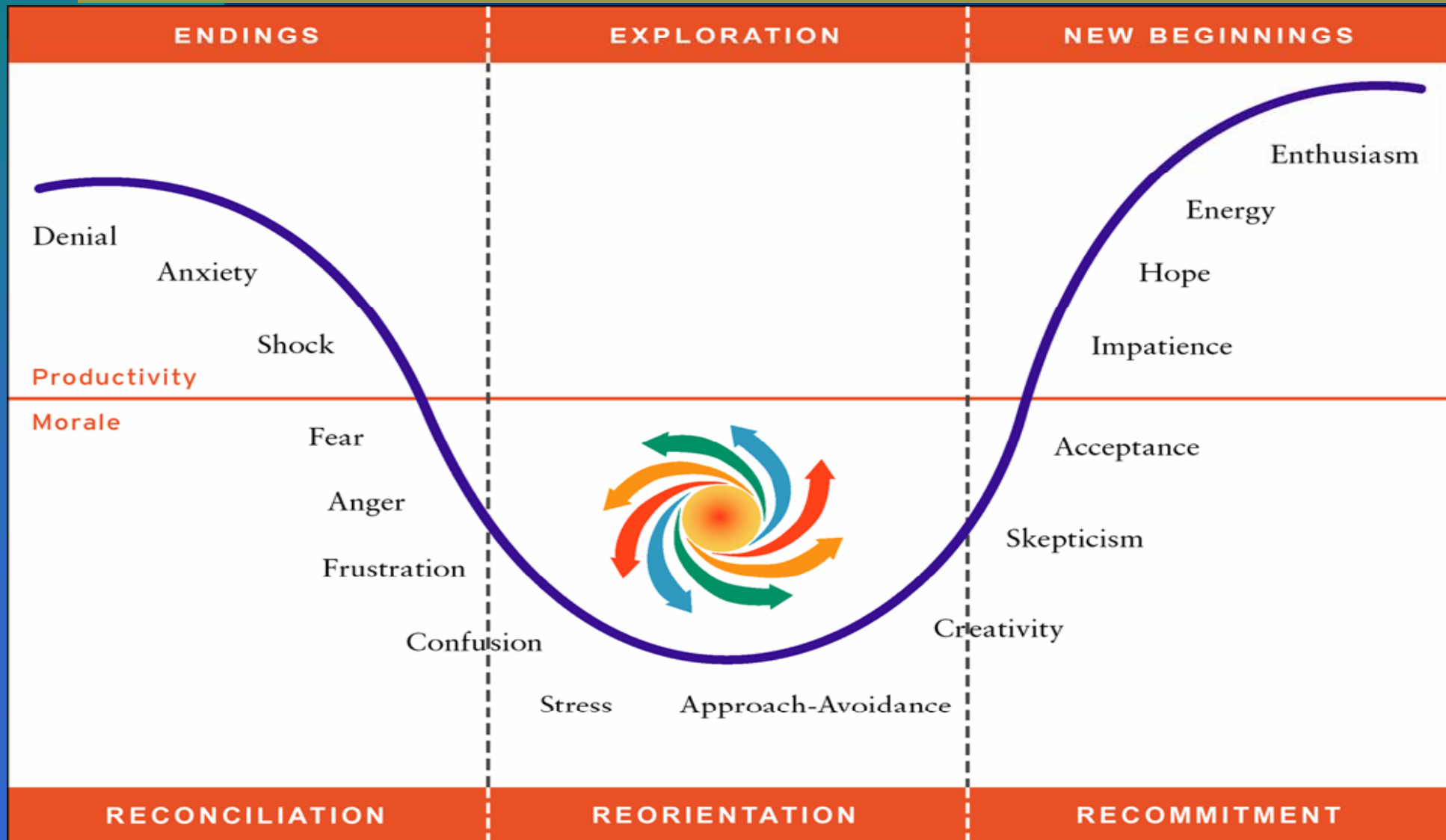


# Three Phases of Transition



Source; William Bridges

# The Transition Process



# Transitions

- Transitions are key times in the process of self-renewal
  - e.g. from demonstrating competence to finding meaning
  - Rites of passage reflect basic need for regeneration
- Types of change
  - Losses of relationships
  - Changes in home life
  - Personal changes
  - Financial changes
  - Inner changes
  - Job loss



# Intro to Deskset Video Case

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# Signs of Unmanaged Transitions

Guilt

Those who come out unhurt or those who implement the change

Resentment

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

Anxiety

Those who worry they'll be fired next or that more changes will come

Self Absorption

Those who are wondering how the change will affect them

Stress

Those who have gone through a lot of change

# Resistance to change increases when

- We deny the change is happening
- We hope people won't notice the change
- We just try to be “positive”
- We ignore how people feel about the change
- Are unclear about what will happen



# View Father of the Bride: how does change in the family impact individuals

- What is changing?
- What will be different after the change?
- Who is losing what?



# Emotions during Transition

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- ◆ Pride
- ◆ Guilt
- ◆ Confidence
- ◆ Anger
- ◆ Happiness
- ◆ Resentment
- ◆ Exhilaration
- ◆ Fear
- ◆ Comfort
- ◆ Frustration
- ◆ Satisfaction
- ◆ Hostility
- ◆ Challenge
- ◆ Disappointment



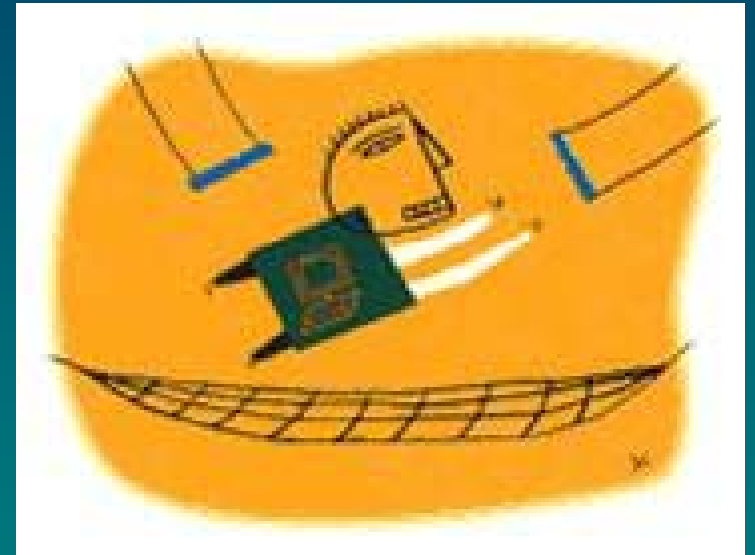
# Managing Endings

- ❖ Identify who is losing what
- ❖ Accept the reality and importance of losses
- ❖ Don't be surprised by overreaction
- ❖ Acknowledge the losses openly; Be sympathetic
- ❖ Expect signs of grieving
- ❖ Compensate for losses as you are able



# Managing Endings

- ❖ Give people information over and over again
- ❖ Define what is over and what isn't
- ❖ Mark the endings
- ❖ Treat the past with respect
- ❖ Let people take a piece of “the old” with them



# Neutral Zone

- Old reality is gone, but new one has not arrived
  - Feeling lost...  
“Now what?”
  - Looking to the boss for answers
  - “Just tell me what I’m supposed to do.”
- New CEO, but she hasn’t arrived yet
  - Merger, but many issues unsettled
  - New IT to use, but not yet sure how
  - New org structure, but how will work be done while we are making the changes?

# Think about moving to a new city

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- Before the move you think about what might happen
- You feel strange, confused, maybe anxious
- Your productivity is down
- Then the change (external) happens – quickly
- Now you have to adjust – make the transition
- But the adjustment happens slowly, not as quickly as “the change”

# Managing the Neutral Zone

- Strengthen relationships
- Create Temporary Systems or policies
- Strengthen Intra-group connections (“You are not alone”)
- Create incentives so people will make the change work
- Use a Transition Monitoring Team



# Communicating in the Neutral Zone: 4 P's

<p><b>Purpose</b></p> <p>Why are we doing this? What are we trying to accomplish?</p>	
<p><b>Picture</b></p> <p>What will it look like? How will it work?</p>	
<p><b>Plan</b></p> <p>How will we get to the Picture of the future?</p>	
<p><b>Part to Play</b></p> <p>What roles will members play?</p>	

# Meeting People Needs in the N-Z

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- Ask what they are losing?
- Ask what they will need to succeed?
- People will react differently (e.g., consider adopter types)
- Sometimes people will need new skills; provide training.
- Sometimes people will need new relationships; create opportunities to develop them

# Launch New Beginnings

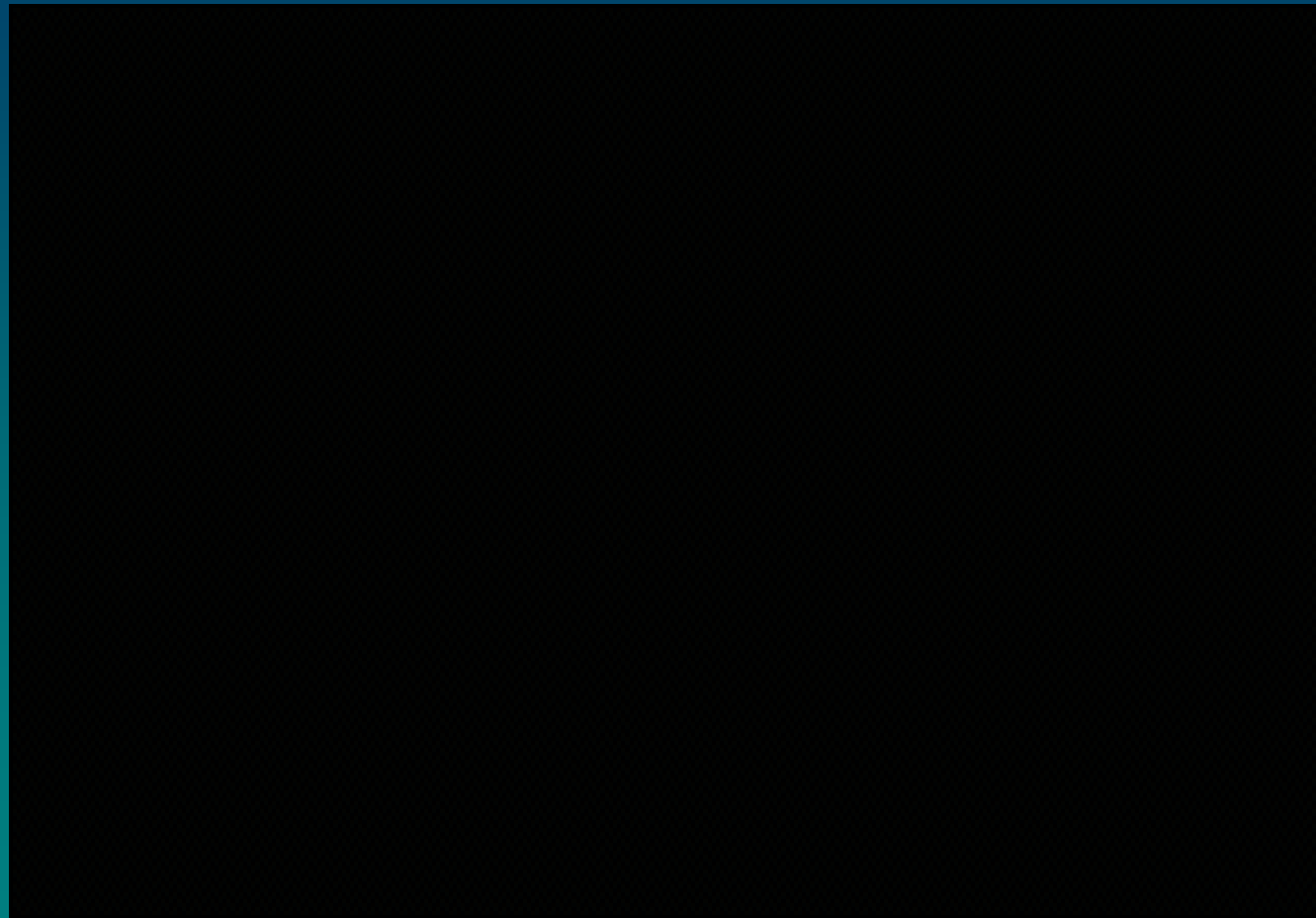
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- Reinforce the new beginnings and help them see that the change has already begun to happen
- Show how people are better off for the change
- Ensure reasonably quick successes and celebrate every success
- Symbolize the new identity associated with the beginning



# Deskset

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Deskset

## For Class Next Week

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- Read several of the short articles on “Managing Transitions” from e-learning site or from the internet
- View the Deskset video which is on reserve in the library
- Prepare to discuss the video case in terms of
  - 3 phases of transition
  - Examples of behaviors and feelings of people during each of those phases
  - Why people are feeling that way in each phase