

***8 Proven Steps to  
Thriving NOW in the  
3 Phases of Change:  
Keep your fears from  
holding you back!***

Presented by Ed Tate

# Purpose

- Introduction to Change Concepts
- Emphasis on the people side (v. process)
- Help you to cope with this and future changes
- Help those around you to cope with change
- Provide you with tools
- This program is not about liking the change

# 1-2-3 Change

Chosen	No Choice	Me
1	1	1
2	2	2
3	3	3

# Exercise: 1-2-3 Change

1. In column one, list 3 examples where you chose to change.
2. In column two, list 3 examples where you had no choice.
3. In column 3, list 3 things you would like to change about yourself

# Team Huddle: 1-2-3 Change

- In Teams, share your answers quickly.
- Discuss which of the three types of change was more difficult & why?
  - Chosen
  - No Choice
  - Me

# The Nature of Change

- It is *Inevitable*
- *Growth*
- It can be *Positive* or *Negative*
  - Learned Optimism by Dr. Martin Seligman
- In the absence of a *Positive* vision, the default is *Negative*

# 5 Reactions to Change

## 1. Emotional Reaction

- From anger to numbness, excitement to disbelief

## 2. Denial

- I can't believe it!

## 3. Resistance: Active to Passive

- Fight, flight, ignore, dig-in heels, sabotage, "wait out"

## 4. Anger/Sadness/Grief

## 5. Acceptance: Found reasons to support

Lesson: we don't get to heal anymore!

# Coping with Change

*Asking someone to embrace change  
is like asking a turkey to embrace  
Thanksgiving.  
It's not likely to happen.*

Michael Staver

# Exercise:

- What are Causes of Resistance to change?
- Discuss with one of your neighbors
- 60 seconds

# Causes of Resistance to Change

- Don't understand why the change is need
- The change process requires new skills
- Don't want to leave their comfort zone
- Requires changing habits
- May lose resources, status, power
- Fear of Success or Failure
- Create new stories
- Discomfort with the unknown (Uncertainty)

# Change Vs. Transitions (Neutral Zone)

- It's not the Change that we resist
- It's the *Transition*
  - Losses
  - Endings

# Three Phases of Change

1. Ending
2. Neutral Zone (Transition)
3. New Beginning (Transformation)

***Before you can begin  
something new, you have to  
end what use to be***

***– William Bridges, Managing  
Transitions***

# Change vs. Transition (Neutral Zone)

## ■ Change

- **Situational**
  - New Boss, Job
- **External**
- **Timing:** Fast, Real Time, Calendar
- Starts w/ **Event**
- Will not work unless...there is a *Transition.*

## ■ Transition

- Psychological
  - In our minds
- Internal
- **Timing:** Slow, days, weeks, months, years... never
- Starts w/ Ending

# Phase 1: Endings

- Identify What is Lost
  1. What is actually going to change?
    - 'Decentralized Decision Making' is not enough info
  2. What will be the "Ripple Effect" of these changes?
    - What are some of the secondary and unintended changes?
  3. What will I have to let go of?
    - Familiar methods, Peers, Roles, Sense of Competence
  4. What is over for everyone?
  5. What's different now?

# Phase 1: Endings

*Everyone experiences losses differently from you and at different rates. It's subjective. No one is right or wrong.*

# Phase 1: Endings

- Expect Overreaction
  - Change causes *Transitions*
  - Transitions cause *Losses*
  - People are responding to *Losses*
- Acknowledge Losses Openly & Sympathetically
  - Bring Losses out into open
  - Not talking about it, stirs trouble

# Phase 1: Endings

- Expect & Accept signs of Grieving
- Communicate Relentlessly
  - 10 Times, 10 Ways
  - Absorption is slow
- Be Specific: What is over & what isn't
- Treat the past with respect
- Mark the endings
- Don't Drag it out

# Homework: How to Let Go

- People Can't Let go
- We are skilled at 'Holding On'
- We are not skilled at letting go.
- Homework:
  1. Wander through your house, drawers, closets - Find 25 items to throw away.
  2. Wander through your house again. This time find 25 items to give away
  3. Go through your house one last time, find 25 items you would never part with.

## Phase 2: Transitions:

*People experience confusion and & disorientation when something changes in their world and they are not sure how it will impact them.*

William Bridges – Managing Transitions

- It's not the **Change** that causes the disorientation, but the **Uncertainty**.
- Goal: Minimize Uncertainty.

# Transition: the "Neutral Zone"

**Good Old Days**

**(Ending)**



**The New Way**

**(New Beginning)**

**The New  
"New" Way**

# The SCAN Plan: How to Deal with Uncertainty

<u>S</u> ituation	
<u>C</u> oncerns	
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<u>N</u> eeds From myself From others From work	Reassurance Support @ Work & Home Information – <u>Communicate Relentlessly</u> Training

# SCAN Plan Exercise

- Think of a change you are going through.
- complete the SCAN plan
- Think, Pair, & Share

# Phase 3: New Beginnings: Starts vs. Beginnings

## ■ Starts -

- Physical: Computer Conversion
- Timing: On Schedule
- New Situation
- There is *No Change* without a *Beginning*

## ■ Beginnings

- Psychological
- Timing: Heart & Mind
- New Understanding

# 4 P's of New Beginnings

- People need the 4 P's
- Purpose - Explain Why we are doing this
  - Needs to be clear
  - No Management by Cliché - "Value-added"
  - Sell the Problem
- Paint a Picture
  - What will it look like?
  - Make it visible - Moses "Land of Milk & Honey"
  - Keep it simple

# 4 P's of New Beginnings

## ■ Plan

- People Plan, not a Process plan
- Schedule of who will do what and when
- Information on Training, etc.,

## ■ Part to Play

- In the Post Change World - New Role
- Role in the Transition Process
  - Transition Team

# Phase 3: New Beginning

## ■ Reinforcement

### 1. Consistent Message

- Watch for conflicting messages:
  - Preach Teamwork, Reward Individuals

### 2. Quick Successes

- Confidence is Shaken in the Neutral Zone

### 3. Symbolize the New Identity

- Have Physical symbols that things are different
  - Balloons

### 4. Celebrate Success

- Mark the beginning
- T-Shirt: "I survived the Re-organization"

# Thriving Strategy #1

- “Change? I’ll Fight you every step of the way.”
  - Denial, Refusal, Anxiety, Sabotage
- #1: Acceptance
  - Accept the change will happen with or without you
  - Conserve your energy; Save Your Pie. Change does not run out of energy
  - Self-Control is an exhaustible resource
  - Think of the ocean- Go with the flow; Swim w/the tide

# Thriving Strategy #2

- “Remember the Good Old Days”
- “What was wrong with the old way?”
- #2 Let it go & be Flexible
  - Unhook your self-worth from your job title
    - Colin Powell
  - Be Flexible - Master new skills
  - Practice applying new skills
  - Change Skilled – Roger Mellot

# Thriving Strategy #3

- Anxiety: "Everything is awful."
- Helplessness: "I can't do anything about it."
- Blame: "you caused this mess; you better get me out of it."
- #3: Take Charge
  - Be a part of the solution
  - No Generalities, get specific
  - Focus on benefits

# Thriving Strategy #4

- “I can’t keep up.”
- More Work Less Resources
- The “I’ll do it later” pile grows.
- You are now a full-time firefighter



- **#4: Find the Bright Spots:**

- **Look for Small wins**
- **Chunk big projects into small pieces**
  - **The 5-minute Rule**
- **The completion of each piece is a victory**
- **Focus on one task at a time**

# Thriving Strategy #5

- “If I say what I’m feeling, they’ll think I’m negative. Better to keep it to myself.”
- “This is the best thing that has ever happened. Why is everyone so down?”
- #5: **Seek Support**
  - Family, friends & colleagues
  - Express feelings by talking, writing, exercising
  - Accept all feelings as valid.

# Seek the Support of Others

- Ask trusted friends & family members for help with tasks
- In decision making, ask those you trust for advice
- Seek out those who have gone through this before
- Ask your boss to lighten the load for a while
- People may say no, but give them the chance to say yes
- Once you have made it through, help someone else

# Thriving Strategy #6

- It's all you ever talk about
- The change at work is affecting your personal life or vice versa..
- You can't sleep.
- #6: **Balance**
  - Establish boundaries between work and home
  - Schedule one "want-to" activity
  - Connect with family & friends daily
  - How do seek Balance?

# Thriving Strategy #7

- “I don’t know where I fit in.”
- “I don’t know enough”
- #7: **Lifelong Learning**
  - Read Voraciously
  - Attend trainings, seminars, conferences
  - Learning Library

# Thriving Strategy #8

- Practicing all Thriving Strategies do not reduced stress
- You just don't like the changes
- Your job is not bring you satisfaction.
- #8: **Explore Alternatives**
  - Explore every option
  - Weigh pros, cons & consequences
  - Decide & take action
  - Give yourself permission to leave a situation that you just can't live with.

# Stress Management

- No Pie
- Lincoln Letter
- Sedona Letter
- Stop Broadcasting - 3x
- Rest & Recovery:
  - Zone of Silence
  - Deep Breathing
    - Ratio: 4/7/8
  - Prayer/Meditation
  - Bubble Bath
- One Minute Vent
- The Chair
- Laughter
- Exercise
- S\_\_\_\_\_
- Play: Toys, People
- Pets
- Contact People who cheer you up
- How do you handle stress?

# 5 Days in a Life

- Based on the poem, "Autobiography in Five Chapters," by Portia Nelson.