

Navigating Change: The Transition Model Handouts



Navigating Change:



Based on Kotter's Change Model.

Recognize that there are several steps in the change process:

Step 1: Most critical stage of change: create a sense of urgency.

Discuss strategies to help your team process through the change event: There is a people part: transitions: and there is a process part: that involves the people, the processes, and the desired outcomes. We will try to give you a few key tips to help you identify where you team is on the continuum and how you are working through the change process.

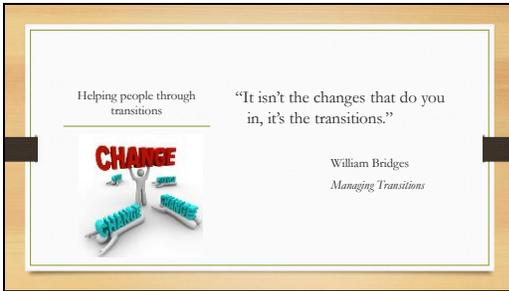


Where is your sense of urgency?

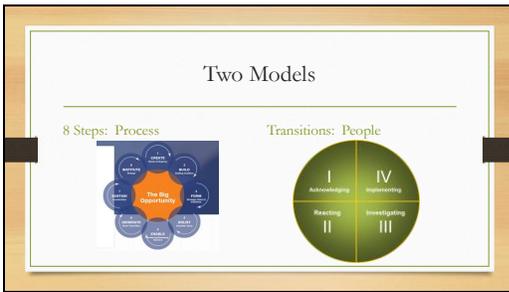
Have you created the "burning platform?"

There is not a defined start and stop of each phase of change. It is also not a linear path—there will be starts, stops, forward progress and backward regressions:

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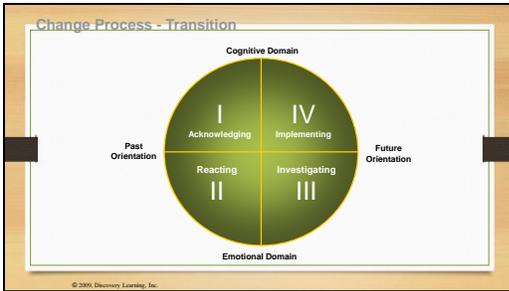


People transition through change at a different pace. Your challenge is to determine where they are and then tailor your message or approach to fit them. The ones that move through the stages more quickly can become part of the Guiding Coalition that Kotter addresses. Sometimes you need someone in your guiding coalition that is a big resistor. Getting them on board will help the change progress



The 2 models converge:
The 8 step model is about the process
The Transition model is about the people

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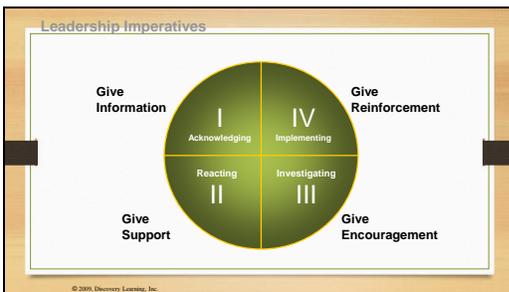


Stage 1: Acknowledging – this stage people are shocked and may feel threatened. They may deny that a change has happened.

Stage 2: Reacting – This is the stage where people start to feel the change and they begin to react and respond – some of the reactions you often see at this stage can be anger, depression, withdrawal. This can be so even when people are excited about a new opportunity that a change represents as most change has some period of loss.

Stage 3: Investigating – This is the stage of exploring and creating. People show interest at this stage in new options and possibilities. They begin to explore the benefits of moving on. This is where support for and encouragement is needed as people shift their attention from the past to the future and show increasing excitement and enthusiasm.

Stage 4: Implementing – This is the stage where people are implementing new ideas that support the change. You will see people at this stage establish new routines for getting things done, their comfort with change engenders more flexibility, creativity and risk taking. People start to view the change as the way we do things around here.



DO's and DON'Ts – Acknowledging

<p>DO's</p> <ul style="list-style-type: none"> ■ Give visible support ■ Provide information clearly, honestly, compassionately, and consistently ■ Provide facts ■ Assist with support networks ■ Link to business drivers 	<p>DON'Ts</p> <ul style="list-style-type: none"> ■ Hit people over the head with the truth ■ Push for acknowledgement (this intensifies denial) 	
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GIVE INFORMATION

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DO's and DON'Ts - Reacting

<p>DO's</p> <ul style="list-style-type: none"> ■ Listen, ask questions ■ Acknowledge the feelings of those in resistance ■ Provide time (as the situation allows) ■ Provides facts ■ Be empathetic ■ Identify areas of stability 	<p>DON'Ts</p> <ul style="list-style-type: none"> ■ Argue ■ Provide reasons why they should not feel the way they feel ■ Convince them this is good for them ■ Push exploration that results in denial 	
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GIVE SUPPORT

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DO's and DON'Ts - Investigating

<p>DO's</p> <ul style="list-style-type: none"> ■ Create opportunities to explore new possibilities ■ Reward exploration ■ Use participative decision making ■ Outline pros and cons of new possibilities 	<p>DON'Ts</p> <ul style="list-style-type: none"> ■ Push choices ■ Rush choices ■ Punish mistakes ■ Overestimate or misrepresent future options
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GIVE ENCOURAGEMENT

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DO's and DON'Ts - Implementing

<p>DO's</p> <ul style="list-style-type: none"> ■ Clarify desired outcomes ■ Reward effective performance ■ Support risk taking and innovation ■ Encourage communication ■ Get out of the way 	<p>DON'Ts</p> <ul style="list-style-type: none"> ■ Micro-manage ■ Control choices ■ Limit participation
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GIVE REINFORCEMENT

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Communicating Change

Conservers	Pragmatists	Originators
<ul style="list-style-type: none"> □ Know the details. □ Don't start by presenting the big picture. □ Pick one angle and build from there. □ Present a minimum of information and ask what else is needed. □ Let them guide you with what they need to know. □ Ask about anticipated obstacles. 	<ul style="list-style-type: none"> □ Speak in terms of outcomes. □ Talk about the consequences. □ Ask for recommendations. □ Talk about timelines. □ Ask who's input is needed. 	<ul style="list-style-type: none"> □ Think in the future. □ Ask what they would like to see happen. □ Ask for ideas. □ Ask what's effective in the current system (status quo) that they would not want to change. □ Talk about the connection between the change and future effectiveness. □ Give details as they are requested.

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Consider these questions:

- ✓ What is a change that is planned or has already begun? what is happening, when will it happen, etc.
- ✓ What concerns you most about this change?
- ✓ What is your role in the change?
- ✓ Who will you have to help navigate through the change?
- ✓ Name the people that are impacted as a result of this change.
- ✓ What are some of their reactions to the change (or if it isn't announced yet, what do you anticipate their reaction to be)?



What's next?

People:

What is their Change Style?
Conserver, Pragmatist, Originator

- Have you created a sense of Urgency?
 - If not, make a plan
- Where is each person in the Transition Model?
 - I, II, III, IV
- What message do you need to communicate to each person/group?
- How does it change based on their change style and where they are in the Transition model?

What are the things that you need to consider for the Change ahead?

Use the Change planning worksheet to begin the process of planning your next change event.