

Flathead Best Beginnings 10 Minute University: Helping People through Change



1

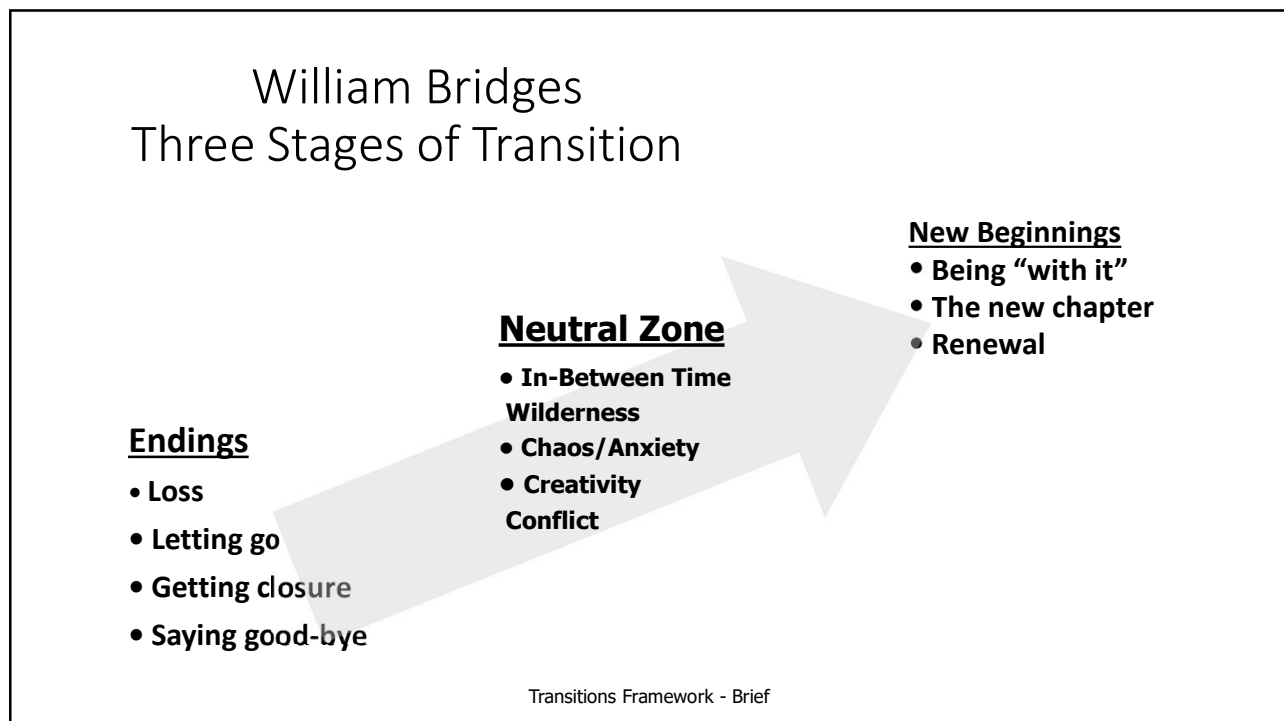
Transitions Framework

- [*Managing Transitions: Making the Most of Change*](#)
Doubleday Books, 1988
- [*The Way of Transition: Embracing Life's Most Difficult Moments*](#)
Perseus Publishing, 2001
- Trainings from Andrus Family Fund were widespread in the Flathead in the mid 2000s

2



3



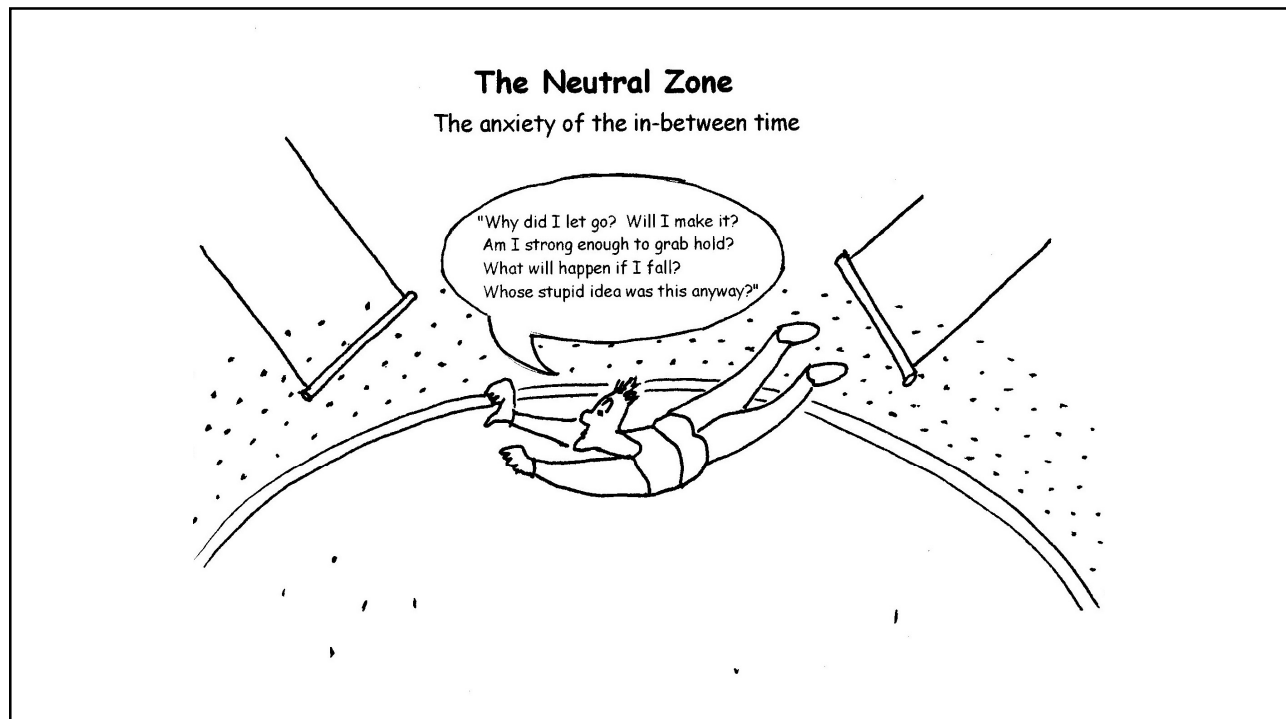
4

Psychological In-Between-Time

- Neutral Zone is “nowhere between two someplaces”
- It isn't the old way anymore, but it isn't the new way yet either
- Old procedures and systems and the old expectations and priorities are no longer valid, but the new ones haven't taken shape yet

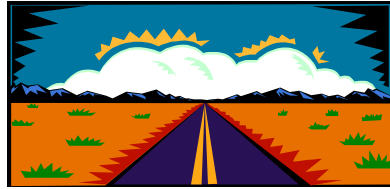
Transitions Framework - Brief

5



6

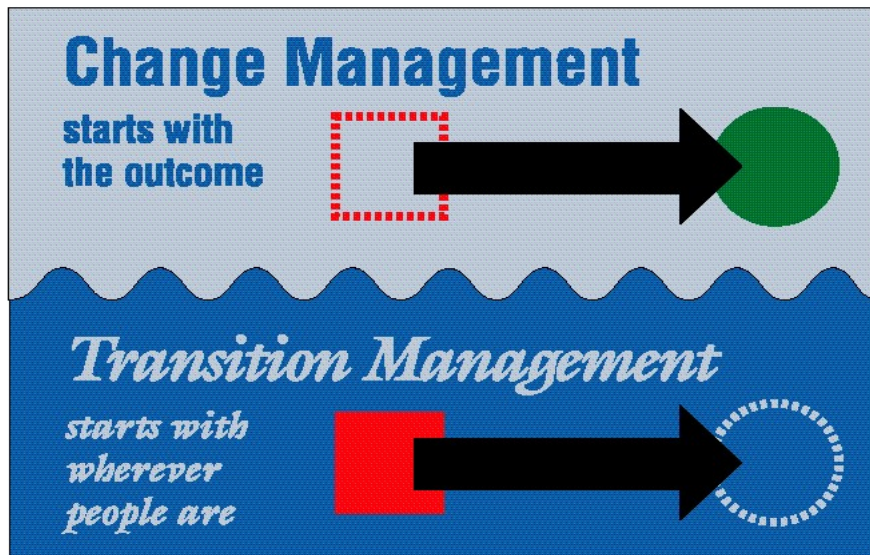
New Beginning



After doing the tough work of letting go of some of the old way and going through the confusing/creative time of the Neutral Zone, the new way starts to feel right. You've made a New Beginning.

You feel comfortable in your skin and things start to make sense again...until you go through your next Transition.

7



Transitions Framework - Brief

8

Leadership questions when facing transitions

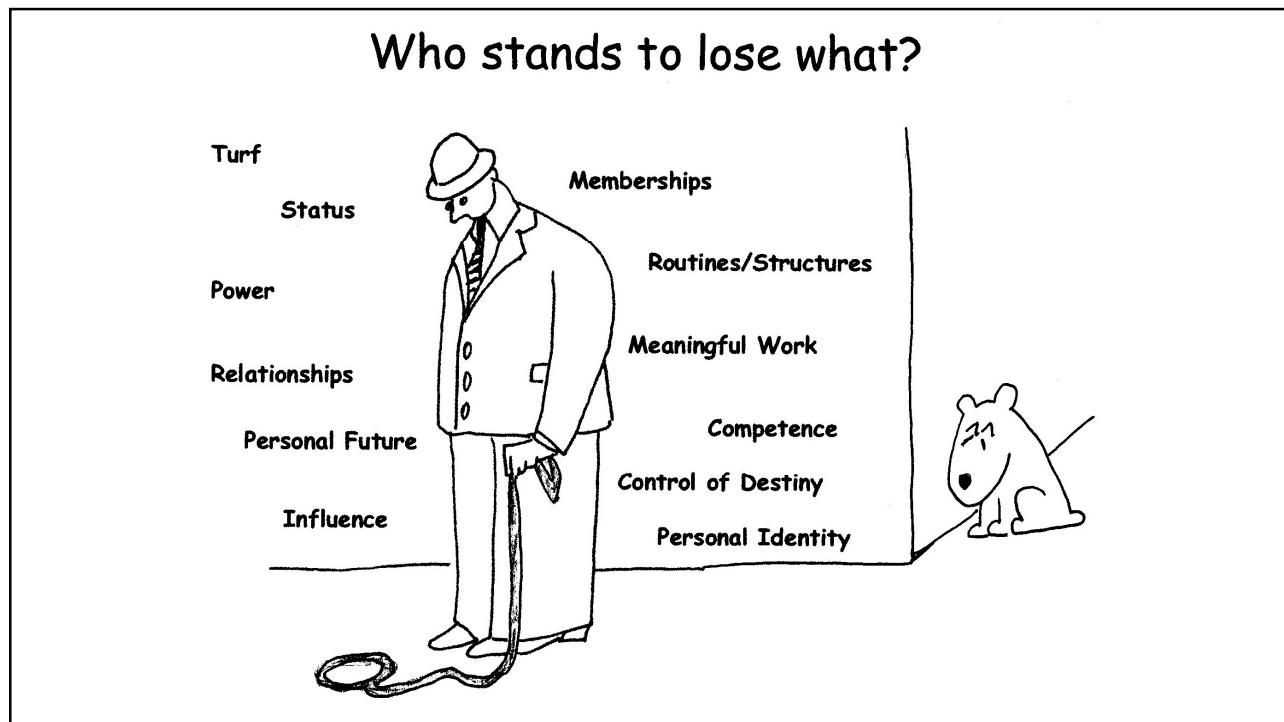
9

Have you paid attention to Endings?

- If we do not give proper attention to our endings, they often appear as symptoms in some other part of our life.
- Minimizing, denying, avoiding or ignoring endings is not an effective or healthy strategy for managing change.

Transitions Framework - Brief

10



11

Have you adequately “Sold the Problem”?

- Have you built the case for change? It is important to sell the problem before you try to sell the solution.
- Don't make people feel bad about their participation/loyalty to the old way of doing things.
- Sell the problem but DO NOT denigrate the past.
- Illustrate the consequences of doing nothing.

Transitions Framework - Brief

12

Have you acknowledged Loss people might be feeling?

- People recover faster when everything is out on the table, even when it is difficult to discuss. Unacknowledged loss FESTERS and refuses to heal.
- Leaders are often scared to call attention to obvious losses for fear of making things worse. Such leaders do NOT understand and accept grieving as natural and necessary.

Transitions Framework - Brief

13

Have you Communicated clearly?

Design your Communications to convey the 4 P's and combat feelings of anxiety and discouragement:

- Explain the **Purpose**
- Show/co-create the **Picture**
- Lay out the **Plan**
- Allocate the **Part**

14

Purpose, Picture, Plan, Part

These four things help keep people moving forward and combat the feelings of anxiety and discouragement that people naturally feel. They describe clearly the journey people are on. It helps people imagine Where they are going, Why, How, and the Part they will play.

15

Have you provided enough Information?

- People who are losing something CRAVE information. You can't give them too much!
- During Transition, people don't assimilate information well so they need to hear it again and again and again.
- Use different channels and styles. Vary the medium and use the 6X rule:
 - After 3-4 times people pay attention
 - After 6 times people take it seriously
 - Until it is heard coming directly from the mouth of the president/boss, it is not taken seriously.

Transitions Framework - Brief

16

Can you Soften or Replace Losses?

- How can we soften the changes' impact on people and protect their interests?
- How can we help clients/staff replace, redefine, or reinvent a loss?
- Be sensitive to the small issues. Sometimes people miss the small aspects of what was lost more than the larger important aspects.

Transitions Framework - Brief

17

Can we design Ceremonies or Symbolic Events to mark organizational endings and beginnings?

- In our personal lives, we gain closure on chapters in our lives through rituals like: bar/bat mitzvah's or confirmation, funerals and wakes, burning old love letters, reading over old diaries or viewing family photo albums
- In organizational life, what similar symbolic actions can we take to mark the "ending"?

Transitions Framework - Brief

18

Can you build in “Time Out” and scale expectations?

- Constant Change is exhausting. Don't layer on too many changes all at once—pace yourself and the organization.
- Remember to choose changes that are:
“Big enough to matter but small enough to work”