



Building Organizations **Delivering Results**

Organizational Design + Effectiveness



Managing Organizational Change

Change vs. Transition

- Change: refers to a situation or event
- Starts from the desired outcome and works backwards to create the necessary conditions for the change
 - Example: Implement a new software program
- Transition: emotional process of accepting and coming to terms with change
- Starts where the people are and moves forward towards the new beginning
 - Starts with an ending
 - Neutral zone
 - The new beginning



Managing Change

- Create plan
- Communicate plan
- Deal with the transition
- It's not the change that does you in; it's the transition (William Bridges)



Communicating Change

- Explain the basic purpose behind what you are doing
 - What is the problem and the solution that requires this change
 - What is the evidence to support change
 - What would happen if no one solved problem
 - What would happen to us if that occurred



The End of the Old Way

- First step in the transition phase
- The biggest reason why organizational changes fail – no one has planned for the endings (such as emotions people experience when something ends)
- Employees let go of the old way but haven't embraced the new way
- Often employees question their abilities
- Managers of change need to deal directly with the feelings of loss and uncertainty



The Neutral Zone

- The time when employees are suspended between the old way and the new way
- Characterized by rising anxiety and falling motivation among employees
- People are overloaded, priorities get confused, information is not communicated properly and important tasks slip through the cracks or areas of responsibility get confused



The Neutral Zone (Continued)

- Easy for employees to divide into opposing camps in the neutral zone – some want to go back and others want to rush ahead
- Organization is vulnerable to competitive threats
- Can be a creative time if neutral zone managed properly – encourage employees to be innovative



Normalize the Neutral Zone

- Movement towards the new way must take place – old patterns disappear and new ones begin to replace them
- Redefine the neutral zone by basing the transition on win-win arrangements
 - Frame time positively (example: instead of sinking ship, use last voyage)
 - Offer new training programs



Create Temporary Systems for the Neutral Zone

- Try to protect employees from further changes while they are trying to regain their balance
- Review policies and procedures to ensure they are adequate to deal with the fluidity of the neutral zone
- Consider what new roles/responsibilities are needed
- Set short-range goals and establish milestones for longer-range outcomes (gives employees a sense of achievement and progress)



Create Temporary Systems for the Neutral Zone (Continued)

- Don't promise what you and your team can't deliver. Assume that productivity levels will be lower than normal and adjust accordingly
- Arrange for special training programs for the leaders of changing teams (dealing with transitions, team-building, etc)
- Strengthen connections through meetings, extra communication, newsletters, gatherings, etc



Using the Neutral Zone Creatively

- Establish that this is a time to step back and question the way things have always been done
- Model new behaviour by doing the same and providing opportunities for your employees to step back
- Encourage experimentation
- Embrace losses or setbacks as entry points to new solutions
- Brainstorm new answers to old problems



New Beginnings

- Psychological: marked by a release of energy in a new direction
- Different from a new start which is situational (new computer program goes live)
- New beginning should be designed along with new start
- Scary – employees want them and fear them at the same time
- Requires a new commitment to the organization, project, team, etc.



Making a New Beginning

- Re-explain the basic purpose behind what you are doing
 - What is the problem and the solution that requires this change
 - What is the evidence to support change
 - What would happen if no one solved problem
 - What would happen to us if that occurred
- Paint a picture of how the new way will look
 - Engage employees' imagination
 - How will the office look
 - What will people experience that is different



Making a New Beginning (Continued)

- Design and communicate a step-by-step plan for the new outcome
 - Info, training and support needed to make the transition
 - Different from change management plan in that it addresses the personal level rather than the collective level - training held during July (collective); Karen's training is July 30th (individual)
- Give each person a part to play in the new way
 - Show each person's role and relationship to others in the new way (org. chart is useful)
 - Give each employee a role in dealing effectively with the transition process



Reinforcing the New Beginning

- Be consistent with messages
 - Match actions to words
 - Reward for acting in the new way
- Ensure quick successes
- Symbolize the new identity
- Celebrate the success



Myers-Briggs and Change

- Myers-Briggs Type theory is about preferences
 - Similar to preference for right-handedness or left-handedness
- Can use and develop non-preferred areas
- Encourages appreciation of differences
- Type preference influences how we deal with change



Type Preference Influences Change...

- How we want to be informed
- What kind of information we want
- What criteria we use to decide to support or resist change
- How we want to be involved
- How we want the change plans to be structured
- Good change management processes accommodate all type preferences



Communicating Change (Extraversion/Introversion)

- Good communication plan accommodates both extraverts and introverts
- Send out written communication prior to in-person communication sessions
- After communication sessions, allow time for reflection and follow-up questions
- Ask what people think; allow them to be heard
- Give short amount of time to assimilate changes then take action



Processing Change (Sensing/Intuition)

- Provide overall rationale for change as well as real data regarding the reason for change
- Provide general plan or direction and then give opportunity for those affected to give input/ideas/options
- Make specific plan who does what by when (clear expectations, roles, responsibilities)
- Connect the changes with the present
- Paint a realistic picture of the future



Deciding to Accept Change (Thinking/Feeling)

- Thinkers need the logic behind the change and a clear purpose
- Feelers need to know that Management recognizes the impact on people
- Change plans must show that individual needs are being met as well as being a consistent and reasonable way to achieve the change
- Must show fairness and equitability along with appreciation and support for the individuals affected by change



Achieving Change (Judging/Perceiving)

- Have a plan of action with defined outcomes
- Leave room for midcourse corrections
- Judging types want completion while perceiving types want opportunity to gather information until the last possible minute
- Set limit for gathering info/discussing options then make plan
- Loosen up, have fun but no surprises in the plan



Other Impacts of Transition/Change

- Sometimes change leads to layoffs or early retirements
- Often not about poor performance but rather work restructure
- Transition services available through the standing offer (counseling, resume help, interviewing techniques, office space, etc.)
- PLAR available
- Survivor syndrome



Survivor Syndrome

- Used to describe the impact on the emotions and behaviours of employees who remain in organizations where reductions in the workforce have recently occurred.
- Symptoms include:
 - lower motivation and morale
 - reduced loyalty to the organization
 - lower trust and increased skepticism
 - feelings of guilt
 - lower productivity levels
 - increased absences
 - higher labor turnover



Alleviate Survivor Syndrome

- Communicate!
- Re-emphasize vision, values and goals
- Talk about culture and work environment
- Reaffirm employees' meaning and impact for the organization
- Re-evaluate business processes and eliminate waste
- Create measures of success and provide constant feedback
- Focus on career development and building self-esteem



Conclusion

- Remember that change and transition are two different things – must manage both in order to have a successful change
- Plan an approach that incorporates all the different type preferences
- Use your checklists to ensure that all steps are taken
- Communicate, communicate, communicate!

- Sources:
 - “Managing Transitions – Making the Most of Change”, 2nd Edition, by William Bridges
 - “Introduction to Type and Change” by Nancy J. Barger and Linda K. Kirby



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