

Transition Management



Presented by Sue Kennedy
Court Administrator, Corinth Municipal Court

PowerPoint provided by Tracie Glaeser, CMCC
Court Manager, Lewisville Municipal Court

Course Objectives

- ▶ Change vs. Transition
- ▶ Share ideas to help with transition
- ▶ Identify changes–past & future
- ▶ Discuss the role “Urgency” plays
- ▶ Discuss why resistance exists

Exercise

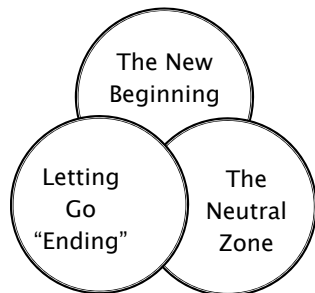
- ▶ Write down one change you think you must face in the very near future.
- ▶ Write down the reason you must make the change.
- ▶ Write down what you will be losing when you make the change.
- ▶ How might you resist this change

The Organizational Life Cycle

- Dream the Dream
- Launch the venture
- Get Organized
- Making it, Succeeding
- Becoming an Institution
 - Path of renewal
 - Begin Anew
- Closing In
- Dying

It isn't the change that will do you in, it's the transitions.

3 phases



What are the 3 phases?

1. Letting go of the old ways. This is an ending to your old identity. People are experiencing loss.
2. The old is gone...but the new not quite operational; THE NEUTRAL ZONE
3. Coming out of transition and into the new beginning. New identities; new energy, new sense of purpose.

THE CHANGE IS WORKING

Change vs. Transition

- Change is situational
 - Move to a new building
 - New Benefits Package
- Transition is psychological
 - 3 phase process that people go through as they internalize and come to terms with the details of the new situation that the change brings about.
- Transition starts with an ending

The 4 "P"s

- Purpose
 - Why are we changing? Urgency
- Picture
 - Paint a picture that every one can relate to
- Plan
 - Articulate the plan–Put it in writing
- Part
 - What part does each individual play?

Paint a Picture

- Written plan for change must connect
- Keep reminding of the "Why"
- Create a transition management team
- Define Beginning, Neutral Zone and End
 - Talk about the challenges openly
- Be prepared to create temporary systems
- Rules to enforce the new beginning

Sell the Problem

- Most managers spend 90 % of their time selling the solution and 10% selling the problem.
- SELL THE PROBLEM
- Put them in direct contact with dissatisfied customers
- Let them feel, taste, experience the problem

Example:

Revenue is 1.5 million short this year. We want to prevent any positions from being cut from next year's budget. We have very few areas that can be cut to insure each employee keeps their job. Health care benefits and travel & training are the major cuts this year to help compensate for the revenue short fall.

Don't make these 2 mistakes!

1. Balancing the different pace people move through the neutral zone
2. The picture is so overwhelming people can't realistically identify with it and it creates intimidation rather than excitement.

What is the Neutral Zone

- Changes are not fully into play
- Between the "Old Way" and the "New Way"
- The proverbial sinking ship
- Normal place to be during major transition

Reinforce the New Beginning

Examples of mixed messages

- ▶ Paperless workflow - Typed Reports
- ▶ Video presentations - Personal presentations
- ▶ In house training programs - Off Site Travel
- ▶ E-mail Communication - Paper memos
- ▶ Team Concept - Awards to individuals

Ideas for the Neutral Zone

- Design a series of quick successes
 - Early success builds confidence
- Name it - "The Jury is Out"
- Talk it about "IT" regularly
- Celebrate
 - -Ceremonial arrival at the Promised Land
 - "The Jury is IN..."
- Don't short folks on the ceremony
 - This is a time for celebration!!!

Temporary Systems

- Confusion is part of transition. Design temporary systems and name them, so everyone knows it is the system used during the neutral zone until the new beginning has come.
- Remind people that the new beginning will have a more permanent solution.

Creativity

- The neutral zone is the place your are most likely to find great creativity and innovation
- Don't miss this opportunity
- Look for those people who are demonstrating innovation
- Reward and acknowledge

Rearrange the Furniture

- › Often when new teams have been created, rearranging the cubicle or office to physically place people together encourages teaming.
- › Send teams on field trips to see how others are doing it.
- › Invite others into your organization
- › Don't place 2 saboteurs together
- › Interview your team members

Don't Do It!

- › Send written memo's over and over
- › Create a "model team" to show everybody else how it is done
- › Don't make threats
- › Define clear expectations
- › Don't use broad, flavor of the month terminology - be specific

Losses during Transition

- › What of the old way do you grieve for?
- › What can we take with us?
- › Honor the contributions of the past

Good questions to ask...

Identifying the loss...

- › What is different now that we don't do "abc"....?
- › When we changed from "abc" to "efg" what did you have to give up?
- › What of "abc" do you miss now that we have gone to "efg"?

Remember to listen...

- › This is the time you need to just listen, not make your point.
- › Learn all that you can during this conversation
- › Seek out who is experiencing loss
- › Find out what the loss is
- › Overreaction is often accompanied by change

Why Overreaction?

- › Change causes Transition
 - › Transition causes losses
 - › Losses are what cause the reaction
- And HEY...it is a part of their world being lost, not yours so remember that when they are "overreacting"!

What we would look like if we did not progress – Picture

- › We would be writing in Red Docket Books
- › Everything would be done on paper with pen
- › Service is viewed by the customer as “Antiquated”
- › Searches for information is manual/slow
- › The rest of the world is moving at light speed compared to your slow motion

He that will not
apply new
remedies must
expect new evils

*Francis Bacon
British Philosopher*

Redesign

- › This is a time of Redesign
- › Use this in your everyday thinking
- › Tap into creativity
- › Use the notion – We are going to break through not breakdown

Set Backs

- › Every set back is an opportunity
- › Take advantage of that opportunity to make entrepreneurial change
- › Attaining excellence will result in mistakes along the way
- › Celebrate that learning experience

Urgency

- › John Kotter and Dan Cohen found in their studies that the 10% of very successful change management plans began with one central concept...A sense of urgency (of pressing importance)
- › They found the 70% who failed had an overwhelming problem with complacency ; stuck in an old success; content with status quo; invisible to those on the inside

Saboteurs v. Skeptics

- › Skeptics once convinced can be become the biggest champions. They need details to be convinced and slow progress but put things to the ultimate TEST.
- › Saboteurs undermine the transition and change plans and are extremely dangerous to organizations. They will do almost anything to discredit those who are managing the change.

The Saboteurs

- ▶ Their ability to damage the transition varies
- ▶ 2 things you don't do
 - Ignore them
 - Be naïve about the damage they do
- ▶ 3 ways to deal with them
 - Distract them
 - Get rid of them
 - Expose them and let the chips fall

Tools for Resistance

- ▶ If...Then
- ▶ Repeat for validation & restate the change
- ▶ Bamboozing-Bend...& Snap Back
- ▶ Use praise and acknowledgement - with sincerity
- ▶ State your change request

Great Books on this subject

- ▶ Managing Transitions,
 - William Bridges
- ▶ Our Ice Berg is melting,
 - John Kotter
- ▶ A Sense of Urgency,
 - John Kotter
- ▶ Making Change Irresistible,
 - Ken Hultman
- ▶ Overcoming Resistance,
 - Herald M. Jellison
