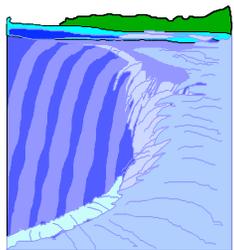


Highlights	Inside
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- **Bridge's Model of Transition**
- **The Individual & Change**
- **Resistance**

- **Systems Thinking**
- **The Change Process**
- **Roles of the Leader in Change**

The Changing Workplace



Are you fighting white water?

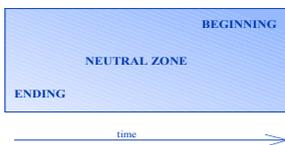
Managing a work group through major change is like running the rapids.

You confront a completely new set of problems. People act differently. The world around you speeds up and many techniques that worked while you paddled along on a peaceful river no longer apply. Where do you start?

Bridge's Model of Transition

Transition is the psychological process that all people must go through before they can come to terms with the new situation. This applies whether the change is positive or negative. There are three stages: endings, the neutral zone and beginnings.

3 Stages of Transition



Endings

During endings people experience a sense of loss and pain because they have to stop doing things in their old familiar way - things they may have been doing for many years. Endings can occur in an organization where there are changes to what we do, how we do it, where we do it or who we do it for.

The Neutral Zone

The period of time between letting go of the old and becoming comfortable and habitual with the new. It is often the most difficult to manage. People are out of the old but not into the new which leaves them in a state of confusion. Levels of absenteeism, teamwork and productivity are erratic. On the positive side, there is a lot of opportunity for creativity as people begin to try the new way. This creativity needs to be encouraged and harnessed or it will quickly disappear.

Beginnings

This is the final stage of transition, when people begin to work within the new structure, taking on new roles, responsibilities or physical space. Often, before employees are given information on the new structure, their leaders have studied the new plan for the organization and their work unit in detail. The leader must realize that the employees will need additional time to consider the new structure and embrace the change, even though the leader him/herself is ready.

The Individual and Change

The individual asks some fundamental questions during change:

- Do I have a job?
- What is my role?
- How predictable is the future?

Resistance

Some individuals embrace change, while others will resist. Each individual has a different style, experience, background and priorities outside of the workplace and they will respond in different ways.

Other sources of resistance include those from the business environment and from within the organization:

- political & regulatory issues
- computer architecture
- work space design
- standards, policies & procedures

It's also important to keep a system perspective in a changing workplace ...

Systems Thinking

A system is a network of interdependent parts that come together for a specific purpose. A system continually works to maintain balance which is achieved through harmonious working of all the parts.

Dysfunction of one or more of the parts causes stress on the whole system. If people work within such a system, it's a set up for failure and frustration, regardless of their ability and motivation to do the work.

AECL is a system within systems. We need to continually look at all the parts of this system.

- The Business Environment
- The Company Environment
- The Team
- The Individual
- AECL's 6 point checklist

6-Point Checklist



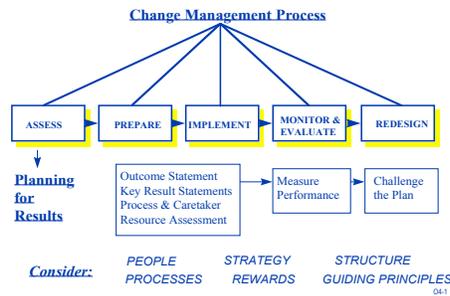
The 6 point checklist is described in more detail in "Conflict Resolution" (unit 6).

The Change Process

Change can be managed well, but a number of factors need to be considered in order to gain buy-in and commitment. The following five-step process will help you lead change initiatives.



Change & PFR Process Links



This shows the links between the Change Management process, the Planning for Results process and the six point checklist.

Roles of the Leader in Change

A leader needs many skills to manage work and people. To lead in an environment of constant change, these skills are essential:

- *visioning*
- *systems thinking (the big picture)*
- *communication*
- *understanding the needs of others*
- *conflict resolution*
- *designing & implementing change*
- *sound knowledge of business*

Your people will be looking at you and your behaviours and mirroring what they see. If you are negative and pessimistic, your employees might be too. If you are positive, caring and supportive, your employees will be supportive of you and your ideas.

Check List

1. What are some of the skills you require in order to lead in an environment of constant change?
2. What are some examples of "resistance to change" in your work group? What behaviours do you see?
3. Where are your people in the three stages of transition? Endings, Neutral Zone or Beginnings?
4. What can you do to help them move forward?
5. Is your attitude positive or negative? What messages are you giving to your work group and colleagues?
6. What can you do to help yourself with change and transition?

For more information, contact Organization Development and Training at your site.

Objectives



To discuss systems and the importance of systems-thinking in managing change.

To discuss a 6-point checklist for managing in a changing environment.

To discuss the stages of change and tasks involved in each stage.

To review Bridge's Model of Transition and how it can be applied in the workplace.

02-2

Agenda



1. Introduction
2. Systems-Thinking
3. The 6-Point Checklist
4. Change Process
5. Roles of the Leader in Change
6. Resistance
7. Bridge's Model of Transition
8. Summary

02-3

UNIT 5: THE CHANGING WORKPLACE

Introduction

Continuous change has become the norm in business. It is constant, unpredictable and exponential. The more you understand it, the more successful you will be as an individual and a manager.

In this unit, you will look at a change process and how it affects your work teams and your work. You will look at how to plan change in order to effectively work through it.

Content

- Introduction
- Systems-Thinking
- The 6-Point Checklist
- Change Process
- Roles of the Leader in Change
- Resistance
- Bridge's Model of Transition
- Summary and Follow-Up Support

Systems- Thinking

A system is a network of interdependent parts that come together for a specific purpose. But, a system is made up of more than just parts. Parts alone do not function in a coordinated way. A system combines all its parts and their different activities or resources, and transforms these into actions or products through its processes. The parts must connect and communicate, and work in harmony in pursuit of a specific goal.

Some characteristics of a system are:

- parts regularly interact with one another,
- parts give and receive,
- all parts combine to function as a whole in addition to having independent functions,
- parts are interdependent,
- parts are connected by sub-systems or processes,
- processes are the way work gets done, and
- they can be open or closed, complex or simple.

A SYSTEM CONTINUALLY WORKS TO MAINTAIN BALANCE. This is achieved through harmonious working of all the parts. No one part exists in isolation. Relationships are a system's way of connecting the various parts. Connections exist at many levels, in many directions.

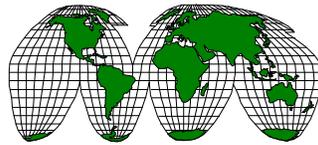
Feedback between the parts and from outside the system is essential for the maintenance and survival of that system. If there is diminished or no feedback, the system will falter and may eventually fail completely.

Dysfunction of one or more of the parts causes stress on the whole system. The stress serves as an incentive for the system to rebalance itself.

If people work within a dysfunctional system, without doing something to re-balance the system, it's a set-up for failure and frustration, regardless of their ability and motivation to do the work.

The following graphic demonstrates 4 subsystems that are at work in an organization and how each part contributes to the whole.

4 Subsystems



The Business Environment



The Company Environment



The Team



The Individual

02-8

THE BUSINESS ENVIRONMENT refers to what is going on in the business world outside of the organization. Eg. For a Nuclear Power company, this refers to such things as the country's economy, energy requirements throughout the world, the public image of 'nuclear', or the rate of technological growth internationally.

THE COMPANY ENVIRONMENT refers to all factors internal to the organization. Varied geographical locations, highly regulated sites, company policies, unionization, and culture are examples.

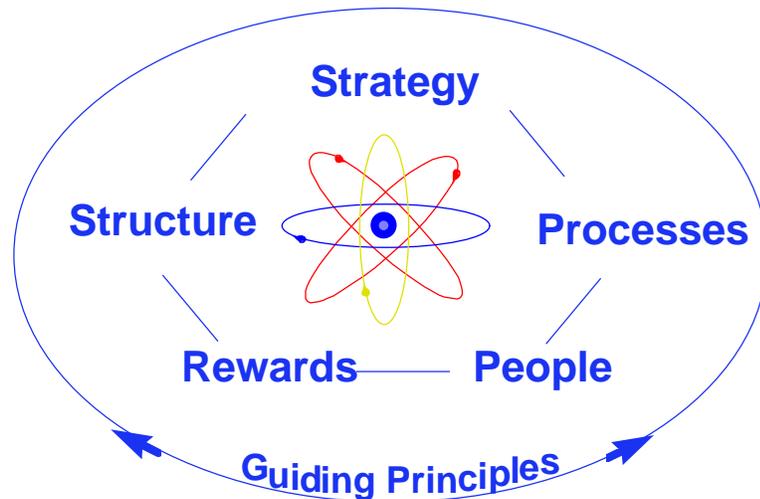
THE TEAM refers to the immediate work environment and the relationships within it.

THE INDIVIDUAL refers to what is going on within people: their skills, training, ambitions, emotions and physical health all play a part.

6-Point Checklist

The 6-Point Checklist highlights the areas that need to be addressed to be successful in business and helps point us to the many views we must consider.

6-Point Checklist



02-10

STRATEGY. Strategy is the organization's formula for success, based on its interpretation of the business environment. Strategy confirms the organization's purpose, and establishes the overall direction, and key goals for the business. Corporate strategy is set by the executive. Successive managers then develop strategies and plans for their part of the business so that the overall business strategy is achieved.

PROCESSES & TECHNOLOGY. Work processes a series of related activities, and are the way we get work done. Processes are the work methods and procedures through which we develop outputs. There are also processes for communication and dealing with people, such as conflict resolution, performance review, etc. Technology is the equipment and tools that we use. Technology is usually an integral part of the work process, that's why we have grouped them together.

UNIT 5: THE CHANGING WORKPLACE

PEOPLE. Having the right people where and when you need them in order to make the processes work is a vital part of meeting strategic goals. From a systems viewpoint, this area involves Human Resource planning, career progression, training, employee relations, and performance management and feedback systems. It is also important to consider relationships and the physical and emotional well-being of your people. People ARE the organization. If they are not able to perform their duties at a reasonable level of competence, for whatever reason, the organization will suffer. If all your people are positive and high achievers, the organization will excel.

REWARDS. The purpose of rewards is to align goals of employees with goals of the organization. Technically, rewards are part of the people area. However, rewards have such a powerful influence on behavior that they are identified them separately on the checklist, for emphasis. Non-monetary rewards are the most influential, and usually the easiest to develop. The highest impact non-monetary rewards are: meaningful work, opportunity to learn, personal autonomy over work, access to information, and timely performance feedback. Monetary rewards are pay, benefits, and performance incentives. These can have a powerful influence on how people view their jobs, the organization itself, and on their performance. The key to an effective reward system is that the rewards are *meaningful* to the employees - something that they value!

STRUCTURE. An organization's structure determines the distribution of responsibility, authority, and resources which establish the power to get things done. It will affect relationships within and outside the organization. The ideal structure will compliment the work and goals of an organization, and make it easier for the people to carry out work processes.

GUIDING PRINCIPLES. Guiding principles are the fundamental beliefs about how to run the business. These beliefs guide key business decisions and establish the parameters for personal and organizational performance. They also frame the behaviours that are expected and necessary for cooperative and effective accomplishment of goals. Clear principles are especially useful in times of stress and downsizing when individuals require guidance

UNIT 5: THE CHANGING WORKPLACE

to make difficult choices and try to adapt to the changes around them.

All six parts of the model are integrally linked. When we change a significant piece of one, it affects all the others.

Change Management

Why is change management such an important skill for leaders today?

Changes have occurred in our business environment. The business environment of the past was more orderly and predictable. It was possible to control things. Today, order has been replaced by what can appear to be chaos. Uncertainty has replaced predictability in many parts of our business environment. It is no longer feasible to control all the parts. Rather, we have to influence.

This is what we experience in a downsizing environment. Influence and mobility is determined by what you know and how well your knowledge can be transferred to many areas.

In an environment characterized by unpredictability, we need to learn change management skills that will allow us to pull out creative and ready-to-fit solutions.

Types of Change Management

There are four ways change can be managed:

1. **Top-Down Approach** - the leader decides the nature of the change/restructuring and says "make it so."
2. **Cascade or Leader Approach** - leaders promote the new method through their own example.
3. **Network Approach** - brings together highly 'opinion leaders' from all areas of the company to form a SWAT team empowered to cut through red tape, drive the business agenda forward and increase

UNIT 5: THE CHANGING WORKPLACE

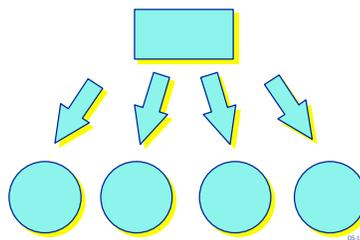
performance. This approach is used when deeply entrenched resistance exists against new practices.

- 4. Cloning Approach** - change is implemented in one part of the organization. The successes, problems and impacts are analyzed and improved upon; then its proven success is implemented in other areas of the organization. If the change is shown not to be successful, it can be redesigned or stopped prior to investing further time and money on it. This 'pilot' approach is effective when you are unsure of the impact.

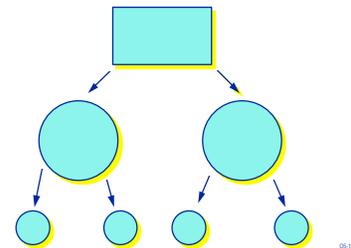
All approaches can work, depending on the organization and its particular needs. The approach chosen should depend on the size and degree of impact of the change.



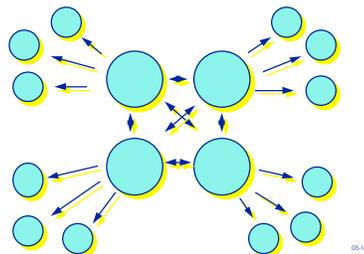
Top-Down Approach



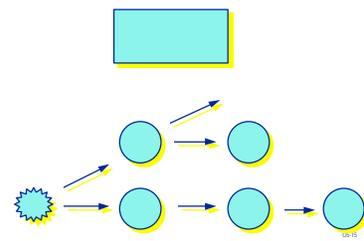
Cascade or Leader Approach



Network



Cloning Approach



UNIT 5: THE CHANGING WORKPLACE

Change Process The change process described on the following pages takes into account all parts of the 6-Point Checklist. To ensure a change meets its needs and is effective, there are a series of steps to be followed and key tasks for each step.

The 5 Steps of the Change Process are:

1. Assess
2. Prepare
3. Implement
4. Monitor & Evaluate
5. Redesign

The following is a detailed description of the process by stages, which includes the key tasks associated with each stage, the activities involved, and potential tools, techniques and processes that are available to assist you.

CHANGE MANAGEMENT PROCESS

STAGE I: ASSESS

	Key Tasks	Tools & Processes
1.	<p>Investigate the purpose of the change.</p> <p>1.1 Analyze what is driving the change.</p>	<ul style="list-style-type: none"> • Drivers of change questionnaire
2.	<p>Define the goal of the change effort.</p> <p>2.1 Create vision and mission statement or validate goal of change within the existing mission / vision of the business.</p> <p>2.2 Check alignment of the mission / vision with current values of the company.</p>	<ul style="list-style-type: none"> • Group Exercise (purpose / vision) • Group Exercise (guiding principles)
3.	<p>Assess the current organizational environment.</p> <p>3.1 Define the present state in each of the five areas: People, Processes, Structures, Technology and Rewards.</p> <p>3.2 Define and measure the difference between the present and future states in order to describe the gap. The gap = the change.</p> <p>3.3 Specify the change outcome and the measurement criteria.</p>	<ul style="list-style-type: none"> • Gap Analysis Process (Present, Outcome, Transition worksheets) • Change Ability Survey
4.	<p>Assess the value of the proposed change. Will you get the desired results by implementing this change? Is it worth changing?</p> <p>4.1 Complete assessment tools.</p> <p>4.2 Assess the political impact of the change.</p> <p>4.3 Assess timing, duration, degree of involvement of those affected by the change.</p> <p>4.4 Build rationale for commitment.</p> <p>4.5 Decide on critical success factors.</p> <p>4.6 Look at sponsorship issues. Will it remain a priority?</p>	<ul style="list-style-type: none"> • Change Implementation History Survey • Organizational Culture Worksheet • Cost of Implementation Failure Exercise • Critical Success Factors Exercise • SWOT (Strengths, Weaknesses, Opportunities, Threats)
5.	<p>Decide whether to proceed with the proposed change effort and what form it will take.</p>	

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STAGE II: PREPARE

	Key Tasks	Tools & Processes
1.	<p>Define the outcome of the change in detail.</p> <p>1.1 Define people, processes, structures, technology, rewards that will be affected. Include interfaces and interdependencies.</p> <p>1.2 Create an implementation planning team that includes a change agent, a change sponsor, change influencers and change doers.</p> <p>1.3 Define the roles of the implementation planning team (eg. change agent, doers, customers, stakeholders, etc).</p>	<ul style="list-style-type: none"> • Planning for Results • Step 1 - Build an Outcome Statement • Drivers of Change II • Criteria for Team Selection exercise • Upward Feedback • Leadership Competencies Checklist • Sponsors Planning Guide • Resistance Planning Checklist • Commitment Planning Guidelines • Role Descriptions
2.	<p>Develop a "staged", sequential, implementation plan to address people, structures, processes, technology and rewards.</p> <p>1.1 Define how people, technology, structures, processes and rewards will evolve from the present state to the desired state. Key Result Statements can be built around each area. The GAP analysis in stage I will provide much of the information required to build key result statements.</p> <p>1.2 Define the stages of the change effort.</p> <p>1.3 Define the milestones and measurement plans to ensure alignment with goals of the change.</p> <p>1.4 Define new roles for the transition & the outcome.</p> <p>1.5 Decide who will fill the roles.</p> <p>1.6 Design a key result statement around communication followed by an implementation plan.</p> <p>1.7 Solicit feedback from customers and stakeholders - make changes to the plan based on feedback.</p> <p>1.8 Design the plan to address the political impact of the change - incorporate it into implementation plans for each key result statement.</p>	<ul style="list-style-type: none"> • Planning for Results • Step 2 - Build Key Result Statements • Step 3 - Develop the Implementation Plan for each • Project Management Tools • Process Mapping • Communication Guide • Resistance Planning Guide • Role Descriptions • Training Plans • Feedback Tool

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STAGE III: IMPLEMENT

	Key Tasks	Tools & Processes
1.	Carry out the implementation plan	
2.	Facilitate and sustain commitment. 2.1 Design and apply a conflict resolution process. 2.2 Design and apply feedback mechanisms. 2.3 Manage endings. 2.4 Apply new rewards for desired behaviors. 2.5 Apply communication strategy. 2.6 Manage the politics of the change.	<ul style="list-style-type: none"> • Options for obtaining feedback. • Communication Guide • Conflict Resolution Process • Celebrations of Past and Future • Options for Rewards

STAGE IV: MONITOR AND EVALUATE

	Key Tasks	Tools & Processes
1.	Check progress and alignment of people, structures, processes, technology and rewards to the outcome. 1.1 Assess what is working, not working; the supports and inhibitors of the change effort. 1.2 Apply measurements to targets or key results. 1.3 Ensure new rewards and recognition strategies are working. 1.4 Document unforeseen developments in the initial change effort to be dealt with in a redesign. 1.5 Assess leadership capability - identify new and emerging leaders 1.6 Compile a summary of the implementation strategy. 1.7 Share lessons learned. 1.8 Assess non-participation - why is it occurring? 1.9 Evaluate sponsorship support and needs. 1.10 If targets have been met, mark closure with a summary of lessons learned. 1.11 Build a statement of future needs. 1.12 Plan a celebration of success.	<ul style="list-style-type: none"> • Planning for Results Step 5 - Measuring Performance Step 6 - Challenging the Plan • Communication Plan • Resistance Planning Guide • Information on how to collect data, and topics for interim report. • Feedback Tool • Summary framework

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STAGE V: REDESIGN

	Key Tasks	TOOLS, PROCESSES etc
1.	Redesign the change effort based on feedback (using established measurement criteria) related to business goals. 1.1 Repeat key activities outlined in preceding four stages if necessary. Redesign if needed.	<ul style="list-style-type: none">• Communication Guide• Resistance Planning Guide• Leadership Plan

The Leader's Roles in Change

Change management is an understanding of the needs during change and the skills required to lead a team through it.

What are some of the skills you require in order to lead in an environment of constant change?

It is important to be aware of all the roles in change. The role you play determines the tasks you complete. As a leader, an awareness of the various roles your people play will assist you in developing your plan for any change you are leading.

There are four significantly different roles people play:

1. **Change influencer** - the unofficial cheerleader and supporter.
2. **Change agent** - the person responsible for leading the change.
3. **Change sponsor** - the person with the power to sanction the change.
4. **Change doer** - the people who carry out the change and are affected most by the change.

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What do you see as your role in change?

What roles do you see for your team members?

Resistance

Understanding resistance is the key to managing change. The flip side of resistance is commitment. Although problematic, resistance is normal, healthy and can act as a challenger of change which forces us to rethink our assumptions. It can help us clarify what we are doing in the change process.

There are three sources of resistance: the business environment, the organization and the individual.

1. Some examples of resistance in the business environment are:

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Why do individuals resist change?

The following are some reasons why people don't do it:

- they don't know why they should do it
- they don't know how to do it
- they don't know what they are supposed to do
- they think your way won't work
- they think their way is better
- they think something else is more important
- there is no positive consequence to them for doing it
- they think they are doing it but they aren't
- they are rewarded for not doing it
- there are obstacles beyond their control
- they are punished for doing what they are supposed to do
- they anticipate a negative consequence for doing it
- there is no negative consequence to them for poor performance
- their personal limits prevent them from performing
- they have personal problems
- no one could do it

You can see the importance of having a systems perspective in a changing workplace. The causes of resistance may be local, or may originate from a more remote source within the organization. If you are managing a change, and you encounter resistance, you will want to clearly identify: 1) *where* the resistance is coming from, and 2) *why* it is occurring, prior to working with your team to break it down.

- What can leaders do to overcome resistance?

Environmental Resistance? (have limited influence)

Organizational Resistance? (have some influence)

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Individual Resistance?

Components of Change

We cannot talk about change without talking about change management. The two components of change management are the change itself, and the process by which change is experienced. The process is called TRANSITION.

The Individual and Change

We have looked at change from the view of our business environment and the internal company environment. When you begin to see change from an individual perspective it becomes more complicated. This is because each individual has a different style, background, experience, and priorities outside the workplace.

The individual asks some fundamental questions in change:

- Do I have a job?
- Where are we going - do we have a vision of our future?
- What is my role in the vision?
- Can I trust the leader(s)?
- Can we trust each other?
- How predictable is the future?

UNIT 5: THE CHANGING WORKPLACE

Try answering these questions for yourself.

What other questions do you have regarding the changes occurring in your organization today? What answers do you have? What answers do you not have? Do the answers exist?

A change effort will be a success if the individual needs of the people are taken care of. *Even the most well thought out, logical change plan will run into serious implementation difficulties if the above questions are not answered.*

Bridge's Model of Transition

Transition is the psychological process that all people must go through before they can come to terms with the new situation. This applies whether the change is positive or negative. There are three stages: endings, the neutral zone, and beginnings.

Endings

During endings people experience a sense of loss and pain because they have to stop doing things in their old familiar way - things they may have been doing for many years. Endings can occur in an organization where there are changes to what we do, how we do it, where we do it or who we do it for.

The following exercises will help you to recognize that unless you are able to deal with your losses, you will not be effectively positioned to deal with change. As leaders, it is important to help yourself by becoming more aware of the importance of these tasks for the people you lead in the organization.

UNIT 5: THE CHANGING WORKPLACE

A Checklist for Managing Endings With and For Your Team

Yes	No	
___	___	Have I studied the change carefully and identified who is likely to lose what - including what I myself am likely to lose?
___	___	Do I understand the subjective realities of these losses to the people who experience them, even when they seem like overreaction to me?
___	___	Have I acknowledged these losses with sympathy?
___	___	Have I permitted people to grieve, and publicly expressed my own sense of loss?
___	___	Have I found ways to compensate people for their losses?
___	___	Am I giving people accurate information and doing it again and again?
___	___	Have I defined clearly what is over and what isn't?
___	___	Have I found ways to "mark the ending"?
___	___	Am I being careful not to denigrate the past but, when possible, to find ways to honor it?
___	___	Have I made a plan for giving people a piece of the past to take with them?
___	___	Have I made it clear how the ending we are making is necessary to protect the continuity of the organization or conditions on which the organization depends?
___	___	Is the ending we are making big enough to get the job done in one step?

Final Questions

What actions can you take to help people deal more successfully with the endings that are taking place in your organization? What can you do today to get started on this aspect of transition management? (Write yourself a memo below.)

Neutral Zone

The Neutral Zone is the period of time between letting go of the old and becoming comfortable and habitual with the new. It is often the most difficult to manage. People are out of the old but not into the new which leaves them in a state of confusion. Levels of absenteeism, teamwork and productivity are erratic. On the positive side, there is a lot of opportunity for creativity as people begin to try the new way. This creativity needs to be encouraged and harnessed or it will quickly disappear. During this period, you can let employees know they are all experiencing the same emotions and frustrations, and you and other leaders are experiencing them too.

UNIT 5: THE CHANGING WORKPLACE

A Checklist for Managing the Neutral Zone With and For Your Team

Yes	No	
_____	_____	Have I done my best to normalize the neutral zone by explaining it as an uncomfortable time which, with careful attention, can be turned to everyone's advantage?
_____	_____	Have I redefined it by choosing a new and more affirmative metaphor with which to describe it?
_____	_____	Have I reinforced that metaphor with training programs, policy changes, and financial rewards for people to keep doing their jobs during the neutral zone?
_____	_____	Am I protecting people adequately from further changes?
_____	_____	If I can't protect them, am I clustering those changes meaningfully?
_____	_____	Have I created the temporary policies and procedures that we need to get us through the neutral zone?
_____	_____	Have I created the temporary roles, reporting relationships, and organizational groupings that we need to get us through the neutral zone?
_____	_____	Have I set short-range goals and checkpoints?
_____	_____	Have I set realistic output objectives?
_____	_____	Have I found what special training programs we need to deal successfully with the neutral zone?
_____	_____	Have I found ways to keep people feeling that they still belong to the organization and are valued by our part of it? And have I taken care that perks and other forms of "privilege" are not undermining the solidarity of the group?
_____	_____	Have I set up a transition monitoring team to keep realistic feedback flowing upward during the time in the neutral zone?

UNIT 5: THE CHANGING WORKPLACE

Yes **No**

- | | | |
|-------|-------|--|
| _____ | _____ | Are my people willing to experiment and take risks in intelligently conceived ventures -- or are we punishing all failures? |
| _____ | _____ | Have I stepped back and taken stock of how things are being done in my part of the organization? (This is worth doing both for its own sake and as a visible model for others' similar behaviour.) |
| _____ | _____ | Have I provided others with opportunities to do the same thing? Have I provided them with the resources--facilitators, survey instruments, and so on--that will help them do that? |
| _____ | _____ | Have I seen to it that people build their skills in creative thinking and innovation? |
| _____ | _____ | Have I encouraged experimentation and seen to it that people are not punished for failing in intelligent efforts that did not pan out? |
| _____ | _____ | Have I worked to transform the losses of our organization into opportunities to try doing things a new way? |
| _____ | _____ | Have I set an example by brainstorming many answers to my old problems - the ones that people say you just have to live with? Am I encouraging others to do the same? |
| _____ | _____ | Am I regularly checking to see that I am not pushing for certainty and closure where it would be more conducive to creativity to live a little longer with uncertainty and questions? |
| _____ | _____ | Am I using my time in the neutral zone as an opportunity to replace bucket brigades with integrated systems throughout the organization? |

Final Questions

What actions can you take to help people deal more successfully with the neutral zone in which your organization currently finds itself? What can you do today to get started on this aspect of transition management? (Write yourself a memo below.)

Beginnings

The final stage of transition is beginnings. Here, people begin to work within the new structure, taking on new roles, responsibilities or physical space. Often, leaders have studied the new plan for the organization and their work unit in detail before their employees have seen the new structure. This means employees need additional time to embrace the beginning even when the leader is ready.

UNIT 5: THE CHANGING WORKPLACE

A Checklist for Managing the Beginning for You and Your Work Team

Yes	No	
_____	_____	Am I distinguishing in my own mind between the start of the change, which can happen on a planned schedule, and the beginning, which will not? Has this been reflected in in my expectations of others?
_____	_____	Do I accept the fact that people are going to be ambivalent toward the beginning I am trying to bring about?
_____	_____	Have I taken care of the ending(s) and the neutral zone, or am I trying to make a beginning happen before it possibly can?
_____	_____	Have I clarified and communicated the purpose of (the idea behind) the change?
_____	_____	Have I created an effective picture of the change and found ways to communicate it effectively?
_____	_____	Have I created a plan for bringing people through the three phases of transition - and distinguished it in my own mind from the change management plan?
_____	_____	Have I helped people to discover as soon as possible the part that they will play in the new system - or how the new system will affect the part they play within the organization?
_____	_____	Have I ensured that everyone has a part to play in the transition management process and that they understand that part?
_____	_____	Have I checked to see that policies, procedures, and priorities are consistent with the new beginning I am trying to make so that inconsistencies aren't sending a mixed message?
_____	_____	Am I watching my own actions carefully to be sure that I am effectively modelling the attitudes and behaviours I am asking others to develop?
_____	_____	Have I found ways, financial and nonfinancial, to reward people for becoming the new people I am calling upon them to become?

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Yes **No**

_____ _____ Have I built into my plans some occasions for quick success to help people rebuild their self-confidence and to build the image of the transition as successful?

_____ _____ Have I found ways to celebrate the new beginning and the conclusion of the time of transition?

_____ _____ Have I found ways to symbolize the new identity - organizational and personal - that is emerging from this period of transition?

_____ _____ Have I given people a piece of the transition to keep as a reminder of the difficult and rewarding journey we all took together?

Final Questions

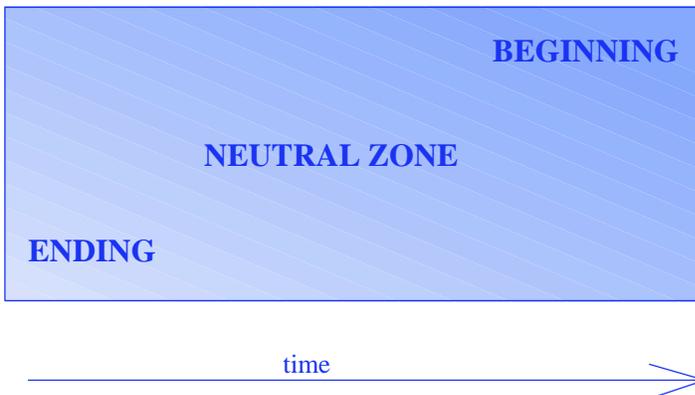
What actions could you take to help people deal more successfully with the new beginnings they must make if your change effort is to succeed? What could you do today to get started on this aspect of transition management? (Write yourself a memo below.)

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Transition Summary

The three stages of transition overlap each other. Not all people experience the stages at the same rate or at the same time. You will need to allow time for people to go through endings and the neutral zone or the beginnings will not be effective. Often, people get stuck in endings or in the neutral zone, especially when there is no vision or outcome statement.

3 Stages of Transition



02-28

Use the following spaces to complete a list of strategies you can use to address the tasks in each stage of transition:

ENDINGS

UNIT 5: THE CHANGING WORKPLACE

Summary

This unit has been a brief overview of the theory surrounding change and transition management.

Perhaps at this point in time you are not directly involved in any changes at work. Perhaps there are changes going on within the organization that seem to not affect you directly. Or perhaps you are embroiled in a drastic change that is very difficult to manage. Whatever your situation, it is important to remember to view things from the broader systems perspective. To consider how every decision is affected by and can affect strategy, processes, structure, people, rewards, guiding principles. Always be aware of the needs of people, and the emotional aspects of change on them. As a leader, you must strive to facilitate change, and set a positive example for others.

The following suggested readings may also assist you:

1. Managing Transition: Making the Most of Change, William Bridges, 1991; Addison Wesley Publishing Co., ISBN 0-201-55073-3.
2. Healing the Wounds, David M. Noer, 1993; Jossey-Bass Inc. Publisher, California; ISBN 1-55542-560-7.
3. Change: Coping with Tomorrow Today, Patricia Wilson, 1992; National Press Publications; ISBN 1-55852-109-7.
4. Managing at the Speed of Change, Daryl R. Conner, 1993; Random House, New York; ISBN 0-679-40684-0.
5. Aftershock: Helping People Through Corporate Change, Harry Woodward & Steve Bucholz; John Wiley & Sons Inc.; ISBN 0-471-62478-0.