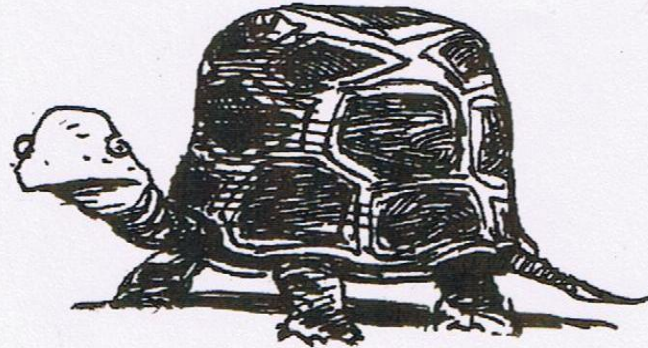


# MANAGING CHANGE

*Things moving too  
fast for you?*



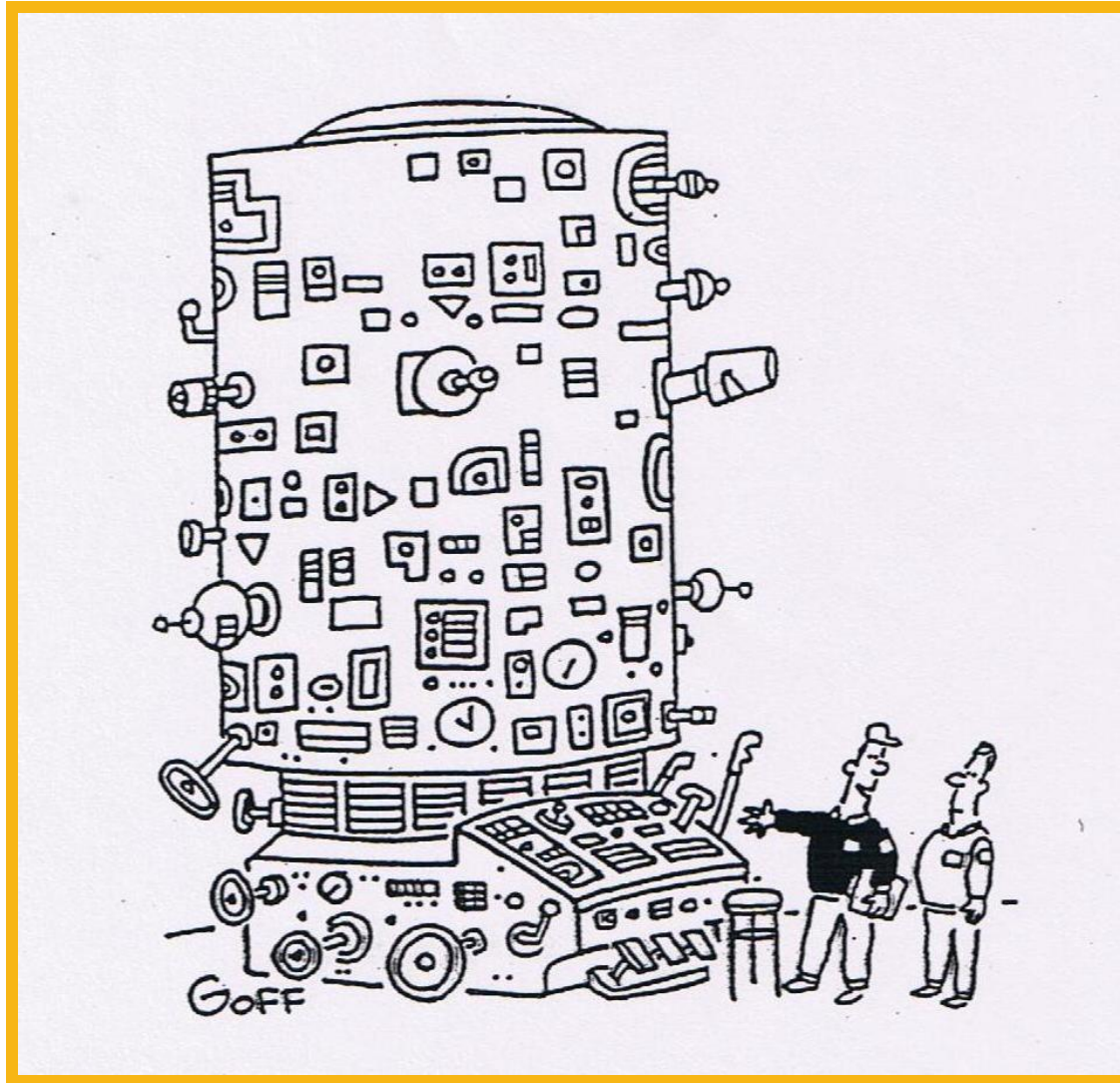
By Rosemary Bennett and Mark Weiss

# Outline

- Part 1 Stages of Change
  - ▣ The Ending – the loss
  - ▣ The Neutral Zone
  - ▣ The New Beginning
  
- Part 2 Managing in Times of Non-Stop Change
  - ▣ Strategies
  - ▣ The Leader's Role Review
  - ▣ Audience Sharing



**“Here’s your new job. Any questions?”**

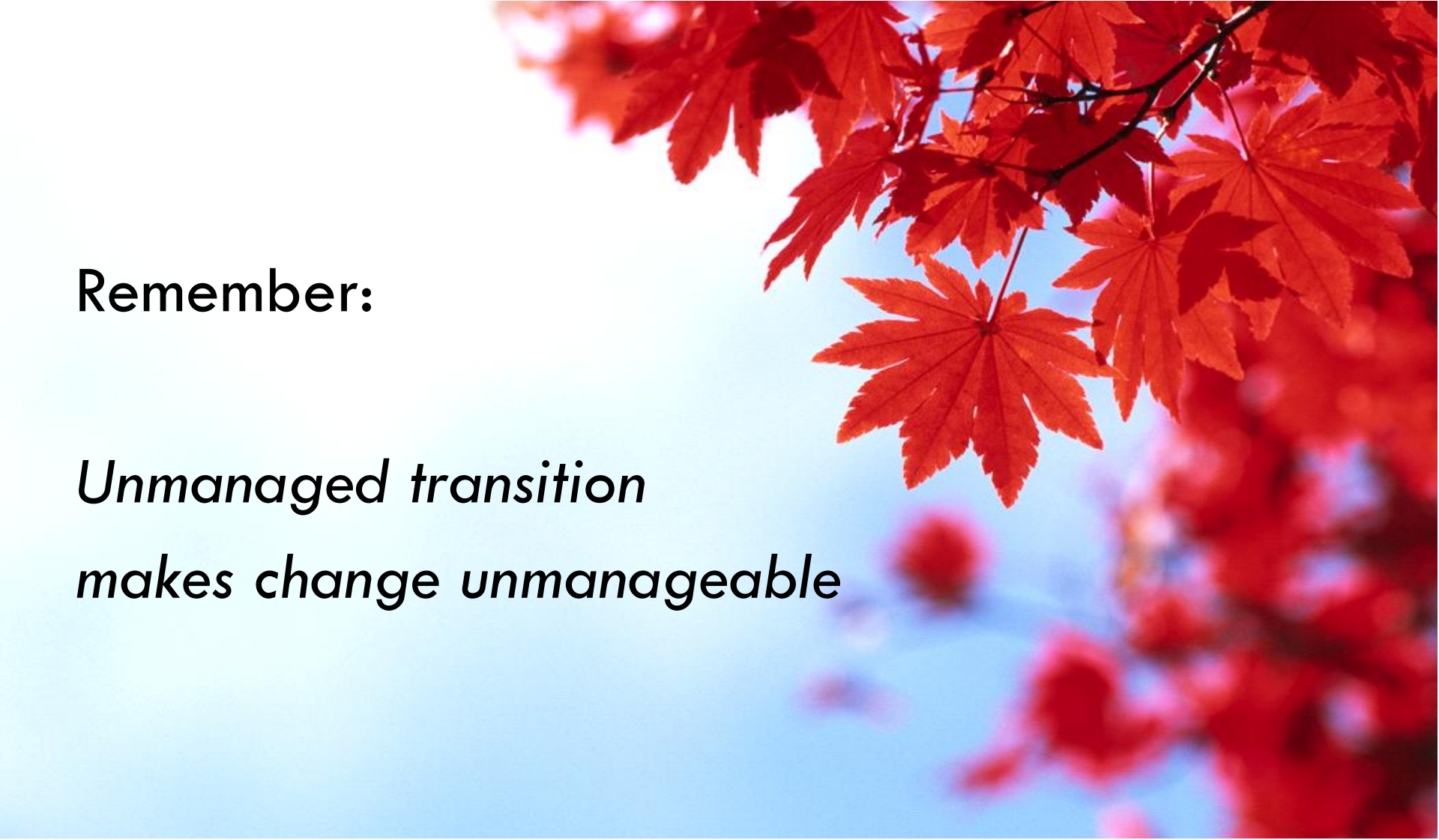


# Step 1: The Ending



Remember:

*Unmanaged transition  
makes change unmanageable*



# Identify Who is Losing What

- What is actually going to change?
  - ▣ Same amount of work with fewer people
  - ▣ More students to serve with same number of staff
  
- What intentionally is affected and what unintentionally?
  - ▣ Services that are stopped in one area may unintentionally move workload to another

# Identify Who is Losing What

- Who is going to have to let go of what?
  - ▣ Will we lose our:
    - Prized customer service?
    - Small classes?
    - Ability to take all comers?
  
- What is over for everyone?
  - ▣ We are not alone.
  - ▣ All schools and state agencies are dealing with what we are dealing with

*“Mere compliance is nowhere near enough. You need everyone’s commitment because only with commitment will you get people to give 100%. And you won’t get people’s commitment unless you understand them and make decisions on that understanding. So however you do it, learn who is experiencing a loss of some kind and what it is they are losing.”*

**William Bridges**

# Step 2: The Neutral Zone

**Remember:**

*People's anxiety rises and motivation falls  
in the neutral zone.*

*It is in the neutral zone that  
individuals and groups reorient themselves from the  
old way to a new way.*

# Skills for the Neutral Zone

- Communicate with people again and again
  - Listen and don't argue with what you hear.
  - Use multiple ways of communicating information.
  - Encourage employees to help one another with information.
  - Model the behavior you want in others and reward it.

# Skills for the Neutral Zone

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- Design temporary systems to tide you over until the final changes are made
  - ▣ Make transition teams part of the temporary system
  - ▣ Encourage people to take stock and hold regular meetings to get input on how things are going and to update information

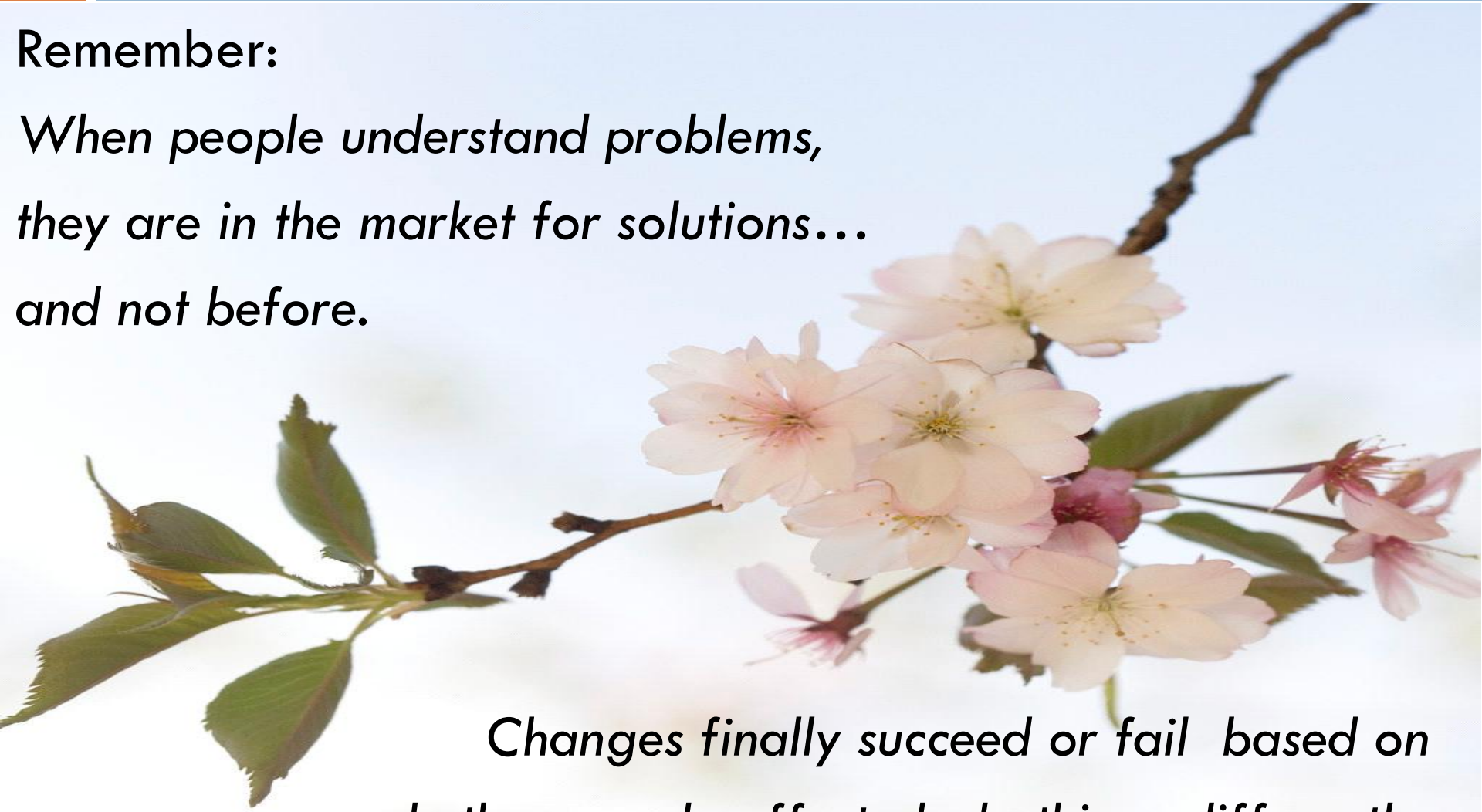
# Skills for the Neutral Zone

- Go see how it works elsewhere
  - ▣ Take staff with you.
  - ▣ Seeing how someone else is doing it can be more effective than anything else.
  
- Acknowledge what people are feeling
  - ▣ Acknowledge what you are feeling as well.
  - ▣ Don't be afraid to say, "That bothers me too."

# Step 3: The New Beginning

Remember:

*When people understand problems,  
they are in the market for solutions...  
and not before.*



*Changes finally succeed or fail based on  
whether people affected do things differently.*

# Contribute by Following the Four P's

- P**urpose
- P**icture
- P**lan
- P**art



# Contribute by Following the Four P's

- Understand the purpose of the change
  - This helps people make the psychological reorientation that they must make if the change is to be effective
- Create a picture of how the outcome will look and feel
- Know the plan for phasing it in
  - Plans reassure most of us and send a message that somebody is looking out for us and taking our concerns seriously.
- Know the part we play
  - People need to know clearly what you are asking of them.

*Encourage employees at all levels to ask for these things.*

# Non-Stop Change

Remember:

*One thing about non-stop change: It does not stop.*

CALVIN AND HOBBS



# Skills for Dealing with Non-stop Change

- Clarify mission or vision
  - ▣ Don't let people confuse mission and vision with procedures
  - ▣ We are here to assist students in getting an education and meeting their goals.
- Evaluate the changes
  - ▣ How are the changes working for people?
  - ▣ Evaluate on a regular basis.

# Skills for Dealing with Non-stop Change

- Build trust between people and departments
  - When trust is low, leaders have a very hard time bringing people along with them.
- Sell problems, not solutions
  - This is one way to compensate people for their losses.
  - People know what is up and spend time everyday trying to manage it.
  - Channel this anxious energy into solving the problems and things get solved a lot faster.
- Understand the process
  - Ending, Neutral Zone, and New Beginning

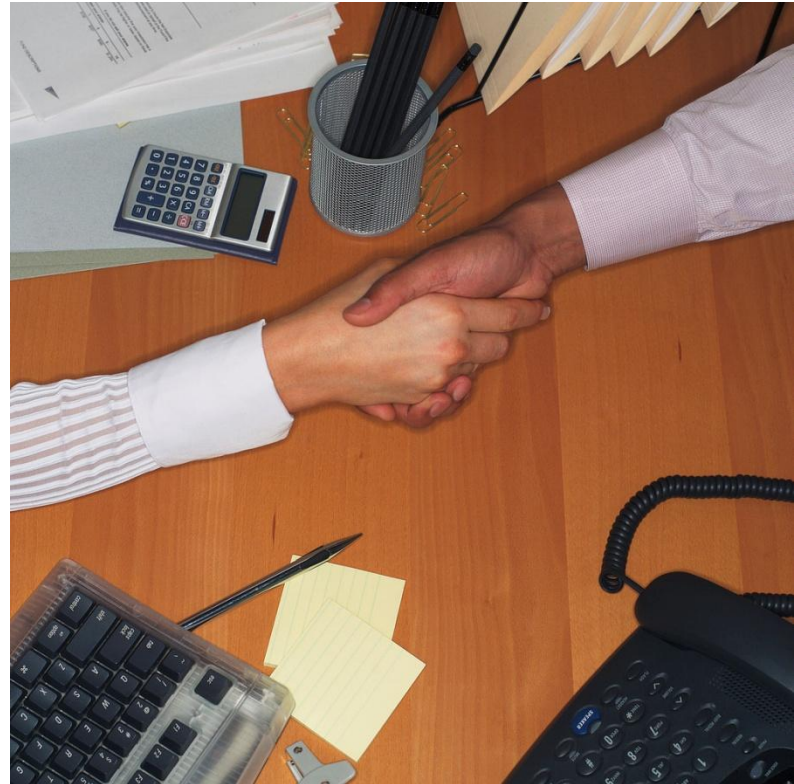
# The Leader's Role – A Synopsis

Remember:

*In times of continuous change,  
like our world today,  
put a premium on knowing clearly  
what you are trying to accomplish.*

# Act I

- Before the transition begins:
  - ▣ Sell the problem
  - ▣ State the purpose
  - ▣ Build trust



# Act II

- During the ending
  - ▣ Communicate – People crave information
  - ▣ If you don't communicate, they will make it up.



# Act III

- During the Neutral Zone
  - Clarify priorities by example and rewards.
  - Take stock and have employees take stock and give you feedback.



# Act IV

- During the New Beginning
  - ▣ Reward people who are doing it the way you want it done.



*“The single biggest reason organizational changes fail is that no one has thought about endings or planned to manage their impact on people. They forget that while the first task of change management is to understand the desired outcome and how to get there, the first task of transition management is to convince people to leave home. You’ll save yourself a lot of grief if you remember that.”*

William Bridges