

Managing Change: Making the Most out of Change

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NIST Employee Assistance Program

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Services

**Free
Confidential Short Term
Counseling and
Consultation for all who work at
NIST and their immediate family
members.**

Training

- **Communication**
- **Change Management**
- **Anger Management**
- **Conflict Resolution**
- **Stress Management**
- **Myers-Briggs Training**
- **Working with Difficult People**
- **Humor in the Workplace**
- **Workplace Violence Prevention**
- **Civility in the Workplace**

- **Short term counseling, consultation, assessment and referral on work related and personal concerns**
- **Management Consultation**
- **Training**
- **Grief Counseling and Trauma Response**
- **Stress management**
- **Family/Marital**
- **Emotional**
- **Elder Care and other dependent care issues**
- **Alcohol and Drug counseling/assessment**
- **Legal/Financial resources**

Hallmarks

Confidentiality

- **Informed consent**
- **Written Release to disclose**
- **Security**

Voluntary

Managing Change

- *15% of the workforce is eager to accept it*
- *15% of the workforce is dead set against it*
- *70% is sitting on the fence, waiting to see what happens*
- *6% Propose change*
- *7% Buy-in quickly*
- *32% Join in after some success*
- *42% Join in after risk is zero*
- *13% Continue to oppose*

Objectives

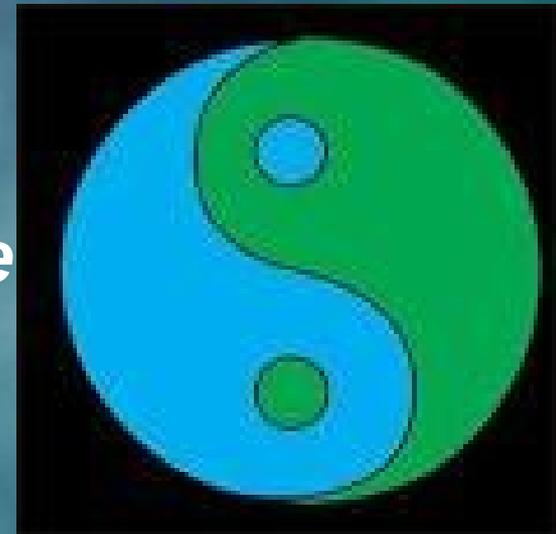
- *Learn the difference between change and transition*
- *Learn about the developmental model of transition (Ending, Neutral Zone, New Beginnings)*
- *Understand the potential of the “Neutral Zone”*
- *Understand the impact of change/transition*
 - *Self/family/management/organization*
- *Learn about useful tools to navigate the emotional side of transition in adapting to change*
- *Learn useful coping tools in managing transitions*

Managing Change

- *What is change?*
 - *Change is an event expected or unexpected. It takes place in a particular point in time. Something stops and something new happens*
- *What is transition?*
 - *Transition is the gradual psychological process through which individuals/groups reorient/adjust to a new situation. Transition cannot be localized in time.*

Change Can Be Perceived As Positive or Negative

- *Getting a Job After Graduating From College*
- *Getting Married*
- *Divorce*
- *Having a Child*
- *Child Leaving for College*
- *Child getting married*
- *Getting a new job*
- *Losing a Job*
- *Death of a Parent*
- *Reorganization*



Activity

Reflect on a major change in your life:

- 1. As you made this change in your life, what ended?**
security, turf, status, influence, memberships, meaningful work, identity, control, relationships, etc.
- 2. How did that make you feel?**
angry, scared, lonely, excited, relieved, wondering
- 3. What helped (or might have helped) to make the transition easier?**
(talk to someone, time, information, knowing others were going through the same thing,) What did you learn to avoid in the future?
- 4. What kind of outcome did you have? What helped create a good outcome?**
- 5. What would you do differently to avoid a bad outcome?**

Stages of Transition

- *Begins with an Ending*
- *Has a Neutral Zone*
- *Has a New Beginning*

Three Phases of Transition

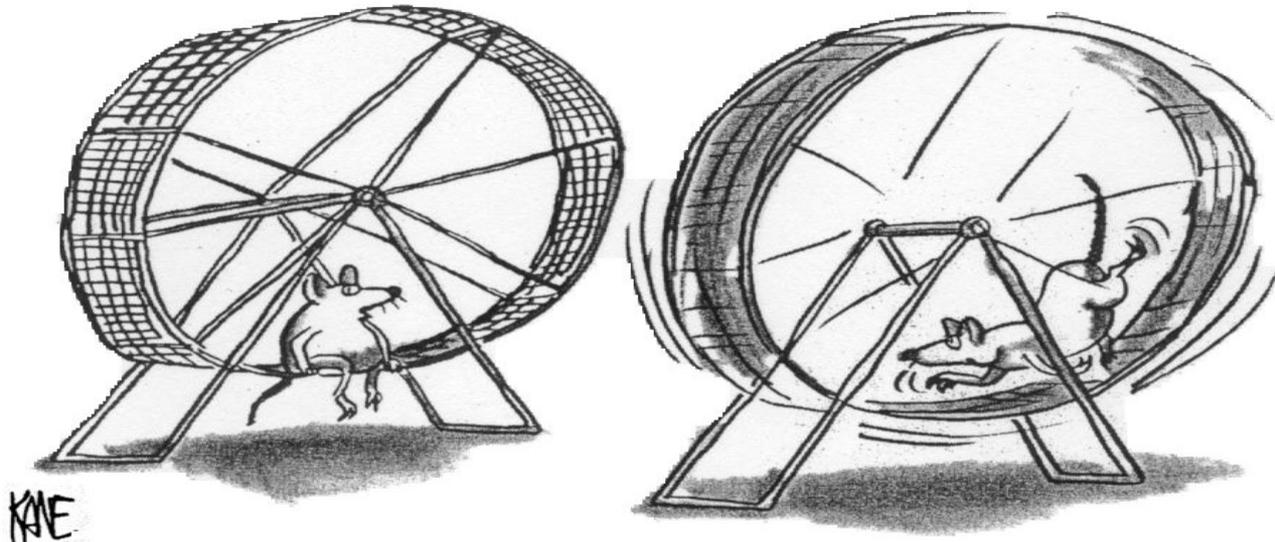
**People transition at different paces*



Managing Change

- **Begins with an Ending**

- *Shock/Denial/Disbelief/Minimization*
- *Defensive retreat/Anger/Rage/Fear*
- *Resistance*
- *Acknowledgement*
- *Acceptance/Integration*



KME

"I had an epiphany."

Letting Go Strategies

How to “Let go”

- *Accept reality of subjective losses*
- *Don't be surprised at overreaction (normal)*
- *Acknowledge the losses openly*
- *Expect signs of loss/mark the endings*
- *Give and request clear information (again and again and again)*
- *Treat the past with respect*
 - *It was the past that got you here*
- *Embrace risk taking, innovation, and learning from experiences/mistakes*
- *Know your resources*
 - ***“He who lacks the time to mourn lacks the time to heal.”***
 - ***“Every exit is an entry to somewhere else.”***

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- **Factors in Organizational Change**
 - **People** (They are essential change agents)
 - **Resistance is a natural and inevitable reaction in an organization. You can expect it**
 - **Resistance is sometimes hidden, so it may be necessary to take active steps to find it**
 - **There are many reasons for resistance; it is important to understand it**
 - **We manage resistance by working with people, and helping them deal with their concerns**
 - **There are many ways to build acceptance. It is important to be flexible. But persist!**

Resistance to Change

- Why people resist change:
 - Defense mechanism caused by frustration and anxiety
 - A potential loss of status, pay, comfort, or power that arises from expertise
 - A fear of the unknown future and about their ability to adapt to it, e.g. fear that one will not be able to develop new skills and behaviors that are required in a new work setting
 - Resentment in employees due to a perceived unfairness of the change
 - Possible violation of "personal agreements" management has with their employees. This can involve elements of mutual trust, loyalty and commitment and go very deep
 - An employee may be operating on the basis of a desire to protect what they feel is in the best interests of the organization
 - An employee may provoke insightful and well-intended debate, criticism, or disagreement in order to produce

Managing Change

- **Resistance to Change**
 - *The take-home message: there is no simple explanation for Resistance to Change, and therefore no simple way to circumvent it.*
 - *There are instances where an employees “resistance”, although not in the plan, could result in beneficial consequences*

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The Neutral Zone



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“Neutral Zone”

- *Loss of focus*
- *Confusion*
- *People leaving*
- *Uncertainty (what next?)*
- *Ambiguity*
- *Lack of communication*
- *Loss of trust*
- *Rumors run rampant*
- *Stress increases*
- *Lack of direction*
- *Decrease in productivity*
- *Fertile void (for good or bad)*

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Where to start: The 4 “Ps”

● *Purpose*

- *Make the case...explain the rationale in straight forward terms*
- *Adults want an honest explanation*

● *Picture*

- *What will it look like (helps with explanation)*
- *What's in it for them (helps with engagement)*

● *Plan*

- *Involve employees in the planning (seek expertise)*

● *Participation*

- *Involve all the stakeholders*
- *Relationships (Build or Re-build both ways)*

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New Beginnings (Reorganization of Behavior)

- *New Vision*
- *New Plans*
- *New Energy*

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Progress with “New Beginnings”

- *Endorse New Beginnings by:*
 - *“Walking the walk”: be consistent*
 - *Be aware of quick successes*
 - *Symbolize the new identity*
 - *Celebrate the success (large and small)*
 - *Embrace the setbacks as opportunities*
 - *Communicate, Communicate, Communicate (to and from management)*
 - *Listen, Listen, Listen*

Impact on Managers

Perspective

- *Managers deal with the stress of change*
 - *Unknowns...loss...worry...*
- *Managers have to lead and guide employees through transition (energy consuming)*
- *Managers (also employees) need to be aware of the impact and upheaval change can have on employees*
- *Managers need to be present (available).*
MBWA

What Does it Take?

- *Communication*
- *Knowing what you want*
 - *Being Proactive*
- *Knowing your audience*
- *Being open & honest*
- *Communication*
- *Remaining focused*
- *Being flexible*
- *Communication*



What You Can Do

- *Acknowledge change*
- *Acknowledge feelings*
- *Accept feelings*
 - *Seek support*
 - *Allow time to grieve the loss*
- *Designate “worry time”*
- *Communicate (obtain accurate, factual information)*
- *Stay Positive*
- *Learn about transition*
- *Be flexible*
 - *Attitude of learning*
- *Participate (input/plan)*
- *Manage stress*
 - *Exercise/relaxation/diet*
- *Increase your value*
- *Keep working*
- *Measure and celebrate success*

Managing Change

How to Relieve/Manage your Stress

- *Recall useful past experiences*
- *Control responses*
- *Be **proactive/Stay engaged!***
- *Stay informed*
- *Take care of yourself*
- *Recognize needs and ask for help*
 - *Talk it out*
- *Practice stress management*
- *Exercise*
- *Avoid complainers*
- *Seek out optimists*
- *Avoid isolating*
- *Save or Make time for leisure activities*
- **CONSIDER OPTIONS**
 - *NETWORK*
 - *Update resume*
- *Career transition assistance*
- *Remember the value of Humor*
- *Resources*

Breath and Compose



Best Practices

- *Sr. leadership plays vital role (be present)*
- *Over-communication is impossible during change*
- *Planning begins with getting the right people together*
- *Information not normally required for day-day ops is critical during change*
- *Development of a transition plan from all sides*
 - *Enlists stakeholders participation*
- *I.D. of business processes no longer needed in future is vital to success*
- *Goal setting strategies*
- *Provision of career transition*
- *Monitoring and recognizing progress (Quick wins)*

Consequences of not Managing Change

- *Lower productivity*
- *Passive resistance*
- *Active resistance*
- *Turnover of valued employees*
- *Disinterest in the current or future state*
- *Arguing about the need for change*
- *More sick days*
- *Change not fully implemented*
- *People finding work arounds*
- *People revert to the old way of doing things*
- *The change being totally scrapped*
- *Divides are created between 'us' and 'them'*

Summary

- *Change is an event followed by transition...a process of adjustment involving letting go, a neutral zone and embracing new beginnings.*
- *Transition to change is influenced by attitudes, beliefs and experiences and has an emotional impact on those affected.*
- *The Neutral Zone there is great potential for both positive and negative paths.*
- *Continuous communication of facts is imperative in successful navigation of change events.*
- *Employment of stress management (exercise, diet, sleep, social contacts) can enhance transition process.*

Soooo...Depending on your outlook;

- *Change can be:*

- *Painful*
- *Threatening*
- *Uncertain*
- *Necessary*
- *Beyond control*
- *Unfair*

OR.....

- *Change can also be:*

- *Opportunistic*
- *Exciting*
- *Rewarding*
- *Challenging*
- *Healthy*
- *Hopeful*



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