

Corporation for National & Community Service
Montana State Office

IN-SERVICE TRAINING






Learning Circle E:

NAVIGATING CHANGE

LC: NAVIGATING CHANGE LEARNING OUTCOMES

As a result of this session, participants will be able to:

	Identify at least 4 things to consider when helping to bring about change
	Discuss different change strategies that are consistent with the VISTA role
	Describe a process for leading change effectively in an organization



PROPOSED AGENDA:

1. Learning Circle Set-Up
 - ✓ Welcome, introductions
 - ✓ Session overview, packet, working agreements
2. Reflections on Change
3. Contexts for Change & Community Readiness
4. Responsibilities of VISTA Change Agents
5. Learning Circle Close-Out
 - ✓ Summary of session, carry forward conversation
 - ✓ Transition to next session



Change Reflection

⇒ Personal Responses to Change

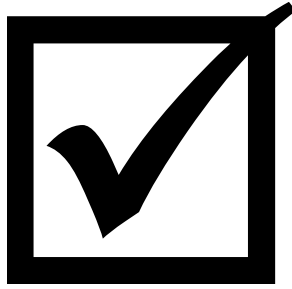
- Physical, mental, emotional, cultural, spiritual?
- Differences when change is welcomed, unwelcomed, self-initiated, other initiated? What does resistance to change look like?
- Reflect on an experience of a change that was extremely difficult for you and think about what made it difficult, what helped you make the transition?
- Reflect on an experience of a change that was extremely difficult for others but easy for you – what was the difference? What made it difficult for others and not for you; what helped them with the transition?

⇒ Organizational Responses to Change

- Physical, mental, emotional, cultural, spiritual?
- Differences when change is welcomed, unwelcomed, self-initiated, other initiated? What does resistance to change look like?
- Reflect on an experience of a change that was extremely difficult for an organization and think about what made it difficult, what helped organization through the transition?
- Reflect on an experience of a change that was extremely easy for the organization – what made it so?

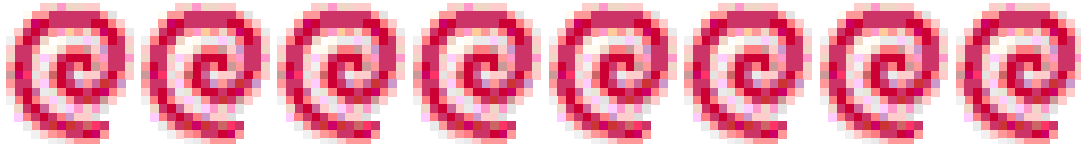
⇒ Community Responses to Change

- Physical, mental, emotional, cultural, spiritual?
- Differences when change is welcomed, unwelcomed, self-initiated, other initiated? What does resistance to change look like?
- Reflect on an experience of a change that was extremely difficult for the community and think about what made it difficult, what helped the community make the transition?
- Reflect on an experience of a change that was extremely easy– what was the difference?



Why Change Might Fail

- ⇒ Allowing too much complacency
- ⇒ Failing to create a sufficiently powerful guiding coalition
- ⇒ Underestimating the power of vision
- ⇒ Under-communicating the vision
- ⇒ Permitting obstacles to block the vision
- ⇒ Failing to create short-term wins
- ⇒ Declaring victory too soon
- ⇒ Neglecting to anchor changes firmly in the organizational corporate culture



The Eight-Stage Model for Implementing Change

Steps "...to defrost a hardened status quo:"

- Establishing a sense of urgency**
- Creating the guiding coalition**
- Developing a vision and strategy**
- Communicating the change vision**

Steps "...to introduce many new practices:"

- Empowering a broad base of people to take action**
- Generating short-term wins**
- Consolidating gains and producing even more change**

Step "...required to ground the changes in the corporate culture, and make them stick:"

- Institutionalizing new approaches in the organization's culture**

[from Leading Change, by John P. Kotter, Harvard Business School Press, 1996]

Revisiting the EMOTIONAL ROLLER COASTER
(from AmeriCorps*VISTA PSO)

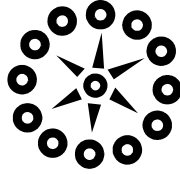
“The emotional roller coaster is a natural result of being in transition, or experiencing an ending, the loss of routine, and/or living in the unknown.”

			<i>Enthusiasm</i>
<i>Concern</i>	<i>Relief</i>	<i>Anger</i>	<i>Involvement</i>
	<i>Denial</i>	<i>Bargaining</i>	<i>Interest</i>
<i>Shock</i>	<i>Grief</i>	<i>Depression</i>	<i>Acceptance</i>

Phases Experienced by People in the Change Process

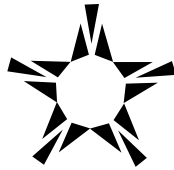
- **ANTICIPATION** - people don't know, so they wait.
- **CONFRONTATION** - begin to realize change is really going to happen.
- **REALIZATION** - once change happens, realize that nothing is ever going to be as it once was.
- **DEPRESSION** - necessary step in change process. Step where person mourns the past. Understands change intellectually, but is also beginning to comprehend emotionally.
- **ACCEPTANCE** - begins to accept change emotionally; begins to see some of the benefits.
- **ENLIGHTENMENT** – person completely accepts the new change.

U.S. Small Business Administration, “Change Management - It Starts at the Top”



Endings - Expect the Grieving Pattern

It's not the change that does you in... it's the transitions!"
(William Bridges)



- Treat the past with respect
- Let people take a piece of the past with them



Managing Transitions

Change is situational—an event that happens
Transition is the psychological process people
experience as they adjust to the new situation

Change is external – it happens around & to us

Transition is internal – it's how we react and adapt

(from the work of Dr. Nancy Campbell - nancy@nmcampbell.com)

Thoughts About Change from the Work of Rosabeth Moss Kanter

“The most important things a leader can bring to a changing organization are passion, conviction, and confidence in others. Too often executives announce a plan, launch a task force, and then simply hope that people find the answers—instead of offering a dream, stretching their horizons, and encouraging people to do the same. That is why we say, ‘leaders go first.’”

Key Attributes of Adept Organizations in Making Change

- The imagination to innovate
- The professionalism to perform
- The openness to collaborate



Classic Skills of Change Leaders

- ✘ Tuning in to the environment
- ✘ Challenging the prevailing organizational wisdom
- ✘ Communicating a compelling aspiration
- ✘ Building coalitions
- ✘ Transferring ownership to a working team
- ✘ Learning to persevere
- ✘ Making everyone a hero

[“The Enduring Skills of Change Leaders” by Rosabeth Moss Kanter, Leader to Leader, No. 13, Summer 1999]

Change, Transition, and Responses to Change

(CSAP Curriculum)

Introduction

It isn't the changes that do you in; it's the transitions. Change is not the same as transition. Change is situational: the new boss, the new team roles, the new policy. Transition is the psychological process people go through to come to terms with the new situation. Change is external; transition is internal.

The work of Community Partnership/Coalitions is often synonymous with change. Partnership/Coalitions are working to change communities to places with few ATOD-related problems. In that effort, many other kinds of changes take place: changing individual thoughts and beliefs about alcohol, tobacco, and other drugs; changing organizations from exclusive groups to inclusive ones, and changing systems from unresponsive to collaborating with community.

With all of this change going on, it can be helpful for Partnership/Coalition members to understand change and the transition process that goes along with any change. This reading will focus on change within organizations (and many of the concepts can apply to individual change, community change, and systems change).

Change and Transition

Change that is planned by organizations is most often planned for the positive growth of the organization and for its members. A change in the structure, or in a particular program or process, often helps to achieve the goals of the organization. But often, change is unsuccessful. This is because *unless transition occurs, change will not occur.*

There are several important differences between change and transition. Change is an outcome, a goal, or an end state. Organizations change from a hierarchical structure to a non-hierarchical one. The new state is the change. When we talk about change, we naturally focus on the outcome that the change will produce.

Transition is different. It is more than simply gradual or unfinished change. Transition is the process of going from the old state to the new one. The starting point for transition is not the outcome *but the ending one will have to make to leave the old situation behind.* Change (a new situation) hinges on the new goal, but transition depends on letting go of the old reality and the old identity one had before the change took place. Nothing undermines organizational change more than the failure to think through who will have to let go of what when a change occurs.

Transition has three parts--endings, neutral zone, new beginnings. People make the new beginning only if they have first made an ending and spent some time in the neutral zone. Most organizations try to start with the beginning rather than finishing with it. They pay no attention to endings. They do not acknowledge the existence of the neutral zone, then wonder why people have so much difficulty with change. The three parts are described below.

Transition Part 1—Endings

Before one can begin something new, one must end what used to be. Before an organization can change to being community-driven, it must let go of being staff-driven. Before it can adopt a new vision of being community-wide, it must let go of its old vision. Beginnings depend on endings.

The challenge is that people tend to not like endings. Often, it isn't the changes that people resist, it's the losses and endings that they experience because of the change and the transition they are resisting. At this point, it does little good to focus on the positive outcome of the change. Instead, change agents should help members of organizations to deal directly with the losses and endings. The following are 7 key things to help people do:

1. Identify the losses and endings
 - Describe the change. What is actually going to change? Be as clear and specific as possible.
 - What are the direct consequences of the change?
 - What are the secondary changes that each direct consequence will probably cause?
 - What will be different when all of these changes happen?
 - For each of the changes identified, think of the people whose familiar way of being and doing is ending.
 - Who is going to have to let go of something?
 - What must they let go of in the transition from old to new?
 - What is ending for everyone, for the entire organization?
2. Accept the importance of losses and acknowledge them openly
3. Be prepared for strong reactions. People have strong reactions to transitions; often we view these reactions as overreactions to change. An overreaction is when someone reacts more strongly than I do. Remember that changes cause transition, which causes losses; and it is the losses that people tend to be reacting to. Being "reasonable" or "rational" is easier when one has little or nothing at stake.

A strong reaction to transition can also occur if

- there are past transitions—within the organization or in personal life—that were not adequately dealt with
 - a small loss is symbolic of a larger loss
 - there is fear that a small loss is seen as a step in a process that will lead to much bigger losses
 - The loss for one group appears to be disproportionate to the loss for others, or to the gain for the whole organization
4. Expect the signs of grieving. When endings take place, people get angry, sad, fearful. These emotions can be mistaken for resistance to the change, but they may actually be signs of grieving. There are a range of emotions that may take place:
 - Denial - People may deny that any loss to them will take place.

- Anger - This may show up in a way that ranges from complaining to rage, directed, misdirected, or undirected. The key is to listen, acknowledge the anger, and confront acting-out behavior.
- Bargaining - People may make attempts to negotiate to get out of the situation or make it go away. Change agents need to distinguish bargaining efforts from real problem solving.
- Anxiety - People may express and experience some anxiety about the unknown and about the future. Anxiety is natural; keep information and communication lines open that can help to make as much as possible known.
- Sadness, Confusion and Disorientation, Depression - For all of these emotions, encourage people to share what they are feeling, to be as open with themselves and others about feelings. Not everyone will have these emotions, or feel them intensely. Compensate for the losses. Identify what can be given back to balance what's been taken away. Have open communication of information. Mark the endings and treat the past with respect. Don't just talk about the endings; create activities that mark the endings, and involve people in the process. View the past with respect, as the place from which the organization has come, and the foundation on which the new is built.

Transition Part 2—Neutral Zone

The neutral zone is a little like the Twilight Zone, a place where the old ways of doing and being don't work but the new ways are not established. It is in between the old and the new.

It's important to understand the neutral zone for several reasons:

- If one does not expect it and understand why it occurs, one is likely to try to either deny it exists, or rush through it and become discouraged when the "change" gets bogged down.
- One may mistakenly conclude that the confusion that comes with the neutral zone is a sign of failure—either of the change, or of individuals.
- Fear often accompanies the neutral zone—and people try to escape by withdrawing or leaving the organization. If one knows that this is likely to happen, one can plan for it.
- There are several dangers to the organization that are presented by the neutral zone:
 - Anxiety (about the unknown and about ambiguity) rises.
 - Old disputes, disagreements, or organizational weaknesses surface.
 - Polarization can occur and consensus can break down. In the discomfort of the neutral zone two camps can emerge—people who want to rush forward and people who want to go back to the "good old days." Both factions are trying to reduce the anxiety, confusion, ambiguity, and chaos.

However, the neutral zone is the best change for creativity, renewal, and development; the gap between the old and the new—chaos, confusion, and all—is the time when innovation is possible and when revitalization begins. It is at the core of the transition process.

Some keys for getting through the neutral zone are as follows:

1. “Normalize” the neutral zone.
 - One of the most difficult aspects of the neutral zone is that most people do not understand it. It isn’t just meaningless wait and confusion; it is a necessary time for reorientation and redefinition to take place within the organization. (Just think about the “neutral zone” that new parents go through, from the time they conceive until the birth of their child. The 9-month period gives them a chance to reorient their lives and redefine their tasks, roles, and goals. Imagine if that 9-month period didn’t occur and babies were born a few days after conception!)
 - As old patterns disappear and new ones begin to take shape, people have doubts and misgivings, and ambiguity increases. People long for answers, many of which do not yet exist. People need to know that it’s okay to have doubts.
2. Create temporary processes and practices that help to smooth the transition from old to new. Make sure the rules and procedures that the organization has in place can support people’s work in the ambiguity and confusion, rather than impeding it.
3. Strengthen inter-group connections. The neutral zone can be a lonely place where people feel isolated. One of the key things that can help people survive and thrive in the neutral zone is to have a sense of connection with other members of the organization.

Transition Part 3—New Beginnings

Beginnings involve new understandings, new values, new attitudes, new ways of doing and being. Beginnings are the final phase of the transition; often, anxieties that were brought about by the endings may resurface in this phase (“It was a real ending—we’re not going back”). New anxieties may arise—the new way of doing things isn’t certain yet (“It may not work”); and for some, the new beginning destroys what, for them, may have been a pleasant experience with the chaos, ambiguity, creativity, and togetherness of the neutral zone.

New beginnings cannot be forced; they emerge as a part of the transition process. However, there are five key things one can do to encourage new beginnings within an organization.

1. Clarify the purpose of the change. Everyone needs to understand the basic purpose and reasoning for the change. (Better yet, everyone can be a part of defining the purpose.)
2. Paint a picture of how the change will look and feel.
3. Identify a step-by-step plan for phasing in the change.
4. Make sure everyone has a part to play in making the new reality.
5. Reinforce the new beginning by celebrating successes and symbolizing the new identity.

The five Ps—participation, purpose, picture, plan, and part to play—are important for the new beginning to take place.

What All This Means for Change Planning and Managing Organizational Change and Transition

The single biggest reason that organizational changes fail is that no one thought about endings, or planned to manage their impact on people. Focusing on “the change,” planners and change managers often forget that people have to let go of the present first.

In change planning, one needs to identify the change—the destination—and the steps to get there; one of the major steps is the transition. A change plan starts with the outcome or goal and then works backward to identify the necessary milestones (or objectives) to get there. The change plan focuses on what will change, showing the clear need for change and the benefits of change. It aligns the systems, structures, and practices of the organization to produce the new state.

The transition plan needs to address the change on the personal level and focus on the transition process. It starts with where the people are and works forward through the process of letting go, moving through the neutral zone, and emerging for the new beginning.

For change to be successful, organizations need to plan for the change and for the transition.

Question Sheet

1. What is the difference between change and transition? Is this distinction important? Why or why not?
2. The reading says that there are three general parts to transition: endings, neutral zone, and new beginnings. How useful is this way of thinking about transitions?
3. Do you believe that it is possible to “manage” change or to “manage” transitions?
4. The reading cites several key steps in managing transitions. For each one, consider the following: how important is this step for effective transition management? (To put it another way, what happens if you don’t do it?)
5. The reading talks about several reactions to change and sources of resistance to change within organizations. How does the reading compare to the list your group created?

7 Levels of Change Thinking Cue Sheet: Strategies for Creativity, Innovation, and Continuous Improvement

(Courtesy of J. Carrochio)

Level 1: EFFECTIVENESS—Doing the Right Things

Set priorities

Do what important first

Focus and become more effective

Level 2: EFFICIENCY—Doing Things Right

Follow procedures

Clean up your mess

Understand standards

Become more efficient

Level 3: IMPROVING—Doing Things Better

Think about what you're doing

Listen to suggestions

Find ways to improve things

Help, coach, and mentor others

Level 4: CUTTING—Doing Away With Things

Ask "Why?"

Stop doing what doesn't count

Use the 80:20 rule—Simplify

Level 5: COPYING—Doing Things Other People Are Doing

Notice and observe more

Think before you think

Level 6: DIFFERENT—Doing Things That Haven't Been Done

Think about thinking

Combine new technologies

Ask "Why not?"

Focus on different, not similar, non-linear

Level 7: DO THINGS THAT CAN'T BE DONE

High-level creativity and innovation



LEARNING CIRCLE REFLECTION:

NAVIGATING CHANGE

Ideas and strategies

I want to remember and carry forward. . .