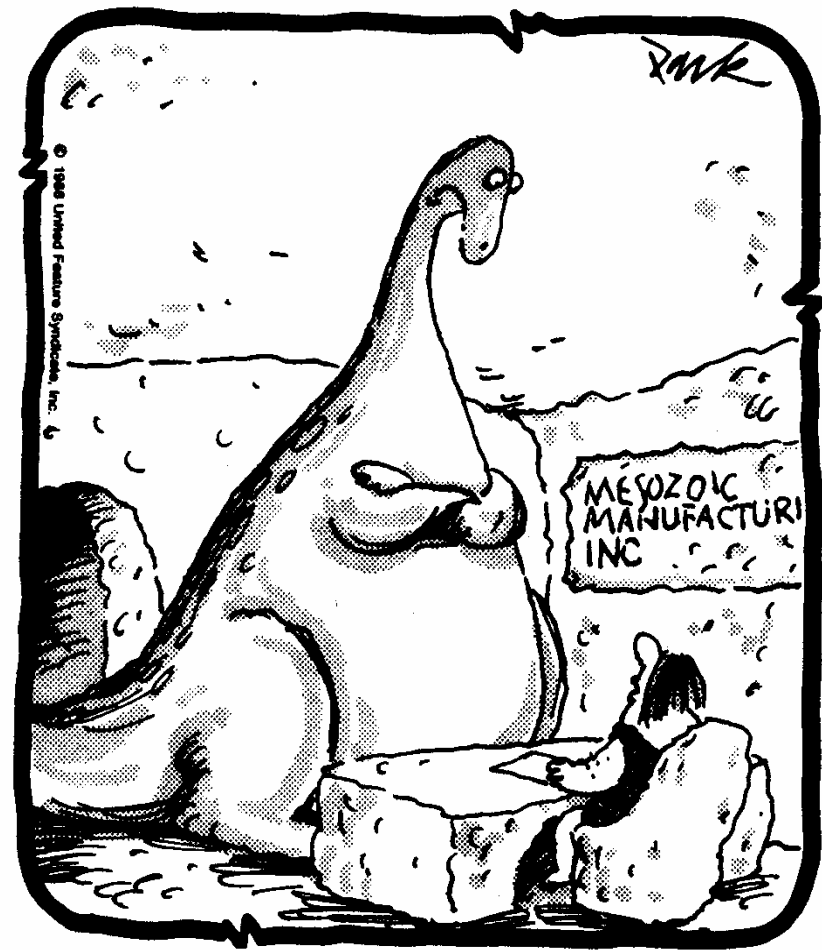


Change Challenges

2007 Rehabilitation &
Transition Conference

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Sharon Mylrea
Claudia Orvis



"I'd hire you, but the word is going around
you guys are practically extinct."

Your Presenters

SHARON MYLREA and **CLAUDIA ORVIS** are co-founders and managing partners of **24C Coaching & Consulting**. 24C is based on the philosophy that personal and organizational learning and development should be strategic, interactive and FUN. 24C has worked with a variety of private and public organizations to assist them in developing their future vision and identifying steps to move them toward their new reality. www.two4coaching.com

- **SHARON MYLREA** is currently the Training Director for the Wisconsin Department of Transportation. During her State career, Sharon has provided consultation and training in areas including teambuilding, communication skills, strategic planning, and quality improvement, and she led the development and implementation of WisDOT University. She served as Chair of the Wisconsin State Training Council and is currently on the Board of Directors for Madison Area Quality Improvement Network. You can reach Sharon at (608) 266-7567 or (608) 225-0676.
- **CLAUDIA ORVIS** is in her third decade of State service currently as an urban planning analyst but previously as an internal consultant providing training, strategic planning and process management support for the Wisconsin Department of Transportation. Claudia has provided training in many areas including Total Quality Management concepts, organizational performance measures, strategic planning, process management and workshops based on Stephen Covey's "Seven Habits of Highly Effective People". You can reach Claudia at (608) 266-1857 or (608) 577-2805.

Change vs. Transition

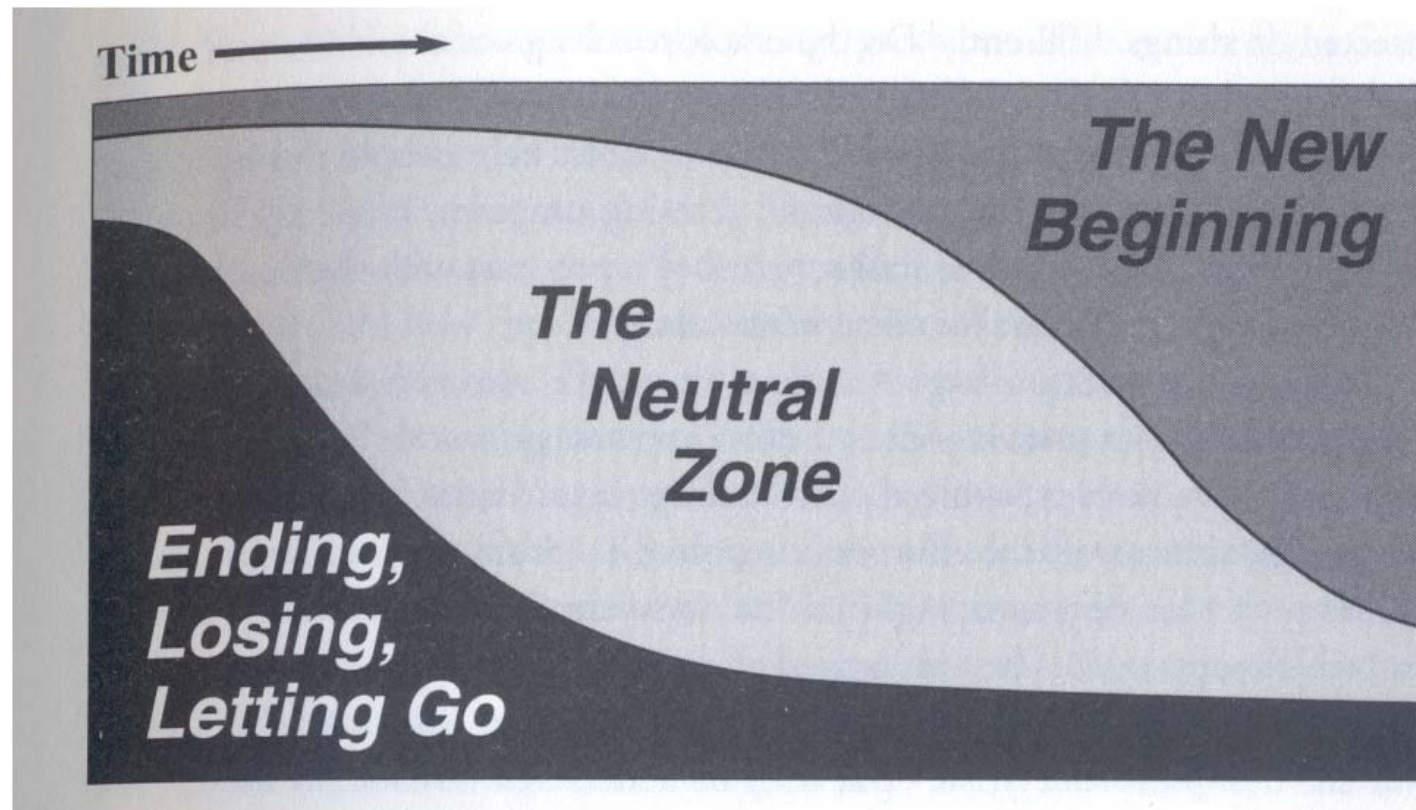
It isn't the changes that do you in, it's the transition.

- **Change** is situational: the new site, the new boss, 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.
- **Transition** begins with ending.

William Bridges, *Managing Transitions*

Three Phases of Transition

from "Managing Transitions", by William Bridges



3 Phases of Transition

- ***Ending*** – Letting go of the old ways and the old identity. This first phase of transition is an ending, and the time when people need help dealing with their losses.
- ***Neutral*** – An in-between time when the old is gone but the new isn't fully operational. Critical psychological realignments and repatterning take place.
- ***New Beginning*** – People develop the new identity, experience new energy, discover the new sense of purpose that make the change begin to work.

Ending – How to Help People Let Go

- Identify who's losing what.
- Accept the reality and importance of subjective losses.
- Don't be surprised at "overreaction".
- Acknowledge the losses openly and sympathetically.
- Expect and accept the signs of grieving (anger, bargaining, anxiety, sadness, disorientation, depression)

more...

Ending – How to Help People Let Go

- Compensate for the losses
- Give people information, and do it again, and again, and again ...
- Define what's over and what isn't
- Mark the endings
- Treat the past with respect
- Let people take a piece of the old way with them
- Ensure the continuity of what really matters

“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 Linus when his blanket is in the dryer. There's nothing to hold on to.”

Marilyn Ferguson, futurist



Neutral Zone – Leading People Through

- Accept ambiguity; don't become paralyzed by uncertainty.
- “Normalize” the Neutral Zone
- Redefine the Neutral Zone
- Create temporary systems for the Neutral Zone
- Strengthen intragroup connections
- Use a transition monitoring team
- Encourage creativity
- Communicate, communicate, communicate

Beginnings – Launching a New Beginning

- Purpose – explain the purpose behind the outcome you seek. Help people understand the logic.
- Picture – Paint a picture of how the outcome will look and feel.
- Plan – Step-by-step plan for phasing in the outcome.
- Part – People need a tangible way to contribute and participate.

Reinforcing the New Beginning

- Be consistent. Consistent messages, consistent actions, consistent reinforcement.
- Ensure quick successes.
- Symbolize the new identity.
- Celebrate the success.

Four Levers of Corporate Change

- Human Factor
- Power
- Social Process
- Leadership



A Checklist for Change

- ✓ Do we have the ***VISION?***
- ✓ Do we have the ***SKILLS?***
- ✓ Do we know the ***BENEFITS?***
- ✓ Do we have the ***RESOURCES?***
- ✓ Do we have an ***ACTION PLAN*** to move forward?
- ✓ Do we have a ***COMMUNICATION*** plan?

Important Notes for Leaders!

- Show up!
- Give it your best shot.
- Tell the truth.
- Do all that you are able, then let go.
- Be observant, learn from what you see and experience.

For more information ...

The Change Handbook, by Peggy Holman and Tom Devane

Managing Transitions, by William Bridges

The Four Levers of Corporate Change, by Peter Brill and
Richard Worth

The Change Agents' Handbook, by David W. Hutton

Calling a Halt to Mindless Change, by John Macdonald

Leading Change, by James O'Toole

