

Change and Transition

MALT

November 1, 2017

“Change stimulates resistance- it challenges people’s habits, beliefs, and values. It asks them to take a loss, experience uncertainty, and even express disloyalty to people and cultures... **loss, disloyalty, feeling incompetent...** No wonder people resist.”

Change vs. Transition

Change: an event that is observable, situational, external to oneself. **It starts with a beginning.** Change sets into motion the transition process.

Transition: is psychological, it is a three phase process that individuals go through over time to come to terms with the external changes. **It starts with an ending.**

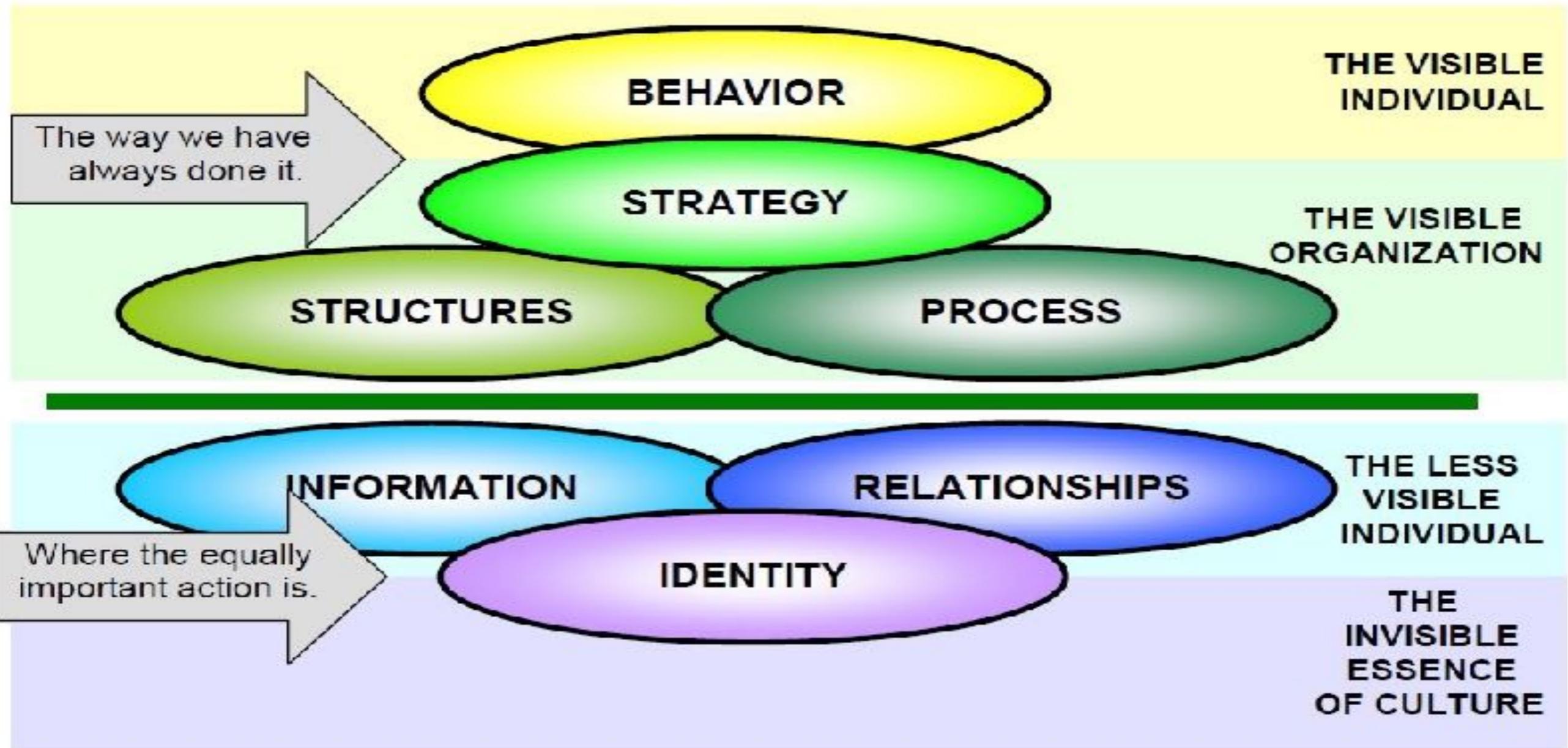
“The adaptive challenge for congregational revitalization is not programmatic, but rather cultivating the capacity to understand and live in an environment that is no longer experienced as stable, predictable or even comprehensible. This is the single most important factor in predicting whether an organization will experience increased vitality and thrive, or die.”

-Appreciative Inquiry: Change at the Speed of Imagination

Four Common Forms of Change

- **Outcomes** - behavior; i.e. more people attending church, integrating a new program
- **Structure** - the ways in which a system organizes itself to conduct business.
- **Process** (operations) - the standard business processes that are used to build consistency and efficiency.
- **Patterns** (strategy) - the systematic ways in which a system focuses its key strategies to accomplish its mission and goals.

Organizational Change



Seven Dynamics of Change

1. People will feel awkward, ill-at-ease and self conscious
2. People will think about what they have to give up
3. People will feel alone even if everyone else is going through the change
4. People can handle only so much change
5. People are at different levels of readiness for change
6. People will be concerned that they don't have enough resources
7. If you take the pressure off, people will revert back to old behavior

*“Unless transition
occurs, change will
not...”*

-William Bridges



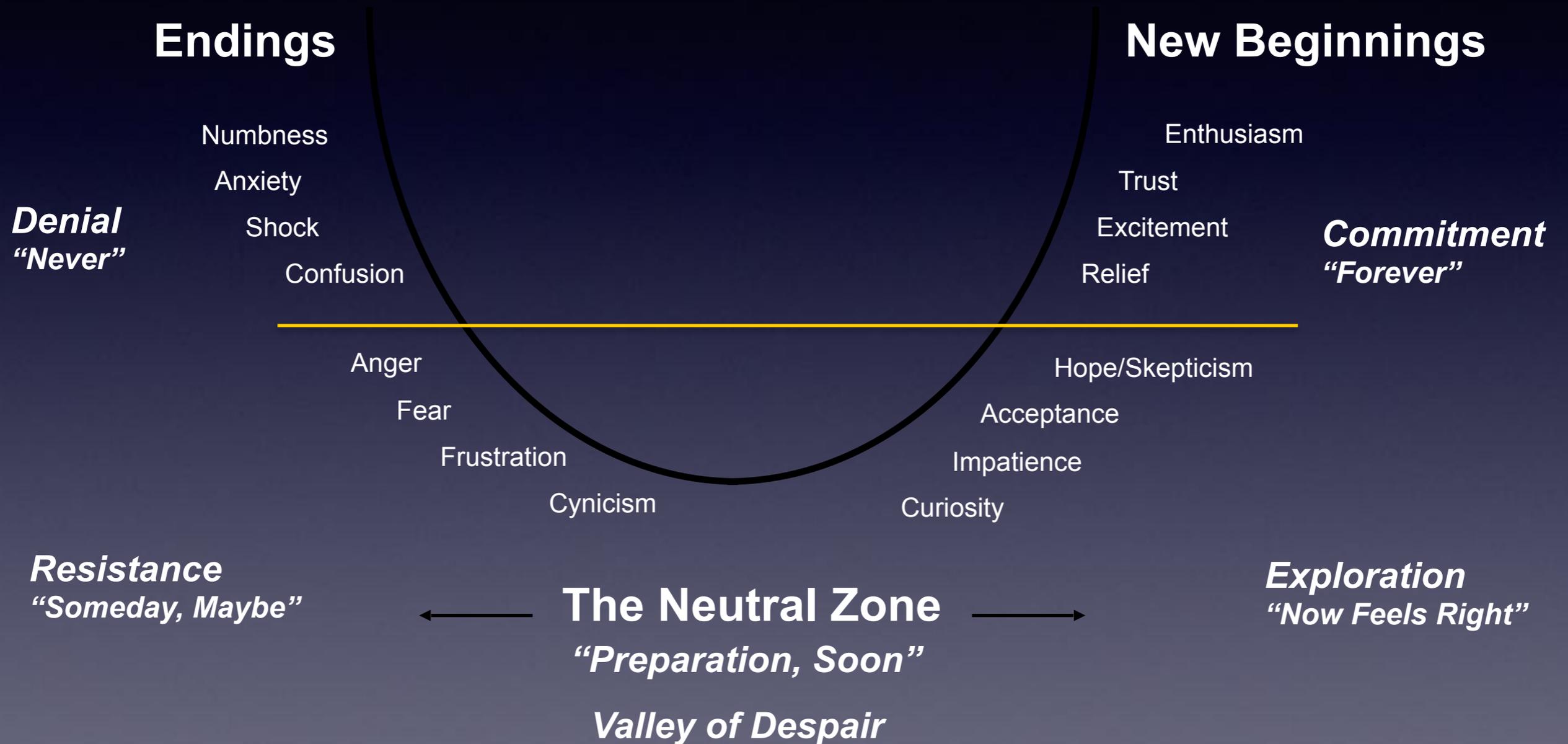
Three Stages of Change

-William Bridges-

Three Phases of Change

- ◆ Ending, Losing, Letting Go-letting go of the old
- ◆ The “Neutral Zone”-Critical psychological realignments and re-patterning take place. The time of transition.
- ◆ The New Beginning- New identity, new energy, a new sense of purpose

Stages Transition



Phase One:

Ending, Loss, and Letting Go



“Time for Reframing.”



It is a time for questions.....

A Time for Grieving.....



For Celebrating Enduring Aspects.....

The past makes
us who we are.

Celebrate it.

THE NEUTRAL ZONE

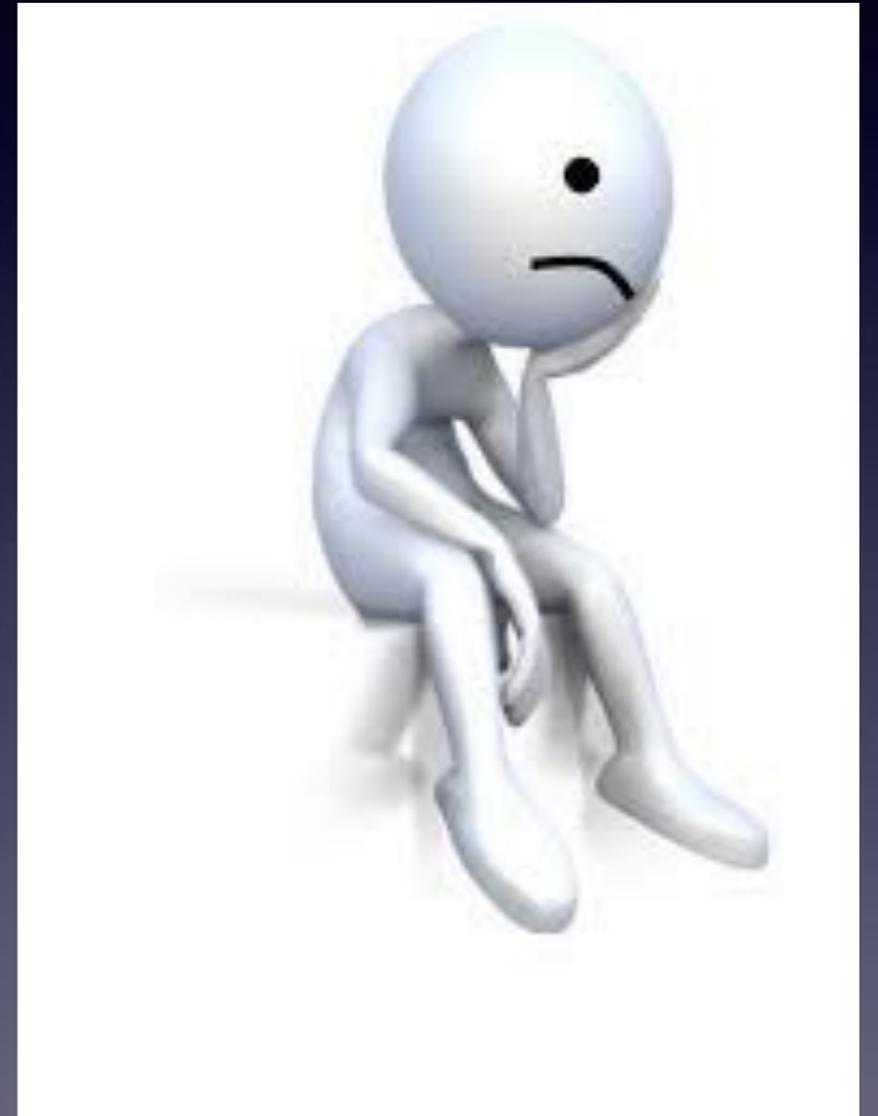


Experiences of “The Neutral Zone”

- miscommunication, undone tasks, mixed signals, confused or competing priorities
- disequilibrium and chaos
- high anxiety and low motivation
- patch-fixes give way
- unresolved issues resurface
- conflict
- attacks from competition or sabotage
- increased absenteeism and/or decreased productivity

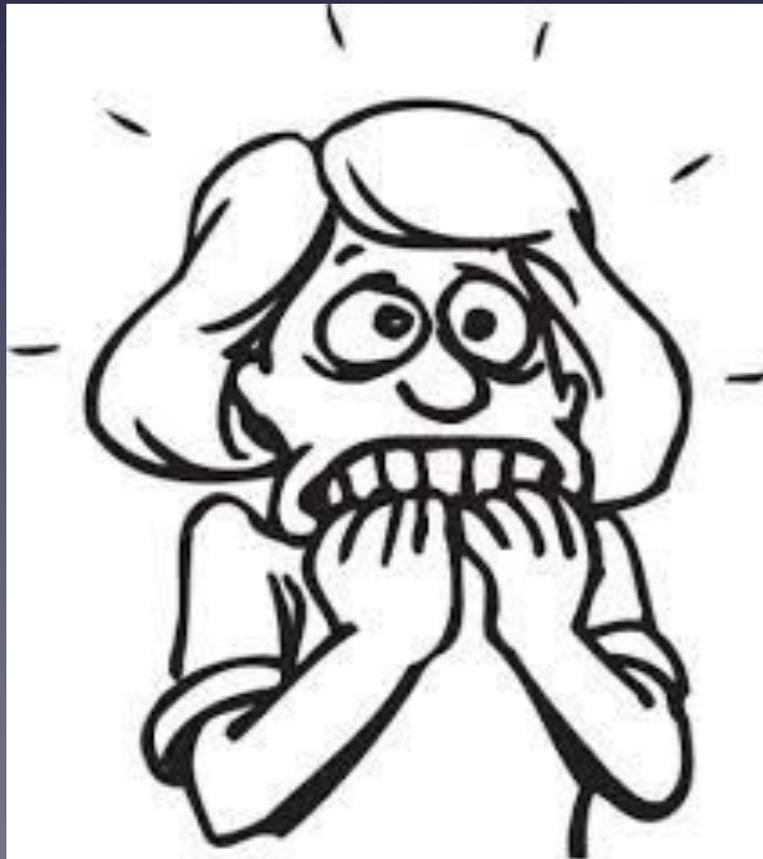
Neutral Zone Characteristics

Low Morale and Low Productivity

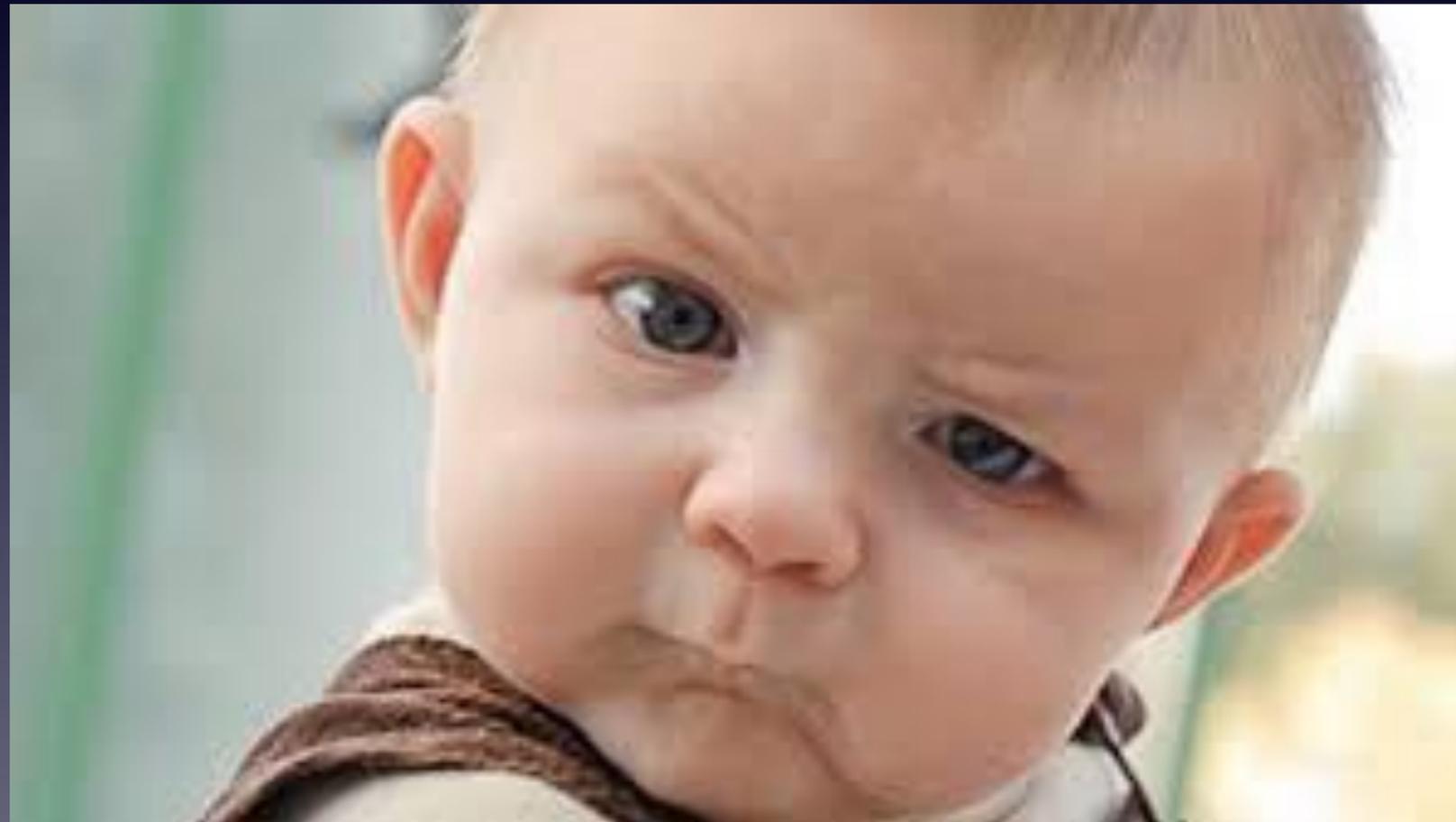




Anxiety about role, status, identity



Skepticism About the Change



““Confusion is a word we have invented for an order which is not yet understood.”

–Henry Miller

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



- Marilyn Ferguson, American Futurist

Wilderness Checklist

- Protect people
- Encourage people
- Structure people
- Give people opportunities to shine

New Beginnings

The last transition stage is a time of acceptance and energy. People have begun to embrace the change initiative. They're building the skills they need to work successfully in the new way, and they're starting to see early wins from their efforts.

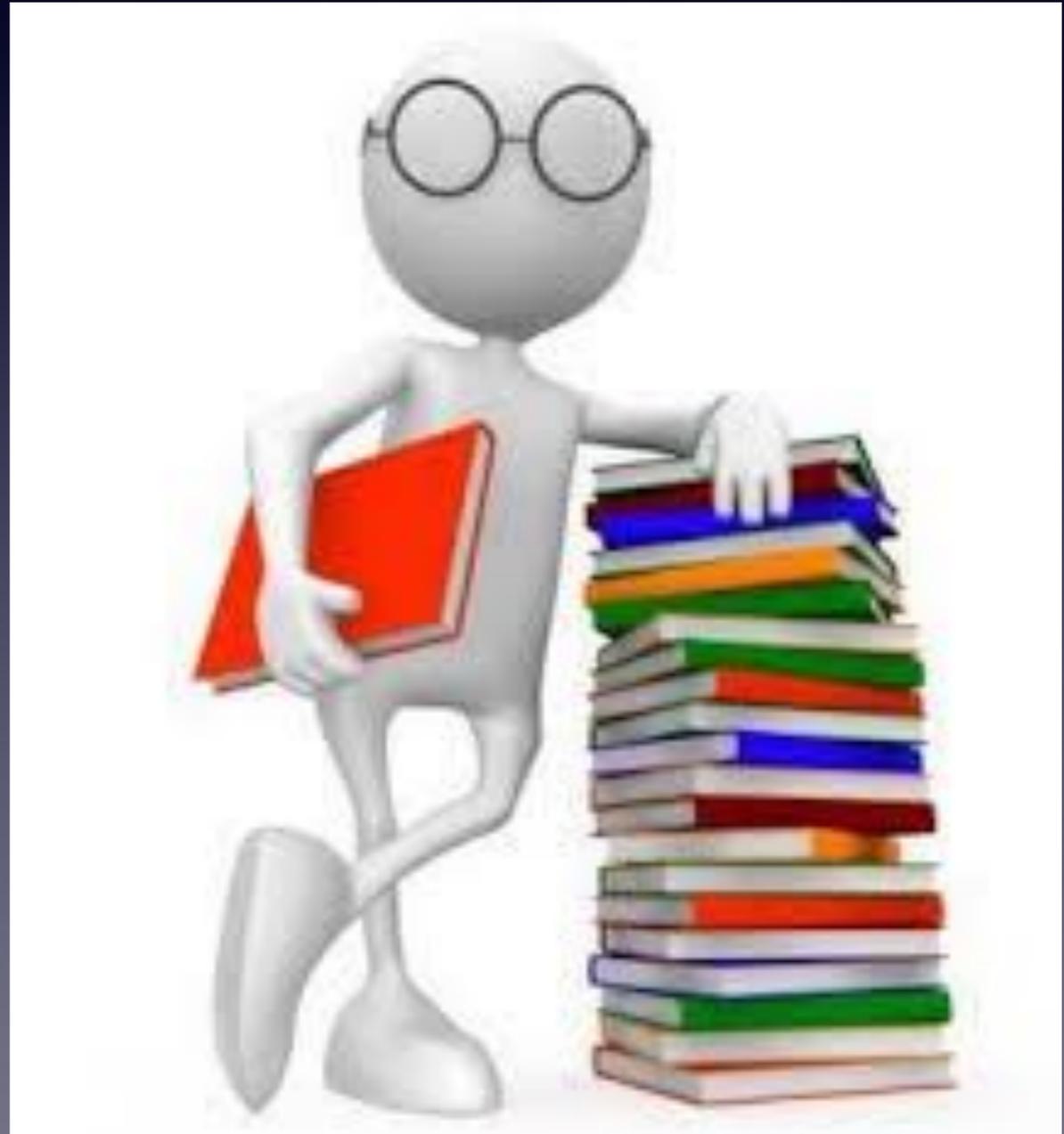


Traits Durning New Beginnings

- High Energy Levels



- Openness to new learning



- Renewed commitment to the group or their role.



Tasks of a Leader as People Make Their New Beginning

- Explaining the basic purpose behind the outcome
- Painting a picture of the outcome so people can try on the experience
- Mapping the road to the intended outcome (plan)
- Help people find ways to contribute to and participate in the beginning. (part to play)

Change is hard. Let's just do what we always do and call it a "tradition"



som^{ee}cards
user card

“Change stimulates resistance- it challenges people’s habits, beliefs, and values. It asks them to take a loss, experience uncertainty, and even express disloyalty to people and cultures... **loss, disloyalty, feeling incompetent...** No wonder people resist.”

SWITCH

A silver toggle switch is centered on a blue background. Three orange labels are attached to the switch's stem. The top label is horizontal and contains the word 'SWITCH'. The middle label is horizontal and contains the text 'HOW TO CHANGE THINGS'. The bottom label is horizontal and contains the text 'WHEN CHANGE IS HARD'. The switch is currently in the 'up' position.

HOW TO CHANGE THINGS

WHEN CHANGE IS HARD

CHIP HEATH & DAN HEATH

THE BESTSELLING AUTHORS OF **MADE TO STICK**

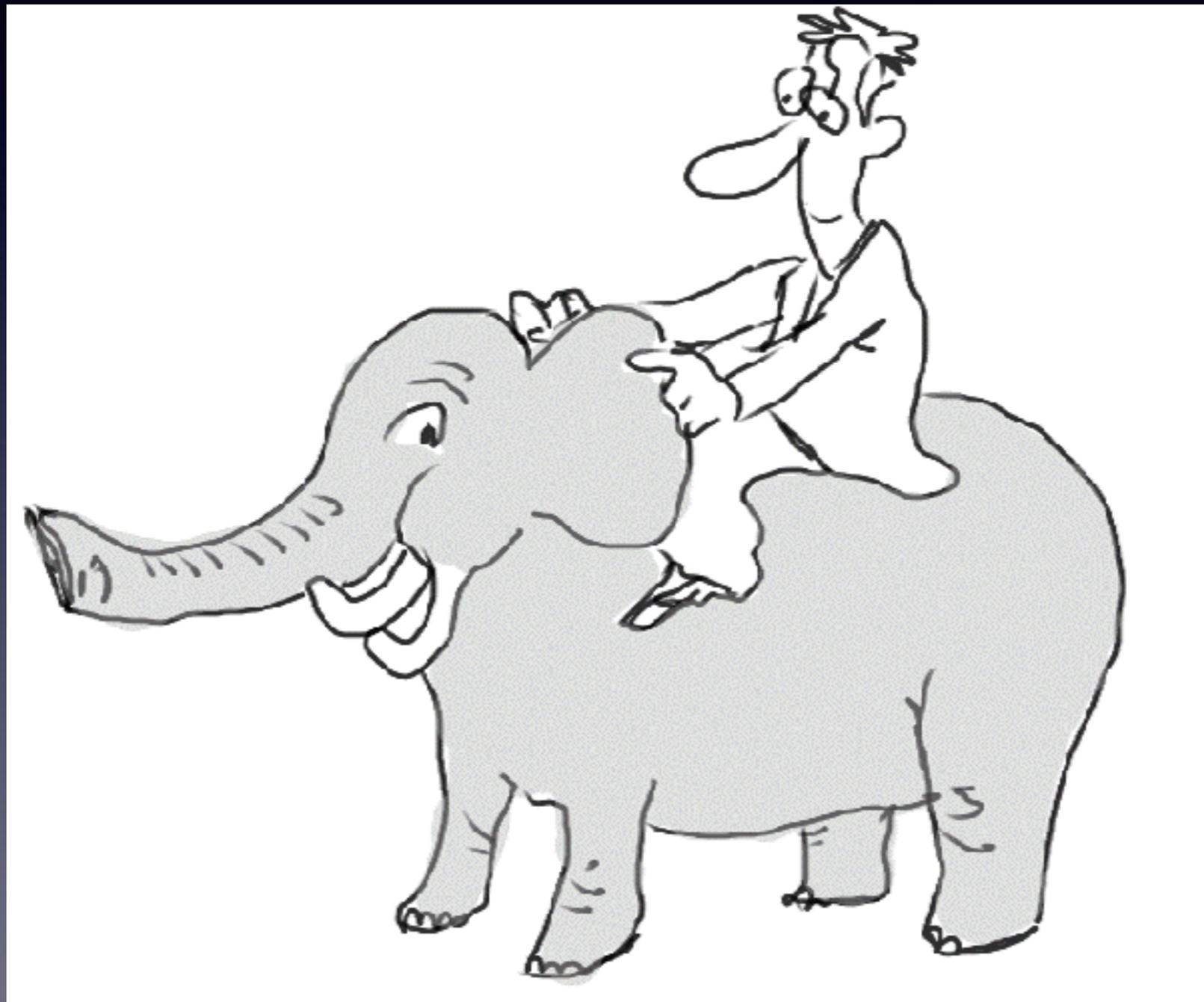


3 Surprises About Change

- People problems may really be *situation problems*
- Laziness may be *exhaustion*
- Resistance may be *lack of clarity*



To create change, whether on a small or large scale, it's important to engage the emotions of those who will be making the change.



The Elephant

Strengths

- Energy
- drive
- instinct
- love
- compassion
- sympathy
- loyalty
- gets things done

Weaknesses

- Lazy,
- skittish
- short-term payoff
- does not respond to the Rider

How to Ride an Elephant.....

- Find the Feeling- Tobacco Company
- Shrink the Change- The Five Minute Clean
- Grow Your People- One Minute Praising

In addition, for change to happen, one must also engage the rational, critical minds of those who will be making the change



The Rider

Strengths

- Long-term planning
- direction

Weaknesses

- Overly analytical
- indecisive

Reading

B

Math

F

Science

B

Social Studies

B

English

A

Art

B

How to Direct a Rider

- Follow the Bright Spots
- Script the Critical Moves
- Point to the Destination

It is not enough to apply rational, analytical powers (the “rider”) or to appeal to people’s emotional, instinctive strengths (the “elephant”). Change must also engage the context in which it is happening.

The Path



How to Shape the Path

- Tweak the Environment
- Build Habits
- Rally the Herd

To Review.....

9 Actions for Change

Direct the Rider

- Follow the bright spots
- Script the critical moves
- Point to the destination

Motivate the Elephant

- Find the feeling
- Shrink the change
- Grow your people

Shape the Path

- Tweak the environment
- Build habits
- Rally the herd

- “A long journey starts with a single step” ...
But a single step doesn't guarantee the long journey.
- Change is not an event, it is a process. And to lead a process requires persistence”
- “Small changes can snowball to big changes”

When change works, it tends to follow a pattern. The people who change have clear direction, ample motivation, and a supportive environment. In other words, when change works, it's because the Rider, the Elephant, and the Path are all aligned in support of the switch.”

Your Thoughts...

