Workshop 7:

Managing the Human Side of Change
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Goal

To increase your confidence and competence in managing the human side of change.
Objectives

1. Key principles and framework
2. Change and transition
3. The transition process
4. The role of the leader in change and transition
5. Strategies
6. Action plan on an actual, current organizational change.
Change & Transition
The Missing Piece

Social forces  Tech forces  Econ forces  Political forces

Strategic change

Change Management

Transition Management

- Processes
- Structure
- Culture

“It isn’t the changes that do you in, it’s the transitions.”

William Bridges
Change (Bridges, 1991, 2003)

An event that is situational and is external to us.

Something old stops

Something new starts


The gradual, internal reorientation that happens as we adapt to change

3 Phases of Transition

Where are people in Transition?

- Emotions/Behavior
  - Endings, Neutral Zone, Beginnings
- Words and phrases
- Losses

Where are People in Transition - Endings

- Signs ("GRASS")
  - Guilt
  - Resentment
  - Anxiety
  - Self-absorption
  - Stress

- Words and phrases
- Losses

Guilt

- Avoidance
- Over compensation
Resentment

- Passive-aggressive resentment
- Spreading of malicious rumors
- Outright sabotage
Anxiety

- Worry
- Repetitive behavior
Self Absorption

- Guard turf and territory
- Self interest at heart
Stress

- Medical leave on the rise
- Changes in appetite and sleep patterns
Losses

- Loss of control, comfort zone, and routines
- Loss of relationship, influence, power
- Loss of competency
- Loss of identity
- Loss of face
Productivity Curve

$ \rightarrow \text{Time}

With transition management

The usual case

Depression transition
Where are People in the Transition Process?

The change: Restructuring in the organization (10 Apr 06)

Beginning
- Senior Mgt

Neutral Zone
- Neutral Zone
- James (VP HR)
- Lawrence (VP Asia)
- Jean (VP Mkt)

Ending
- Front line supv
- Critical Mass
- Admin Group
- IT Group

Finished with the transition
- CEO

Not yet in transition
Implications

• Beware of the “Marathon Effect”.
• Leaders are managing the change; followers are managing their transition.
• The Ending Phase is not a “bad” place. It is not a place for “trouble makers” or “problem people”.
Transition Strategies

Managing endings
Leading through the neutral zone
Embracing the new beginning
Managing Endings

Letting go, closure
Managing Endings

Loss, letting go, getting closure, saying good-bye

Leader’s main task:
Help people disengage from the past.

Key tasks:
- Deal with losses - focus on gains, reframe, rebuild, renew
- Communicate often and sensitively
- Mark the endings
Neutral Zone

Going through the Neutral Zone
Suggestions

- Build and maintain trust -- 2Cs
- Communicate, communicate and communicate some more -- 4Ps
- Establish temporary structures and systems
- Establish environment that promotes creativity and risk taking, and learning.
2 Cs of Communication

- Maintain Connection
- Show Concern
4 Ps of Communication

PURPOSE
Why we are doing this?
(what if we don’t change, what will we lose?)

PICTURE
Show or co-create the future

PLAN
Change mgt. plan and transition mgt. plan

ART
Allocate the role & relationship
The New Beginning

Renewal, growth, development
The New Beginning

A new chapter, new dawn, new identity

Leader’s main task:
Build and strengthen commitment to the change
Conclusion
What we call the beginning is often the end,
And to make an end is to make a beginning.
The end is where we start from.

*Little Gidding*
(No. 4 of ‘Four Quartets’) *T.S. Eliot*

Thomas Stearns Eliot
1888-1965