



Strategies to make them easier

OBJECTIVES

What makes transitions difficult?

Are change and transitions always bad?

How to navigate transitions with a little more ease

RESEARCH ON MANAGING TRANSITIONS...



WHAT LEADERS NEED TO KNOW ABOUT CHANGE

TEDx SDSU presentation by Taylor Harrell, Ph.D.

leader a person who has commanding authority or influence

Document in the chat
words/phrases/ideas from
Dr. Harrell that particularly
resonate with you

Taylor Harrell, Ph.D.



change

replace (something) with something else...

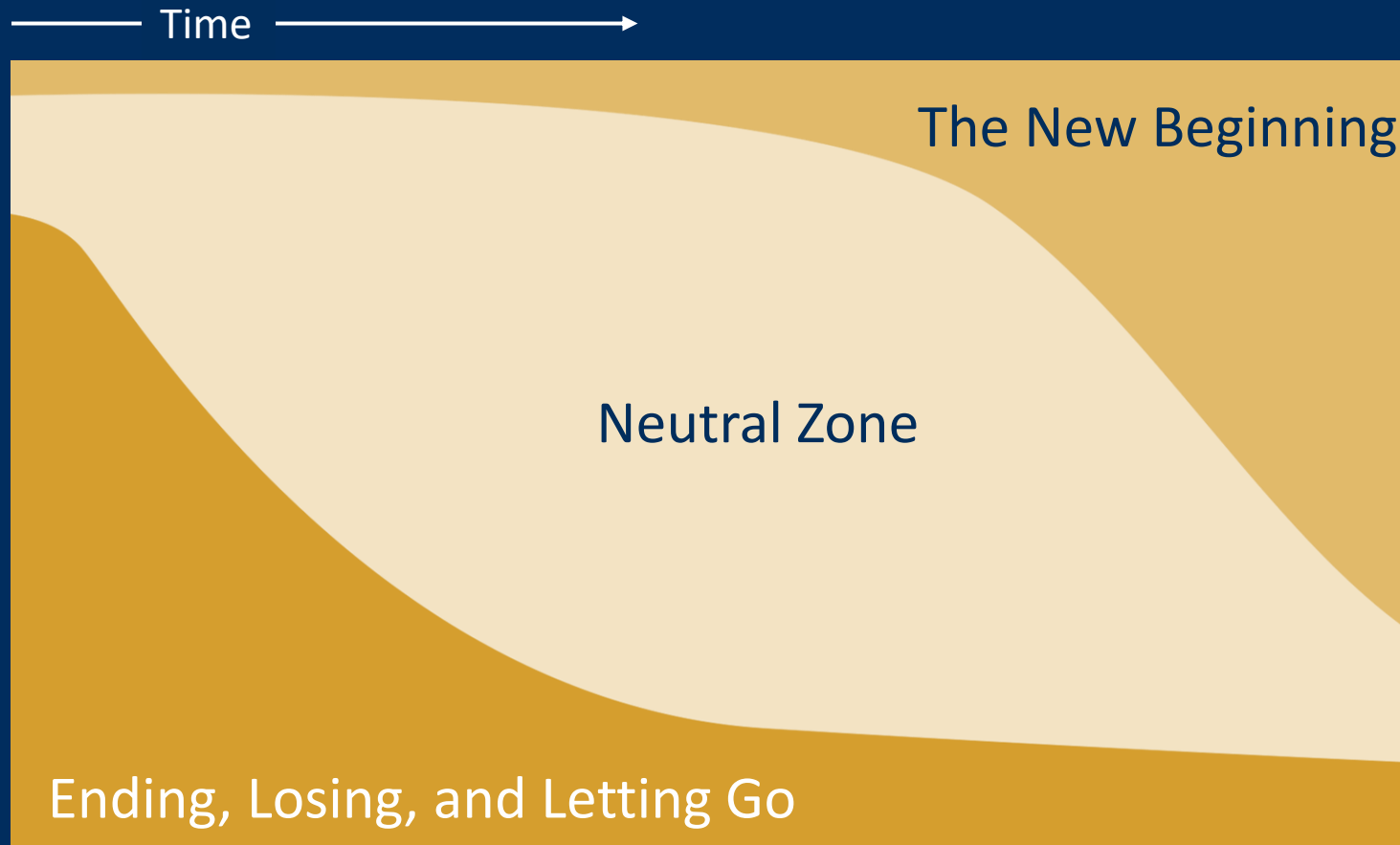
It isn't the changes that do us in...

transition

the process or a period of changing from one state or condition to another.

it's the **transitions**.

Bridges' Model of Transition and Change



William and Susan Bridges

*Transitions: Making Sense
of Life's Changes, 1979*

Managing Transitions, 1991

Bridges' Model of Transition and Change

Experience:

- Fear.
- Denial.
- Anger.
- Sadness.
- Disorientation.
- Frustration.
- Uncertainty.
- A sense of loss.

Need:

Accept that something is ending before they can begin to accept the new idea

You must acknowledge the emotions or you'll likely encounter resistance all the way

Guide:

- No judgment
- Time to reflect on current situation
- Talk about memories, what they'll miss, what they achieved...
- Listen with empathy
- Communicate openly
- "Skills, experience, knowledge are coming with"
- "You'll get what you need"

Ending, Losing, and Letting Go

Bridges' Model of Transition and Change

Need:

- Encouragement
- Reminder of goals
- Talk about feelings

Guide:

- No judgment
- "OK to feel lost or unsettled"
- Frequent updates
- Frequent feedback
- Short-term goals
- Quick wins
- Manage workloads
- Boost morale

Neutral Zone

Experience:

- Resentment toward the change.
- Low morale and low productivity.
- Anxiety about their role, status or identity.
- Skepticism about the change initiative.

Bridges' Model of Transition and Change

The New Beginning

Experience:

- High energy.
- Openness to learning.
- Renewed commitment to the group or their role.

Need:

- Consistency
- A stretch of time
- Reward

Guide:

- Highlight success (and progress)
- Link personal goals to organization objectives
- Stay vigilant
- Celebrate



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GETTING EVERYONE ON BOARD



DOESN'T ALWAYS HAPPEN



What is the Law of Diffusion?

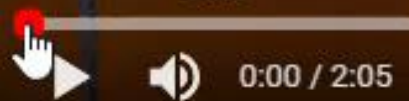
Watch later Share



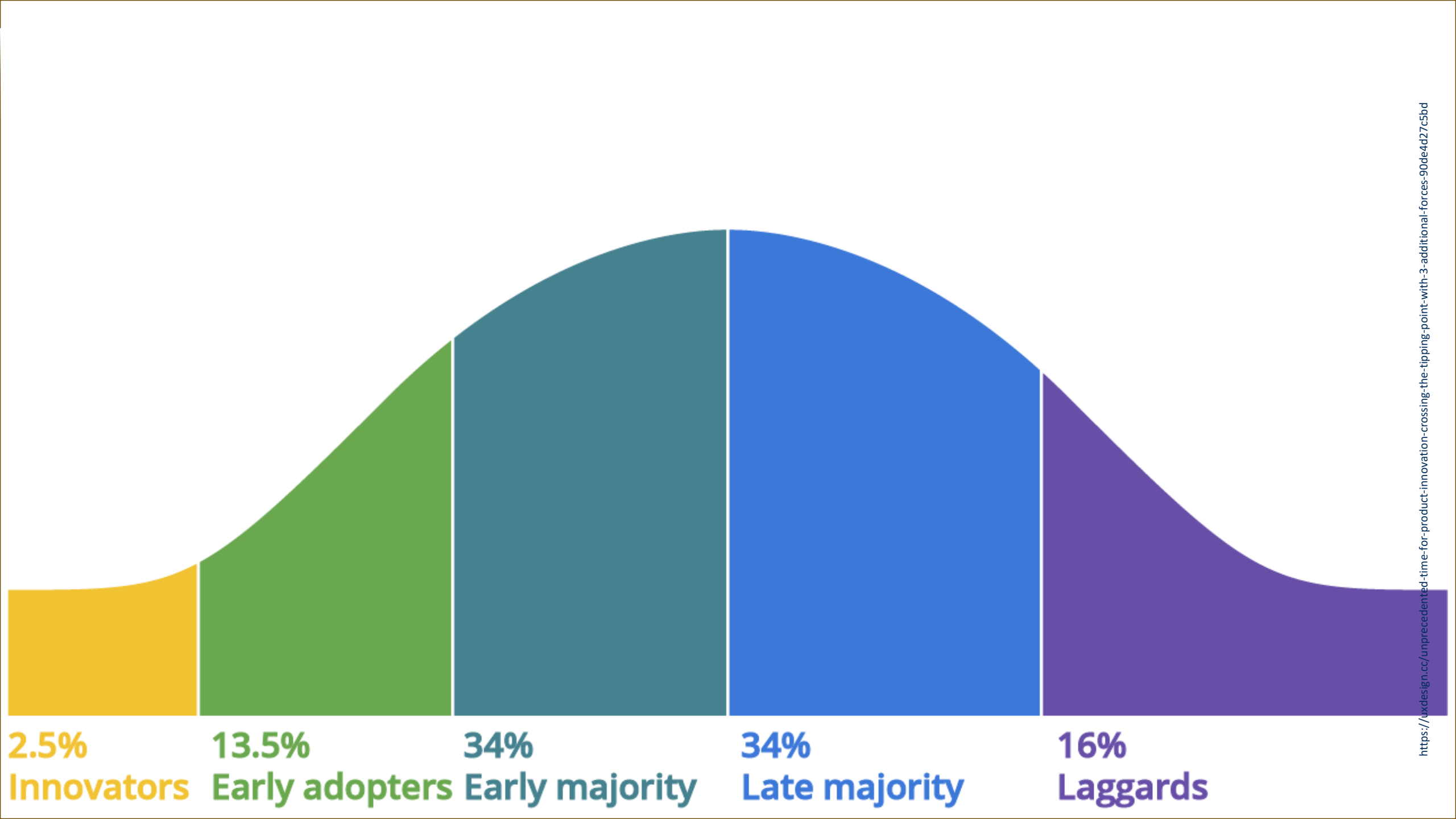
⏏ Pull up for precise seeking



0:00



CC Settings YouTube



2.5%
Innovators

13.5%
Early adopters

34%
Early majority

34%
Late majority

16%
Laggards

* Blue whale measurements are maximum size.



HUMAN
5 FT 6 IN / 1.7 M



50 F / 15 M

100 F / 30 M

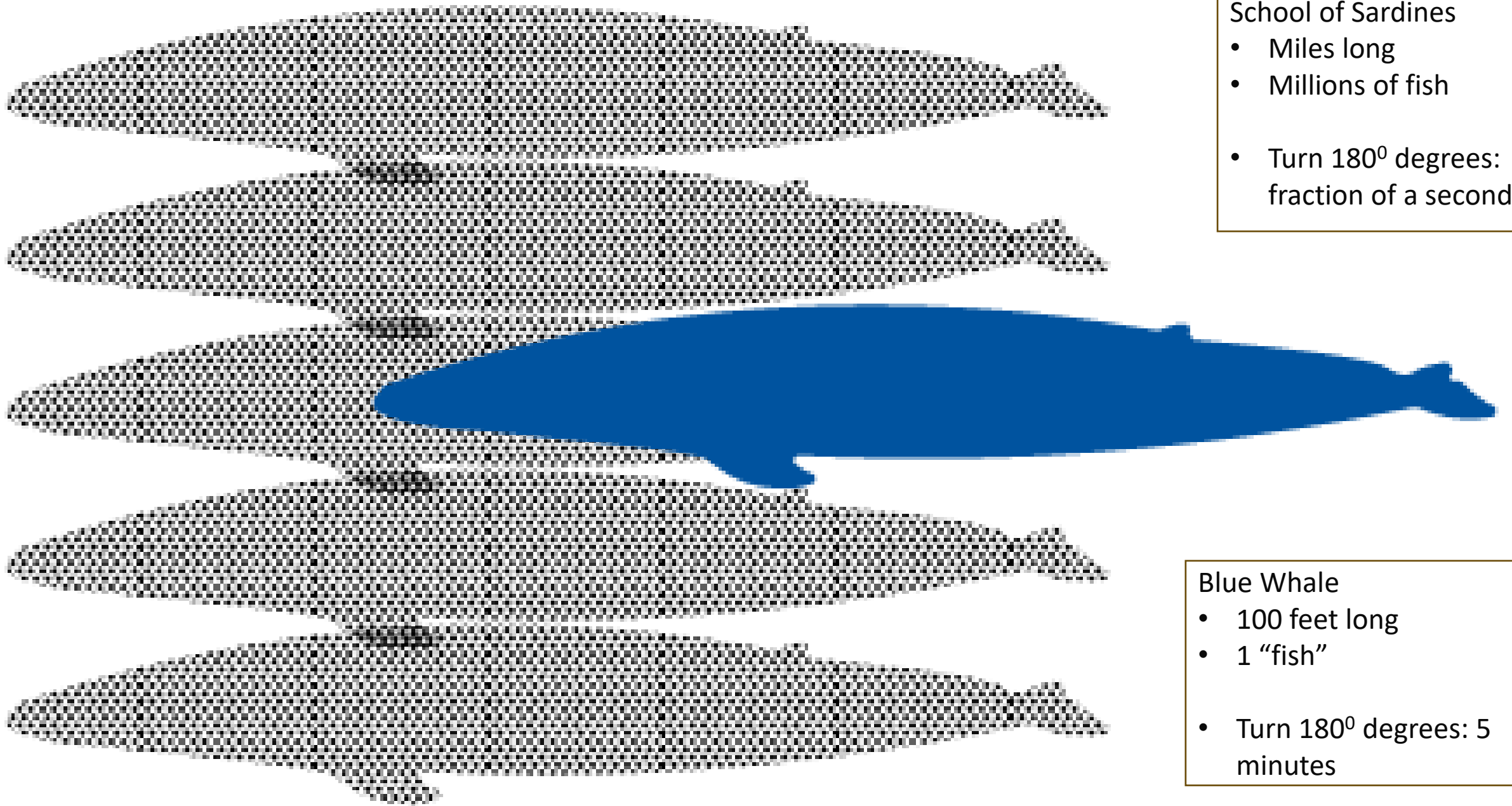


BLUE WHALE
100 F / 30 M*

SARDINE
8 inches







School of Sardines

- Miles long
- Millions of fish

- Turn 180° degrees:
fraction of a second

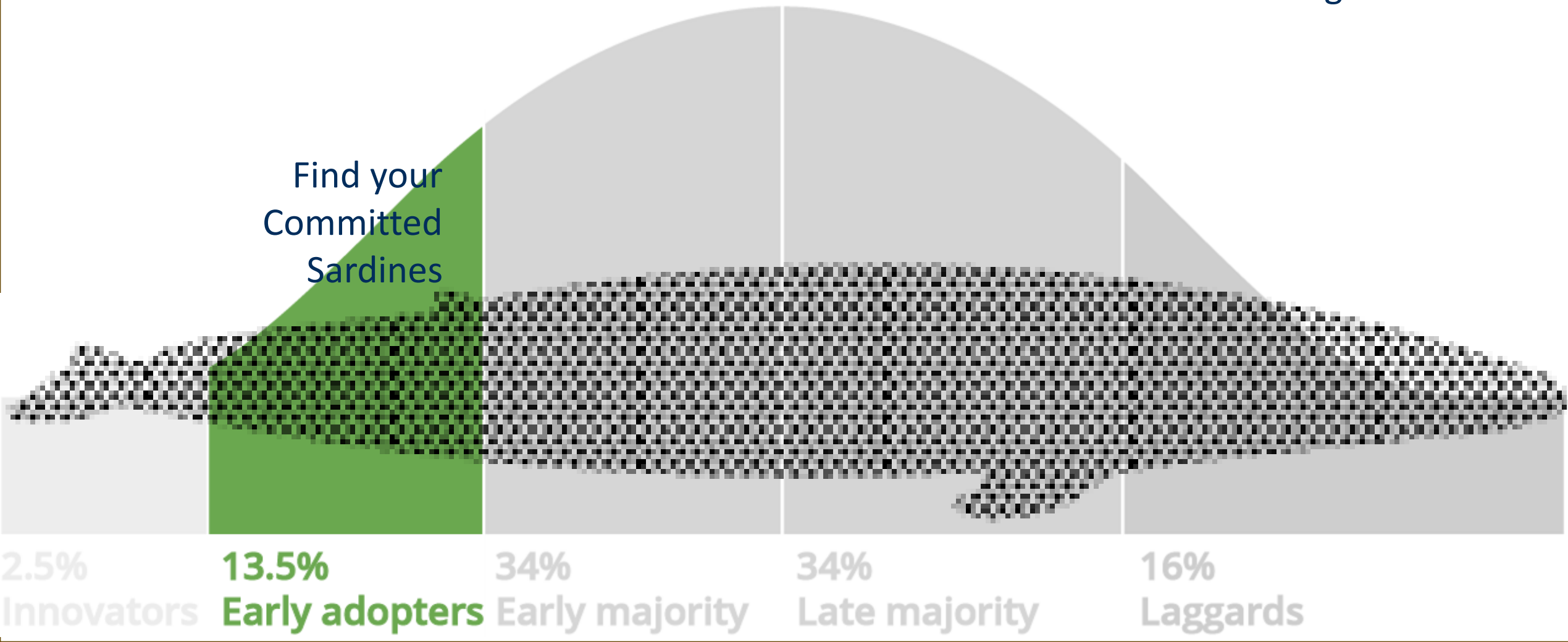
Blue Whale

- 100 feet long
- 1 “fish”

- Turn 180° degrees: 5
minutes

Not every sardine changes direction.

Guess how many turn to get the whole school to change direction?



COMMUNICATING CHANGE & TRANSITION

4Ps

PURPOSE

clarify and communicate

Why is change important?
According to whom?
Is there data to reinforce?

Develop common
vocabulary.

Sometimes it's best to
provide the purpose
before you announce the
change

PICTURE

be specific

How will things look post-
transition?

How will this be different
from that status quo, from
what people are used to?

How will it change
workloads, workflows,
responsibilities,
expectations?

PLAN

share the details

Provide the timeline

Outline the steps

Explain the why of the
order of things

What needs to happen?

When?

What happens after that?

How will we know we
made it?

PART

who's doing what?

Explain roles and
deliverables.

How do responsibilities
overlap or intersect?

What dependencies are
experiences by whom?

BUT WE'VE ALWAYS DONE IT THIS WAY

???



Why did we start doing it this way?

What has changed?

Is there a better* way?

STRATEGIES

- First-Then Statements
- Change Warnings (gives time to mentally prepare)
- Visual Timer
- Bring Along an Object
- Talk About Big Changes, even good ones, ahead of time. what will be same?
different?

STRATEGIES

- Practice
- Have a plan for when things go south
- The importance of remaining calm during difficult transitions cannot be overemphasized
- Plan ahead
- Have materials ready

CROSS YOUR ARMS

How to play:

Ask people to cross their arms. When they are comfortable, ask them to cross their arms the other way. Once they've done this, ask them why the second attempt might have left them feeling uncomfortable, even though it's basically the same action.

What's the point?

Steer the conversation towards specific changes being made within your organization. Examine how tricky it is to cross your arms in different positions and equally how tricky it is to cope with change. Show understanding that the necessary changes may be uncomfortable at first.

People

Process

Keep results top of mind throughout the transition, rather than a commanding focus on controlling deadlines or people.

Unnecessary stress and conflict can come from too strong a focus on the mechanics of how instead of the effectiveness of what.



Think **BIG**
Dream **BIG**
Believe **BIG**
Take **SMALL** steps

UPCOMING WEBINARS



SEPT 13: "HAVE YOU READ...?"
A PROFESSIONAL DEVELOPMENT
RESOURCE DISCUSSION

<https://www.thevillagefamily.org/events/>

**THANK
YOU!**



Session Survey

SHRM Credit – Activity 23-REF4T