



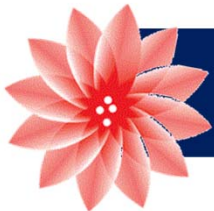
Change Management

April Pace
and Wendy Nakatsukasa-Ono

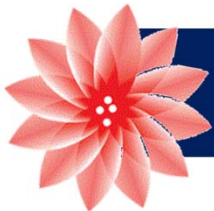
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Learning Objectives

- Define the process of change management
- Internalize and discuss the effects of change management
- Discuss strategies for managing transition

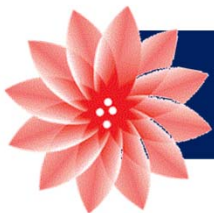


Change – Transition

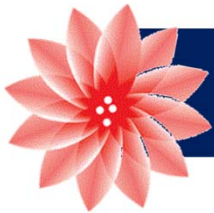


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Newness



Reflecting on Change



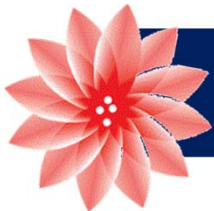
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Change is Gonna Come Round 1



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Change is Gonna Come Round 2



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Transition



Developed from Kubler-Ross' "Stages of Grief" and William Bridges' Model "Managing Transitions"

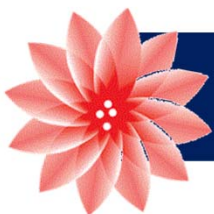


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Transition and Stages of Grief

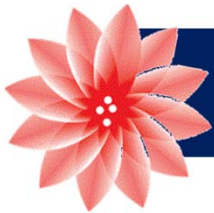


Developed from Kubler-Ross' "Stages of Grief" and William Bridges' Model "Managing Transitions"



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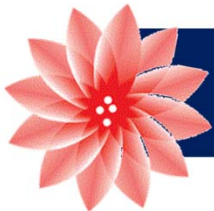
Challenges with Transition



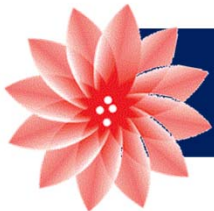
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Challenges with Transition

- Designate a reporter and recorder
- “Graffiti” challenges associated with each phase of transition



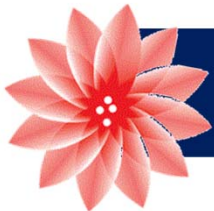
Strategies for Managing Transition



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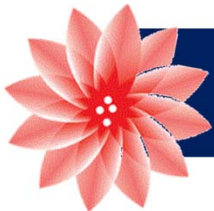
Managing Endings

- Identify who is losing what
- Accept the subjective losses
- Don't be surprised at "overreaction"
- Acknowledge the losses
- Expect and accept the signs of grieving
- Provide compensation for losses



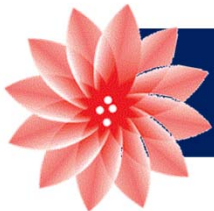
Managing Endings

- Give people information
- Define what's over and what isn't
- Mark the endings
- Treat the past with respect
- Let people take a piece of the old way with them
- Show how endings ensure continuity



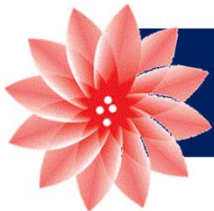
Managing the Neutral Zone

- “Normalize” and re-define the neutral zone
- Create temporary systems for and make clear contracts on how to manage the neutral zone
- Strengthen intra-group connections
- Use a transition monitoring team
- Use the neutral zone creatively



Managing New Beginnings

- Clarify and communicate the basic purpose of the outcome and paint a picture of how it will look and feel
- Lay out a step-by-step plan for phasing in the outcome
- Give each person a part to play
- Reinforce new beginning



Managing New Beginnings

- Be consistent
- Ensure quick successes
- Symbolize the new identity
- Celebrate the success

