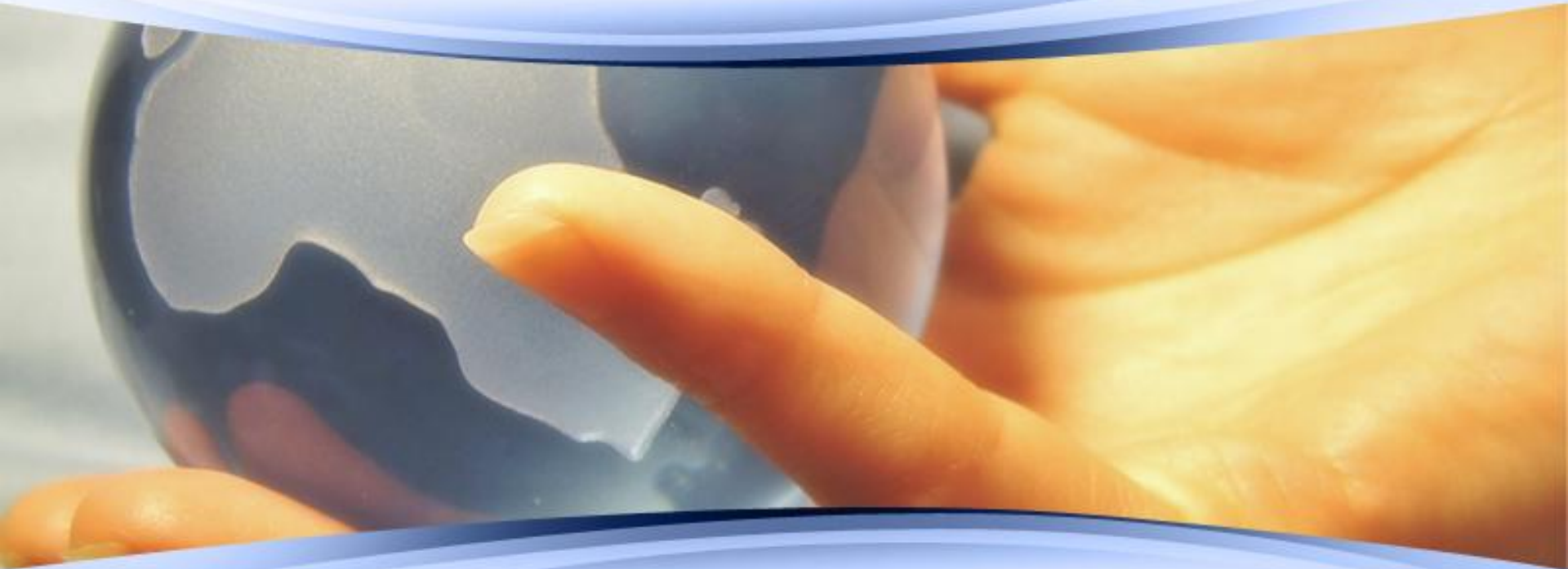


The Human Side of Change

Strategies to Successfully Manage Transition



Recap of last week



To increase your understanding of change and the process of transition.

- **Understand your personal reaction to change**
- **Describe the critical difference between change and transition**
- **Identify where you are located in a particular transition**

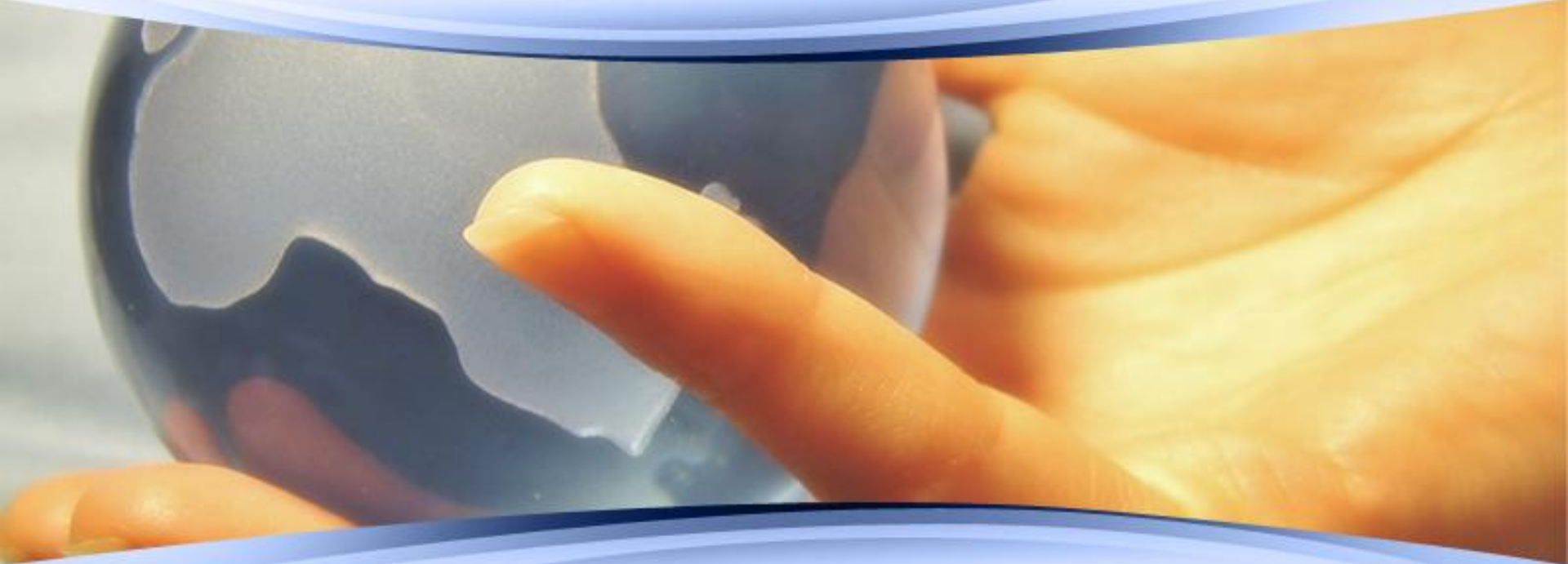
Today's Goal



- Manage one change through the transition process
- Increase strategies and skills to manage transition
- Create action plans for transition and career management

Unit 3

Managing One Change



Where Are People In The Transition Process?



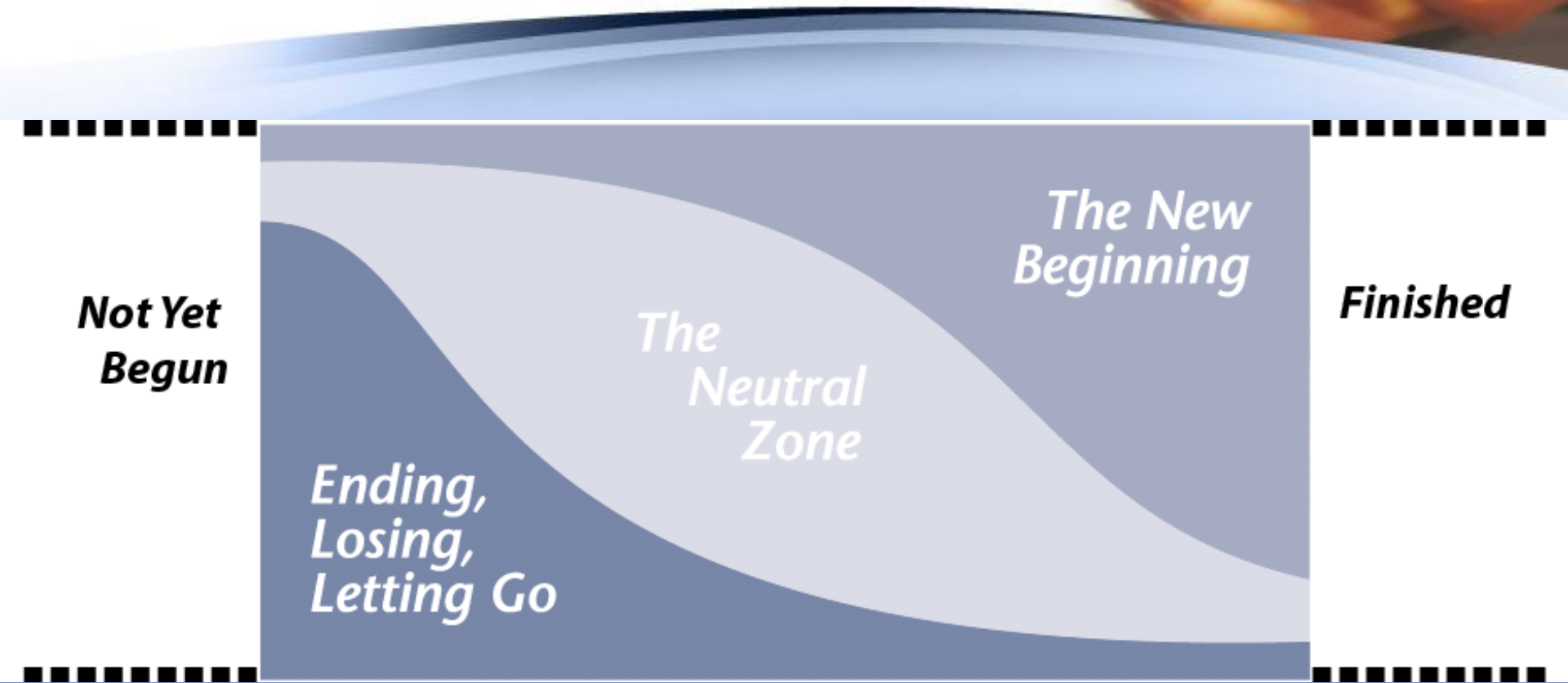
***Not Yet
Begun***

***Ending,
Losing,
Letting Go***

***The
Neutral
Zone***

***The New
Beginning***

Finished



Endings



“What we call the beginning is often the end

And to make an end is to make a beginning,

The end is where we start from.”

T.S. Eliot

“Little Gidding”

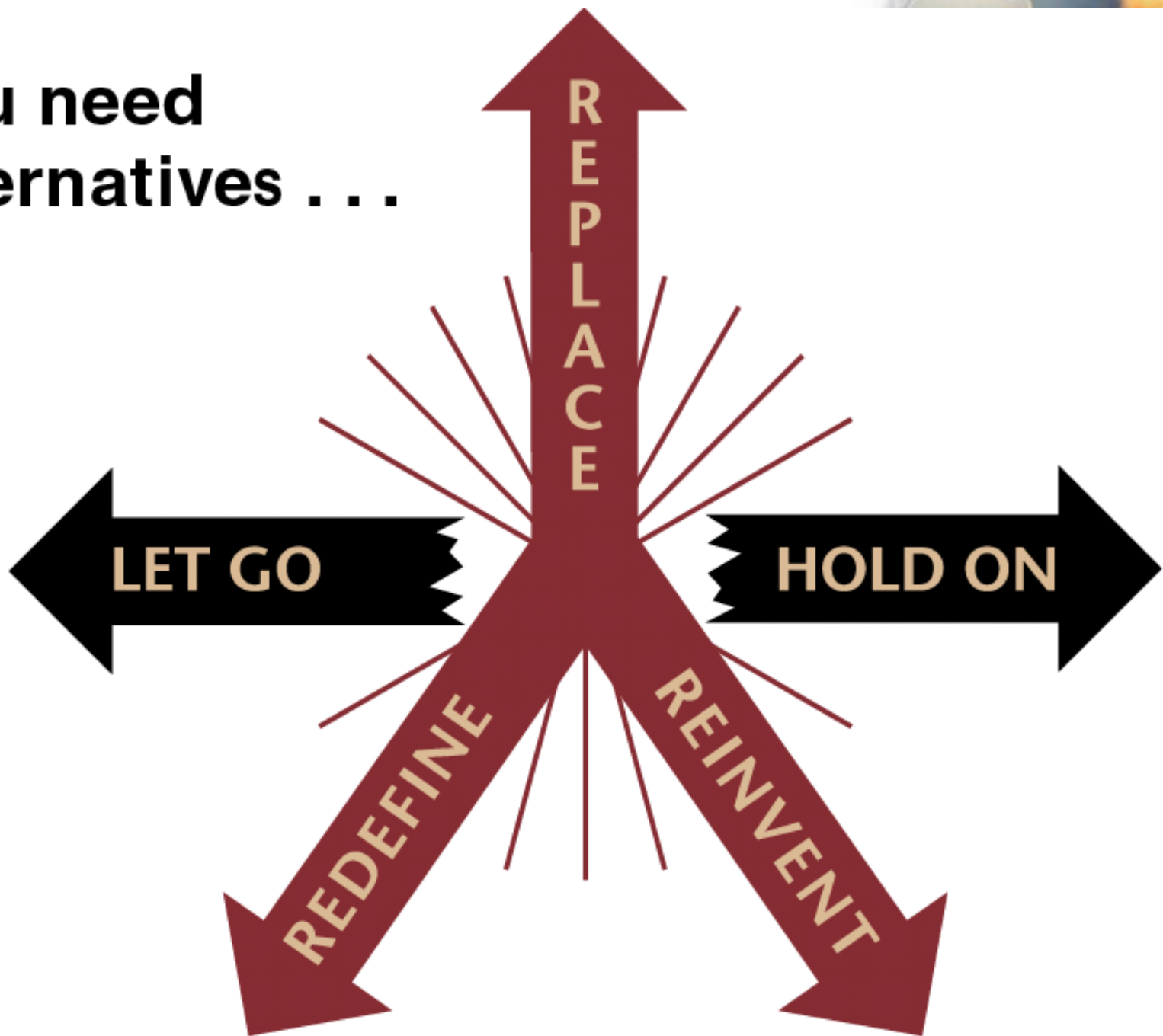
What Is Ending? What Am I Losing?



What is over? What chapter is finished?
What are you losing? What might you lose?

- Turf
- Status
- Power or Influence
- Relationships
- Memberships
- Routines/Structures
- Personal future
- Meaningful work
- Control of destiny
- Personal Identity
- Other

**You need
alternatives . . .**



How to Manage Endings and Deal with Loss



- Decide what is and isn't over
- Sort your losses
- Actively seek all information needed to deal with the changes taking place
- Accept the need to go through a time of mourning
- Identify symbolic pieces of the past
- Clarify what is staying the same
- Look at past endings
- Use symbolic actions to mark a clean break

Mark a clean Break with the Past



| |
|--|
| <p>It's time to say...</p> <p>Good-bye</p> <p>Auf Wiedersehen</p> <p>Sayonara</p> <p>Farewell</p> <p>Adios</p> <p>Au Revoir</p> |
|--|

I, _____

in recognition of the need to let go of
an old way, idea, behavior, point of
view, person, image of the
organizations, job, role relationship,
group, etc, do so symbolically by
naming it here...

...and sending it on its way.

Neutral Zone



“Who are you?” said the Caterpillar...

“I—I hardly know, Sir, just at present,” Alice replied rather shyly,

“at least I know who I *was* when I got up this morning, but I think I must have been changed several times since then.”

Lewis Carroll

“Alice’s Adventure in Wonderland”

Getting through the Neutral Zone



- **Focus on:**
- Rebuilding what gets lost
- Opportunities for creativity and learning

Rebuilding What Gets Lost



- Re-establish the four things endings destroy.

C.U.S.P.

Control

Understanding

Support

Purpose

Strategies for Creativity and Learning

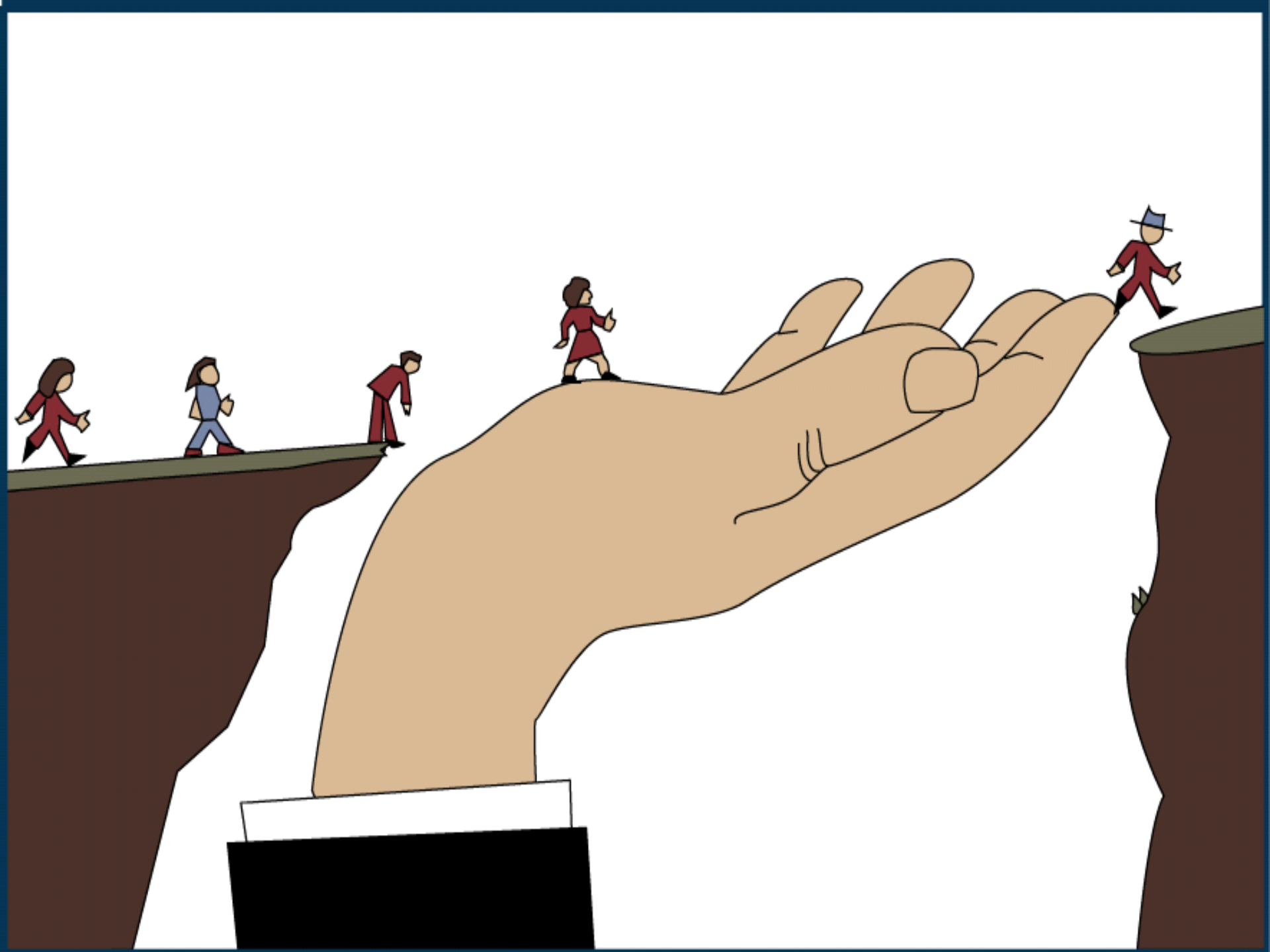


- Step back and take stock
- Take some time alone
- Cultivate the habit of experimenting
- Look for clues
- Brainstorm new ideas
- Record your ideas and clues
- Get involved in learning activities

Clarifying the Message: 4P's



- Purpose
- Picture
- Plan
- Part



True New Beginnings



- Characterized by a new surge of energy and purpose
- Often elusive and subtle

Strategies for Ensuring Successful New Beginning



1. Convert the possibilities that you discovered in the neutral zone into objectives and make a plan
2. Be open to shifts and corrections in your plan as events occur that require modification
3. Try to keep other unrelated change from intruding on the attention and energy that you are putting into this one

Strategies for Ensuring Successful New Beginning



4. Focus your early efforts on achieving a few quick successes and use them to build your confidence in further steps
5. Be certain you know how you have to be different, both internally and in terms of your behavior. The more specific you can be, the easier it is to know what to do.
6. Articulate your new identity and communicate it to others. Find ways to symbolize and celebrate it.

Starts

Beginnings



- Practical happening
- New situation
- New systems
- New titles
- Need to be designed
- Result from decisions
- Take place on schedule

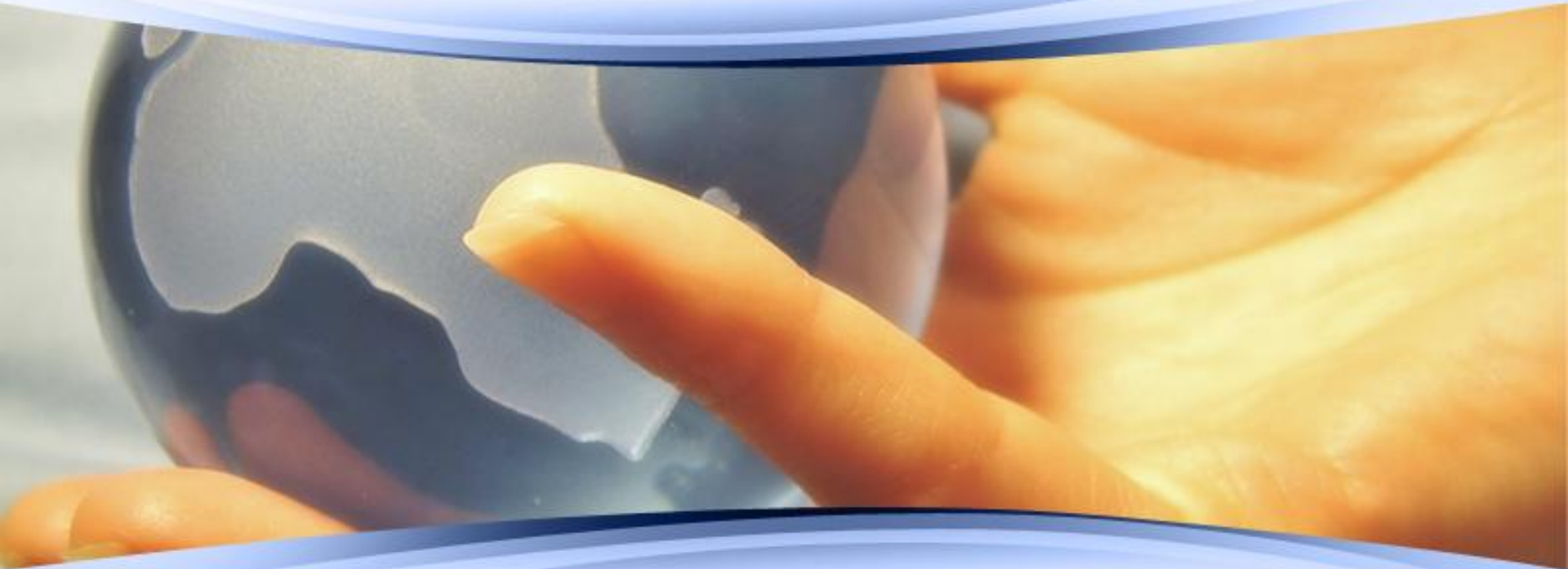
- Psychological happening
- New understanding
- New values
- New attitudes/identities
- Need to be nurtured
- Result from process
- Follow internal clock of the heart and spirit



Let's Take a Break!

Please Be Back in 15 Minutes

Unit 4
Career Management
Action Plan and Resources



Career Management Action Plan



- Reading: *Where Have All the Jobs Gone?*
- *Ten Principles for Living in an Age of De-jobbing*

[Job Shift.pdf](#)

Ten Principles for Living in an Age of De-jobbing



1. See prior organization as a “market”
2. See supervisors, managers, or leaders as customers or clients
3. Look for customer’s/clients unmet needs

Ten Principles for Living in an Age of De-jobbing



4. Develop clearly articulated product or service
5. Update service or product regularly and have a personal R&D program
6. One must develop “transactional” skills

Ten Principles for Living in an Age of De-jobbing



7. Need new view of individual resources:
D.A.T.A.
8. Learn how to recycle individual resources periodically
9. Learn to see change as an opportunity
10. Learn to manage change created transitions

Strategies for Maintaining Resilience



- Build in periodic time-outs.
- Hold a personal debriefing session
- Give yourself a reward
- Manage the big transitions

Strategies for Maintaining Resilience



- Group and prioritize all the changes
- Do regular internal and external scans
- Keep the big picture in mind
- Avoid terminal professionalism

Seven Principles of Transition Management



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 people are running a “transition deficit.”

Resources & References



- O*Net Online—occupational network database
- *Who Moved My Cheese*, Spencer Johnson, M.D.
- *A Whack on the Side of the Head: How you can be more creative*, Roger von Oech
- Books by Wm. Bridges :
 - *Transitions*
 - *Jobshift*
 - *Creating You & Co.*
 - *The Way of Transition*

The End or Is It the Beginning



Thank you!

Please fill out your evaluations