

Change and Transition



Tim Dyer 2017

Change and transition

Change

The way things will actually be different

Shift in visible and tangible externals of a situation – change is usually expressed in external events

Outcome focussed: what has changed

Often happens quickly and definitely

Transition

How individuals move through the stages of accepting and adjusting to the differences

Psychological and emotional process that individuals experience in order to relinquish one way and embrace a new way of doing things.

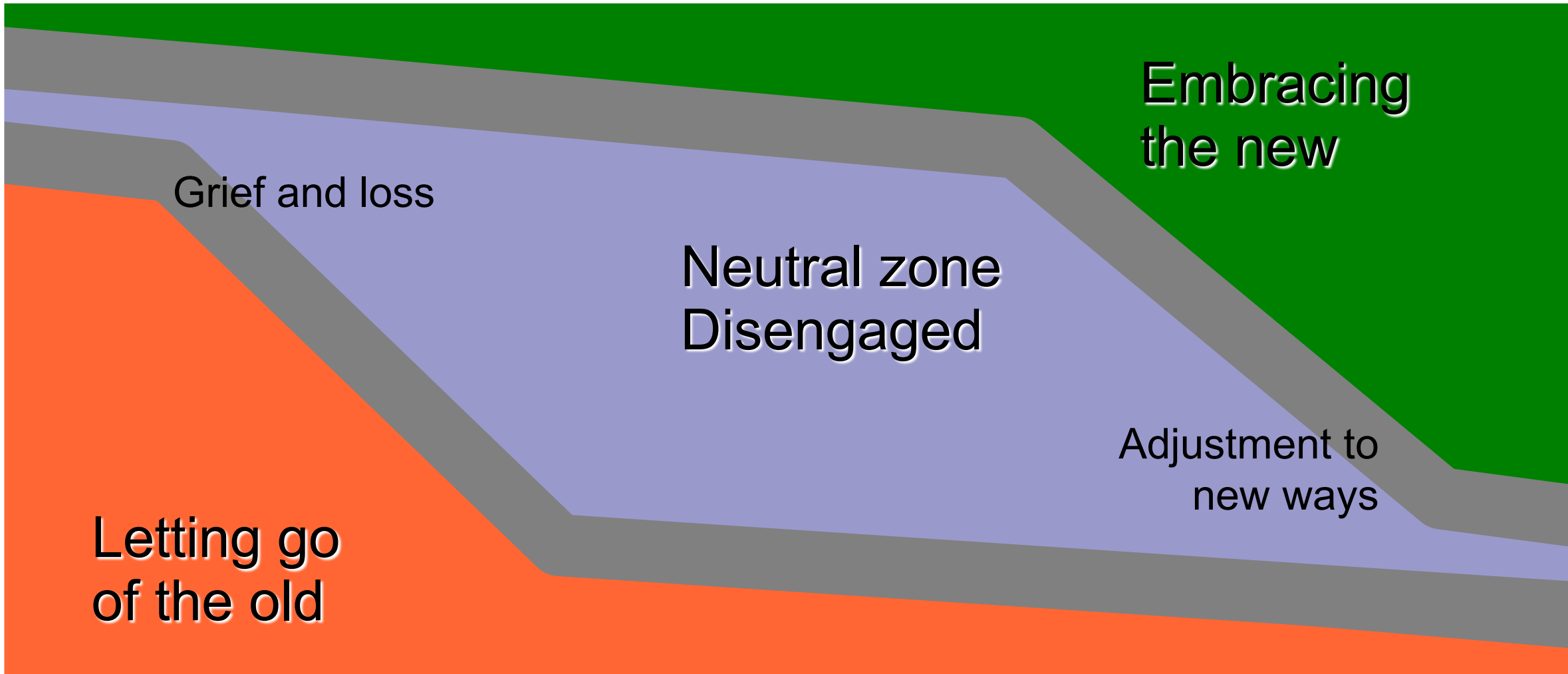
Process focussed: how we will get there and how we will manage through this

Takes significant time and works through a range of phases at different paces for different individuals

Types of Change and Transition

- Natural anticipated life cycle transition – natural growth, sometimes decline, most leadership changes (NAT)
- Vision energised / enabled transition – change as an outcome of visionary leadership (VET)
- Forced adjustment transition – unwelcome and often resisted change - mergers, closing, demographic change, some leadership changes (FAT)
- Crisis induced transition – a result of significant conflict, misconduct, death or critical incident e.g. fire (CRIT)

William Bridges' model of transition



Processing transition

- (1) Accepting the need for and the reality of the change – understanding the nature of the losses and gains (release, unlocking, separation, endings, seeing the need, vision, accepting the reality) .
- (2) Experiencing the complex emotions of grief and loss.
- (3) Working through the confusion, dis-orientation and dis-engagement of the neutral phase (questioning, wondering, fatigue).
- (4) Adjusting to new roles, new relationships and new processes. Dealing with unexpected realities in the new situation.
- (5) Investing emotionally in the new situation in terms of personal commitment (connection, engagement, re-integration, beginnings, energising)

Transition processes

Individuals process these tasks at different paces over time. Transition is idiosyncratic and differs based on individual's personalities and histories.



These diagrams are simplified. The tasks are not necessarily distinct and often overlap or may be revisited. Colour coded to last slide.

Leading through transition

The tasks of effective leadership vary through the transition process.

- a) **Clear visionary leadership** is needed to enable the release / disconnect process
- b) **Pastoral leadership** is essential through the neutral phase where there is significant anxiety, worry and disconnection to manage
- c) **Organisational, team formation and equipping leadership** is required to enable engagement / re-connection / empowerment toward new ways of doing things.

Dimensions of change

What is changing: Established practices, rules, roles, or goals?

What is driving this change: Is this forced change, are we choosing to address issues or have we developed a vision for a different future?

How will change be facilitated: Pushed and dragged – tended and held, are we participants or recipients?

Peer to peer leadership coaching

Share a change management issue you are currently aware of in your leadership.

Reflect on where you are in the transition process and where your team members are.

What elements of leadership do you need to sharpen to facilitate this transition well?