

# “Navigating Transitions”



CPSQA 2014-04-16  
0900-1200h  
Workshop by  
Jonathan Steeves

What we want

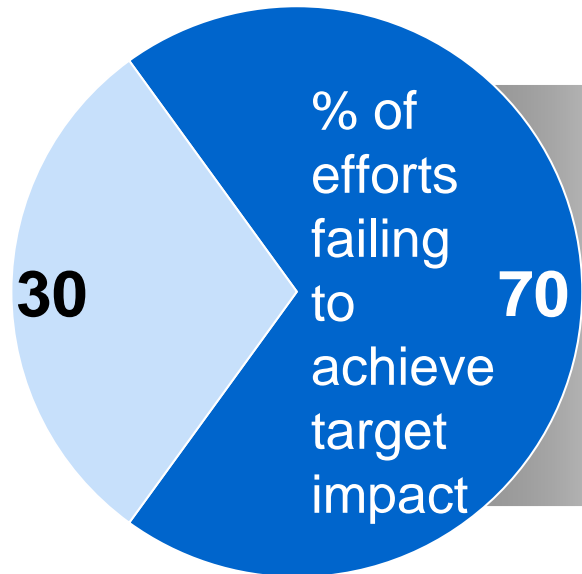


What we get

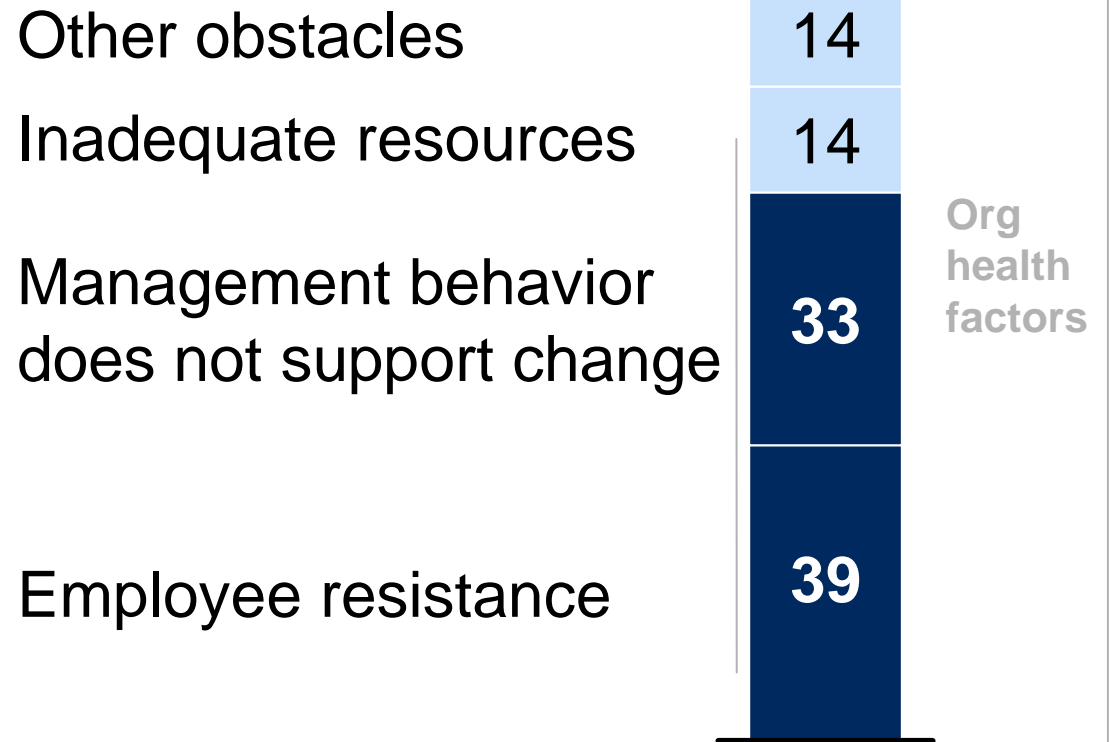


# Most transformation efforts fail for predictable reasons

70% of change programs fail ...



... mainly because *organizational health* gets in the way



Source: Scott Keller and Colin Price, *Beyond Performance: How Great Organizations Build Ultimate Competitive Advantage*. 2011

# Organization Change: Rate of Failure

In a study of about 100 efforts in organizations to produce large scale change, there was a failure rate of over 70%; change not launched; change efforts failed; over-budget, late, with great frustration

Source: John Kotter, Harvard, 2008, 2006, 1998

## **Other Sources**

–59% failure rate (IBM Global Change Mgmt. Study, 2008)

–60% failure rate (McKinsey & Co., 2008)

–70% failure rate (Ken Blanchard, 2010)

–70% failure rate in IT transformations (Daryl Conner, 1996 and 2000)

–66% failure rate in TQM and re-engineering changes (Senge, 1999)

–50-70% failure rate for mergers (Patrick Dawson, 2003)

–80-85% failure for culture change and business expansion  
(Mourier and Smith, 2001)

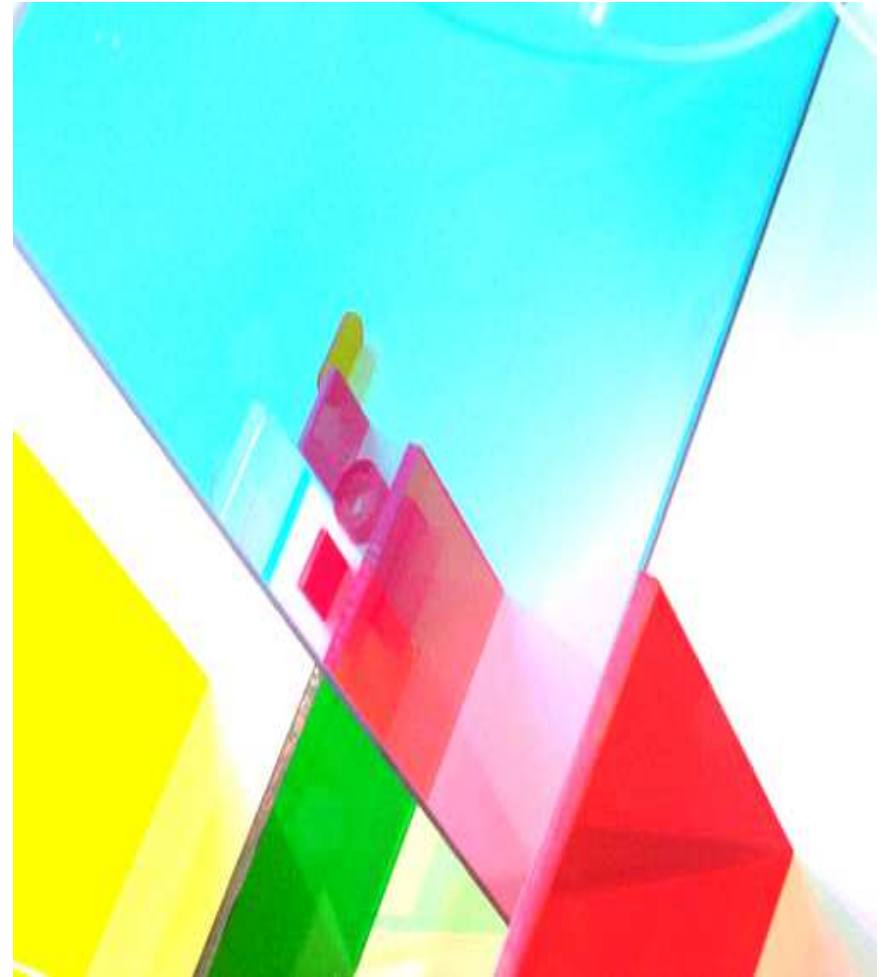
–High failure rate in healthcare IT projects (Glaser, 2005)

# What We Will Cover Today

## Rational Objectives

- Differentiate between change and transition
- Understand the transition process model
- Understand core human needs and how they manifest as resistance
- Apply the transition model to personal experiences
- Strengthen capacity to support people in transition
- Add tools to your change leadership toolkit
- Build a personal list of to-do's for application in the workplace

# Expectations



# Workshop Flow

- Change and transition theory
- Application exercise on needs and resistance
- Developing your “Personal Roadmap”
- Diad sharing, Plenary sharing
- Take-Aways & Feedback



# Helpful Guidelines

- Everybody has wisdom
- We need everybody's wisdom for the wisest results
- No wrong answers
- Everyone will be heard and will hear others
- Respect others - what is said in the room, stays in the room
- Respect your limits, share what you feel comfortable sharing
- The whole is greater than the sum of it's parts





WebDonuts.com



Ice breakers in the wild



### **Icebreaker**

- Relocate
- Introduce
  - Name
  - Where From
  - Something Risky

**to transition – go beneath the surface**





*switch, alter, make-over, modify, recast, redo, remake, remodel, revamp, revise, rework, vary, differentiate, reform, metamorphose, mutate; regenerate, revolutionize, transfigure, transform, transmute; commute, reconfigure, convert, exchange; rejig, retool, reconstruct, renovate, innovate, ideate*

# DND / CAF Context





# Change

“is situational, it is the act or process through which something becomes different; a shift in the externals of any situation”

Dr Willian Bridges



# Types of change

- Incremental  
*Simple and predictable* outcomes  
Slight change in function,  
Low scope / depth of change
- Developmental  
*Simple yet unpredictable* outcomes, or  
*complex yet predictable* outcomes  
Change of form & function,  
Medium scope / depth of change
- Transformational  
Complete change of essence  
*Complex and unpredictable* outcomes  
High scope / depth of change

# 3 Types of Change



**iPhone 5 vs 4S**



**water to ice**



**metamorphosis**

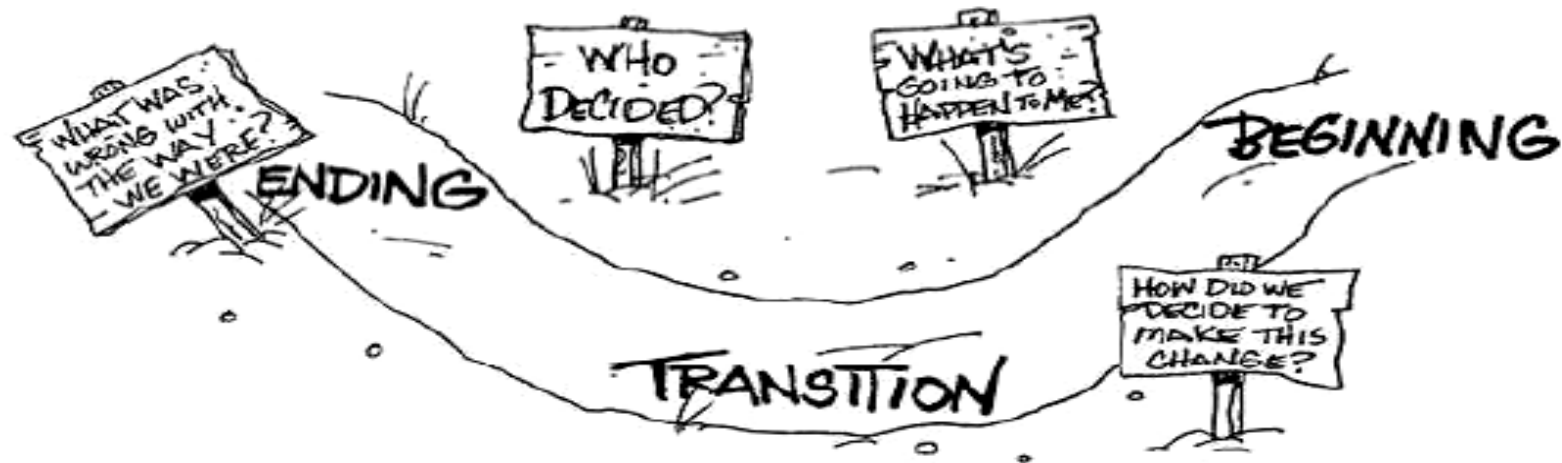
# transition

Two golden-brown fortune cookies are positioned horizontally against a black background. A white paper slip is inserted between them, bearing the text "Transition is in your future." The cookies and the slip are reflected on the surface below them.

Transition is  
in your future.

<http://brandwendy.files.wordpress.com/2012/01/transitions.jpg>

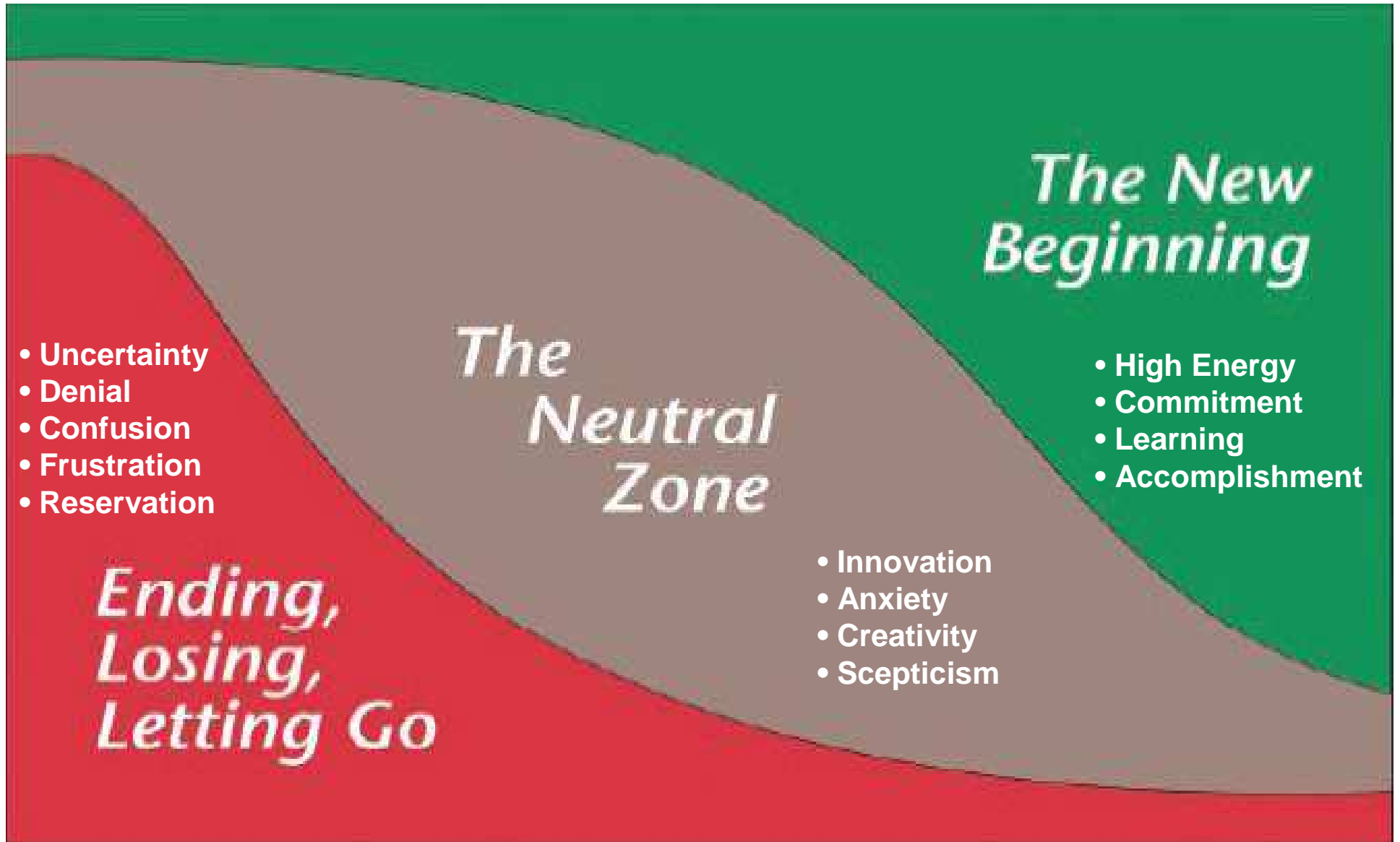
# Transition Defined



“The **inner process** through which people **come to terms** with a change, as they **let go** of the way things **used to be** and reorient themselves to **the way that things subsequently become**”

- Dr William Bridges

# Bridges 3 Phase Transition Model



# Change vs Transition

- Change is external, transition is internal
- What causes the need for change management is people's transition process, i.e., the human response to change
- Making the emotional, psychological, behavioural transition takes time
- Unless transition occurs, change will not take root

# Differentiating

## CHANGE

- made up of events
- is visible and tangible
- can happen quickly
- can be sped-up
- is about the outcome to be achieved
- is about the new state

## TRANSITION

- is an on-going process
- takes place inside of people
- can take weeks / months / years
- has its own natural pace
- is about how people get there
  
- is how people move through 3 stages in letting go of the old, and opening to the new

# Transition Theory References





## Symptoms of Transition



**FEAR**

it'll make you dirty your pants

# Symptoms of Transition

- Misinterpreting and/or imagining the worst
- Fantasizing that all their problems will now be solved
- Anxiously stressing, confused and lowered esteem
- Self-doubting, that they may not be competent
- Energetically desiring to get involved & contribute
- Seeking as much detailed information as possible
- Fearing asking questions
- Not risking “speaking out” for fear of being misunderstood
- Closing off or shutting down, unable to listen
- Making false assumptions; seizing on rumors
- Acting angry & resentful, blaming, distrusting
- Seeking opportunities to advance or prosper
- Thinking in “All or nothing” in absolutes, “black or white”
- Believing the only choice is to “fight or flight”

# All Transitions Include Loss



## Aspects of Loss

1. Disengagement: separation from whatever it was that we perceive to have lost
2. Disidentification: the way the loss destroys the old identity we held as true
3. Disenchantment: the way the loss tears us out of the old reality we had previously accepted unthinkingly
4. Disorientation: feeling bewildered and lost after losing the object of our feeling, our identity, the reality we held as true
5. Discovery: new life, new identity, new outlook

1) *“Who has to let go of what for this is change to be successful?”*

2) *For this to happen, what has to end?*



3) *What is it time for people to let go of?”*

# Abundance and Scarcity

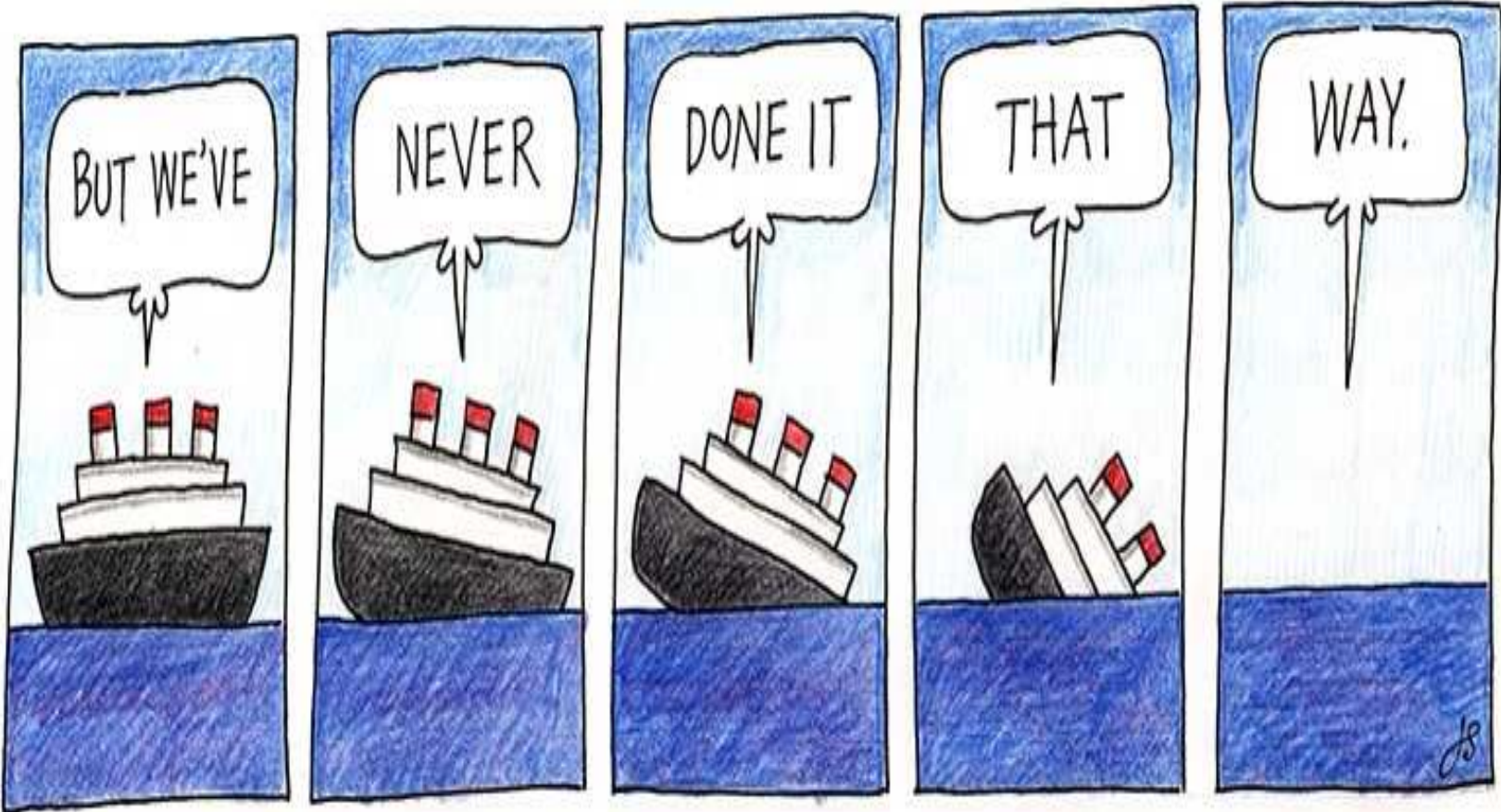
## *Abundance Mindset*

- Belief there are enough resources
- Enables sharing

## *Scarcity mindset*

- Belief that resources are limited
- Feel threatened by other's success

# Resistance





**Resistance is guaranteed, natural, welcome**



# Resistance as Expression of Unmet Needs

## Security

- Needing to feel secure, physically and emotionally safe

## Inclusion/Connection

- Needing to be invited into what is happening, in relationship with others, and cared about

## Power

- Needing to have direct influence on the process and outcome of the change

## Control

- Needing order in the change and a predictable map to follow

## Competence

- Needing to “be”, or to “be seen as” capable, effective, skilled, and right

## Justice/Fairness

- Needing things to be fair and equitable

Ref: <http://changeleadersnetwork.com/free-resources/getting-smart-about-employee-resistance-to-change-part-one>

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What's said  
What's unsaid  
What's unknown

Overt  
Covert  
Unconscious

# Maslow's Hierarchy of Needs

self-  
actualization

e s t e e m

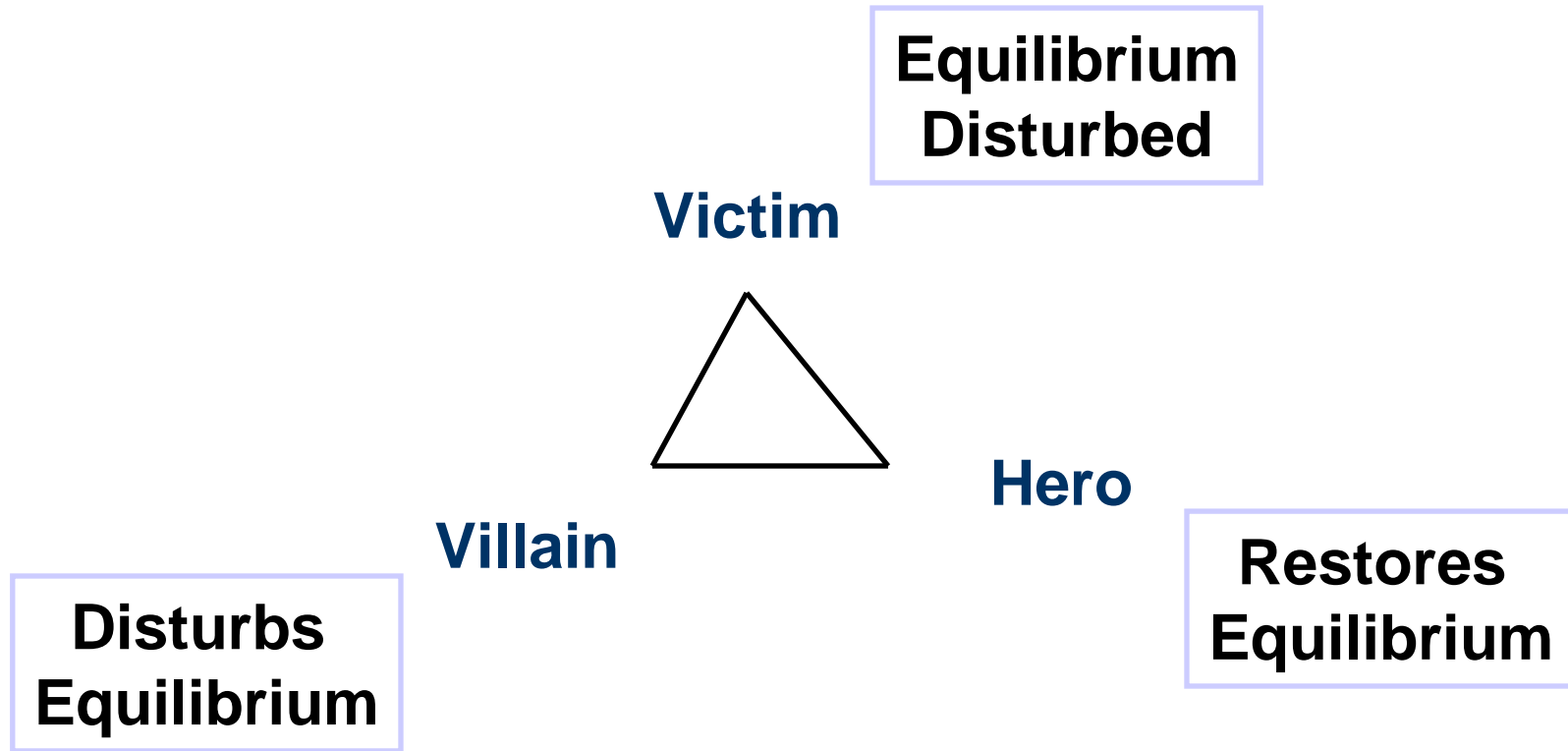
Love &  
Belonging

Safety

physiological



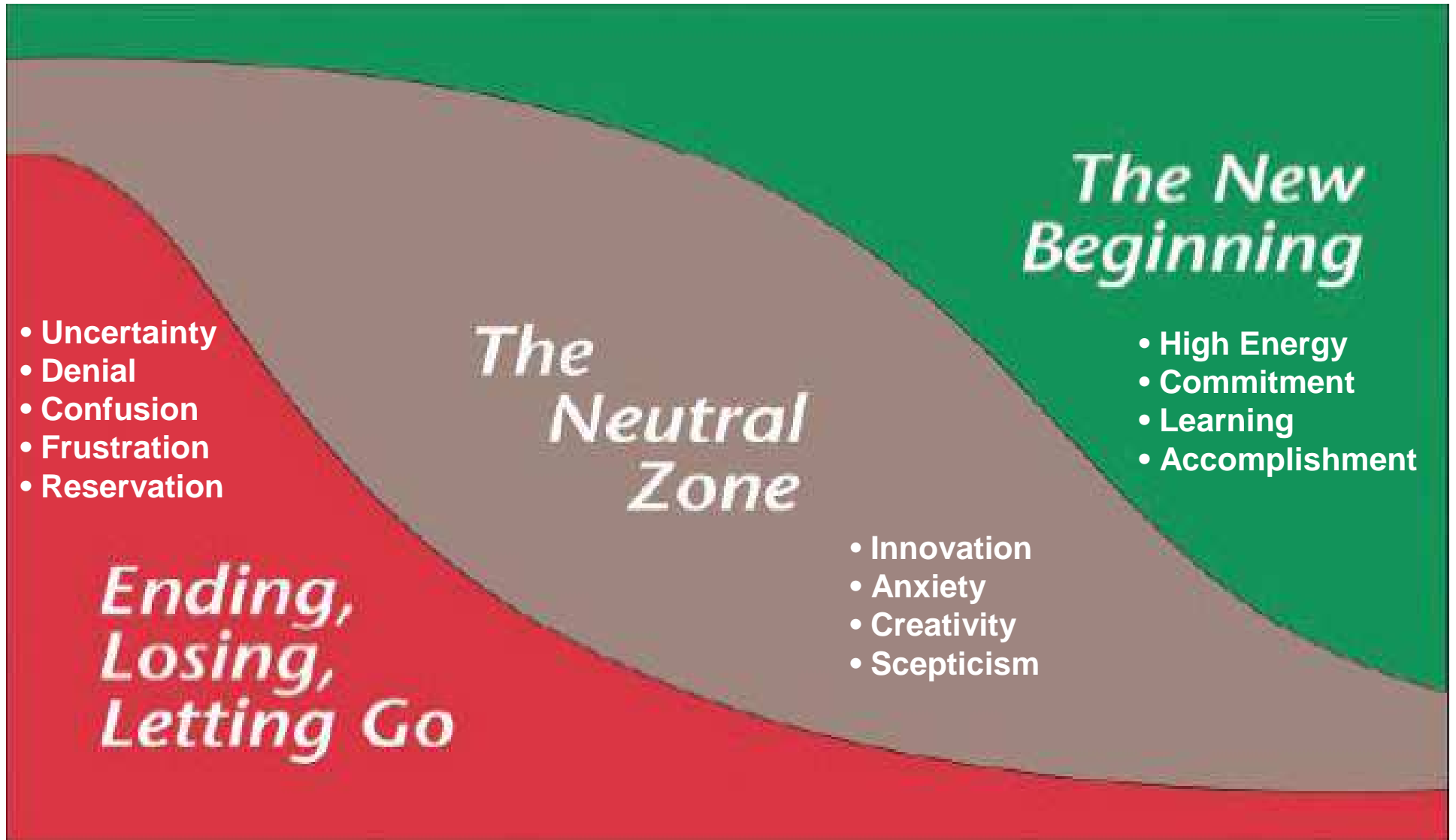
# Role Triangle



# Balance



# Transition 3 Phase Model



# Supporting People Through Transitions

<b>Phase</b>	<b>Employee Response</b>	<b>Leader's Role</b>
Ending	<ul style="list-style-type: none"><li>- disbelief, apathy</li><li>numbness, activity</li><li>with no progress</li><li>- anger, depression</li><li>stubbornness, blaming</li><li>- absenteeism, presenteeism</li></ul>	<ul style="list-style-type: none"><li>- announce news</li><li>- leadership, empathy</li><li>- clarity on situation</li><li>- honour the past</li><li>- active listening</li><li>- acknowledge needs</li><li>- be present</li></ul>
Neutral	<ul style="list-style-type: none"><li>- excited/energized</li><li>- over preparation</li><li>- confusion on priorities</li></ul>	<ul style="list-style-type: none"><li>- leadership, empathy</li><li>- consultation, empathy</li><li>- orientation</li></ul>
Beginning	<ul style="list-style-type: none"><li>- engaged</li><li>- looking ahead</li></ul>	<ul style="list-style-type: none"><li>- leadership, empathy</li><li>- steer the ship ahead</li></ul>

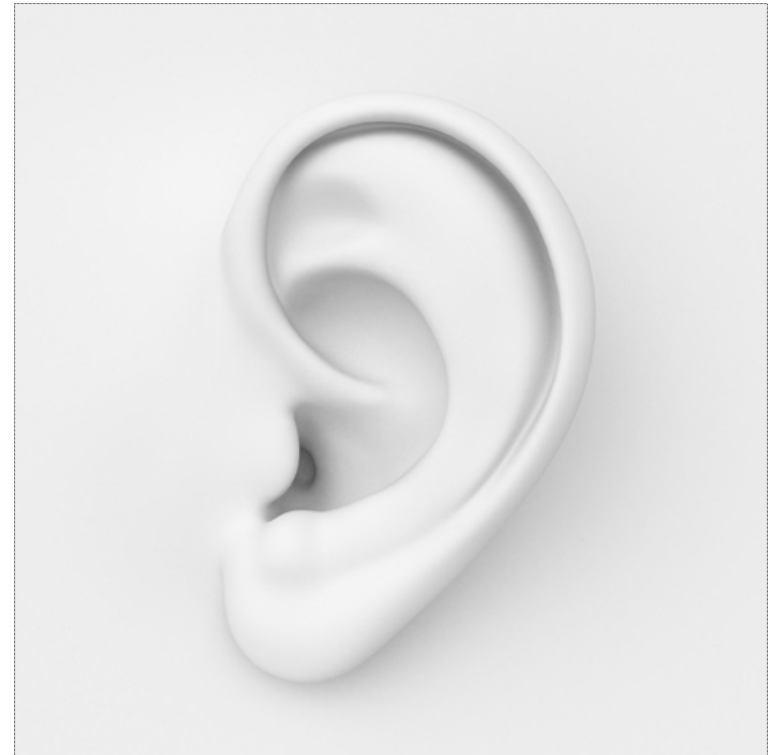
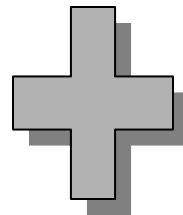
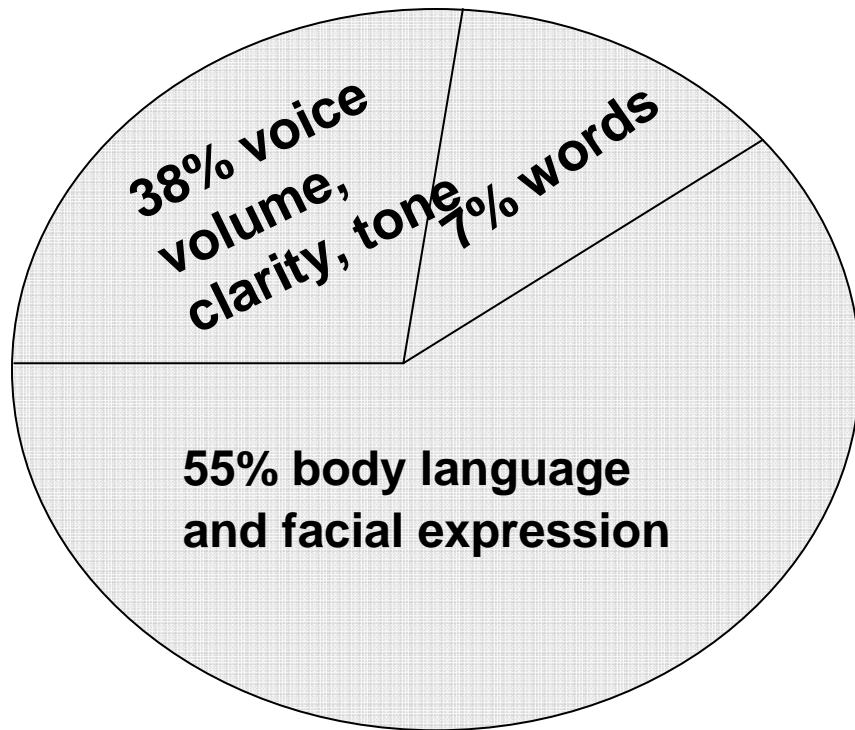
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# Leading Into and Through Transitions

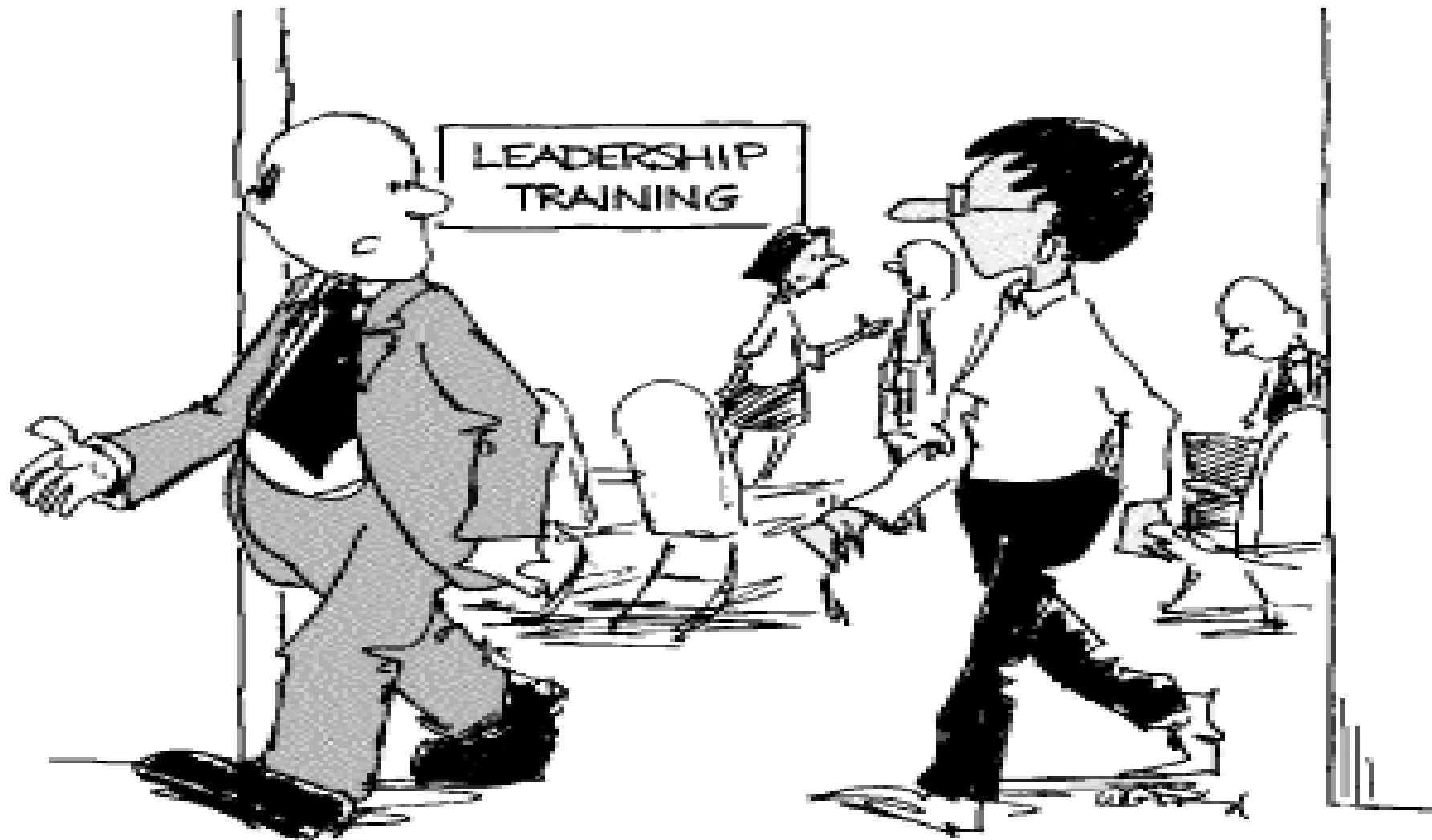
- “Expect” and “accept” signs of emotion
- Acknowledge emotions openly and empathetically
- Don’t try to talk people out of their feelings
- Treat the past with respect, honour the past
- Communicate extensively (verbally / non-verbally)
- Explain what to expect, provide information
- Make your leadership visible and present
- Relinquish old habits and expectations
- Develop new habits & expectations, which better fit the new situation



# Communicating Through Transitions



*"Well, yes, I knew that listening was crucial to being a good leader...."*



*but I never knew that I was the one who had to do the listening."*

0529054

How will you respond?

What can you offer them?

When you recognize your own needs, how will you respond?

What support will you need?

# Defence Team Change & Transitions Supports

## **Learning and Career Centres**

- You and Change
- Balancing Work & Personal Life
- Building Excellence in Teams
- Coaching Practices for Managers
- Communication for Leadership
- Exploring the Leader in You
- Managing Civilian HR
- Mental Health for Managers
- Understanding My Leadership Style

## **Change Management & Coaching**

- DND Change management specialists
- CSPA Coaching
- PSC Coaching

## **EAP**

- Global reach
- Health Canada
- DND / CAF Referral Agents

## **Conflict Resolution Centres**

- Mediation and conflict resolution

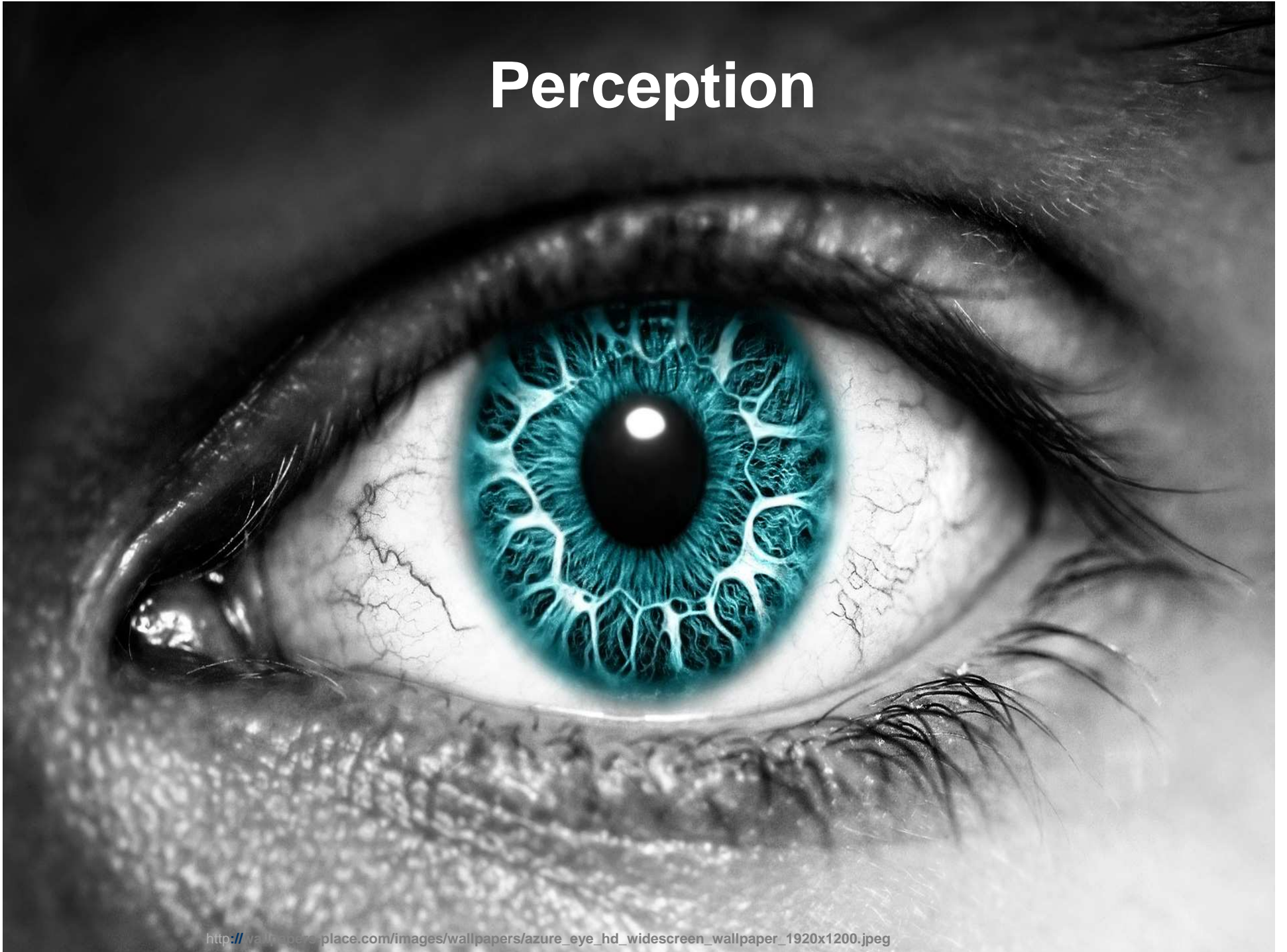
## **Military Family Services Centres**

- Canadian/Military Family Resource Centres (MFRCs)
- Located in 44 communities in Canada, the US and Europe

## **Defence Ethics Program**

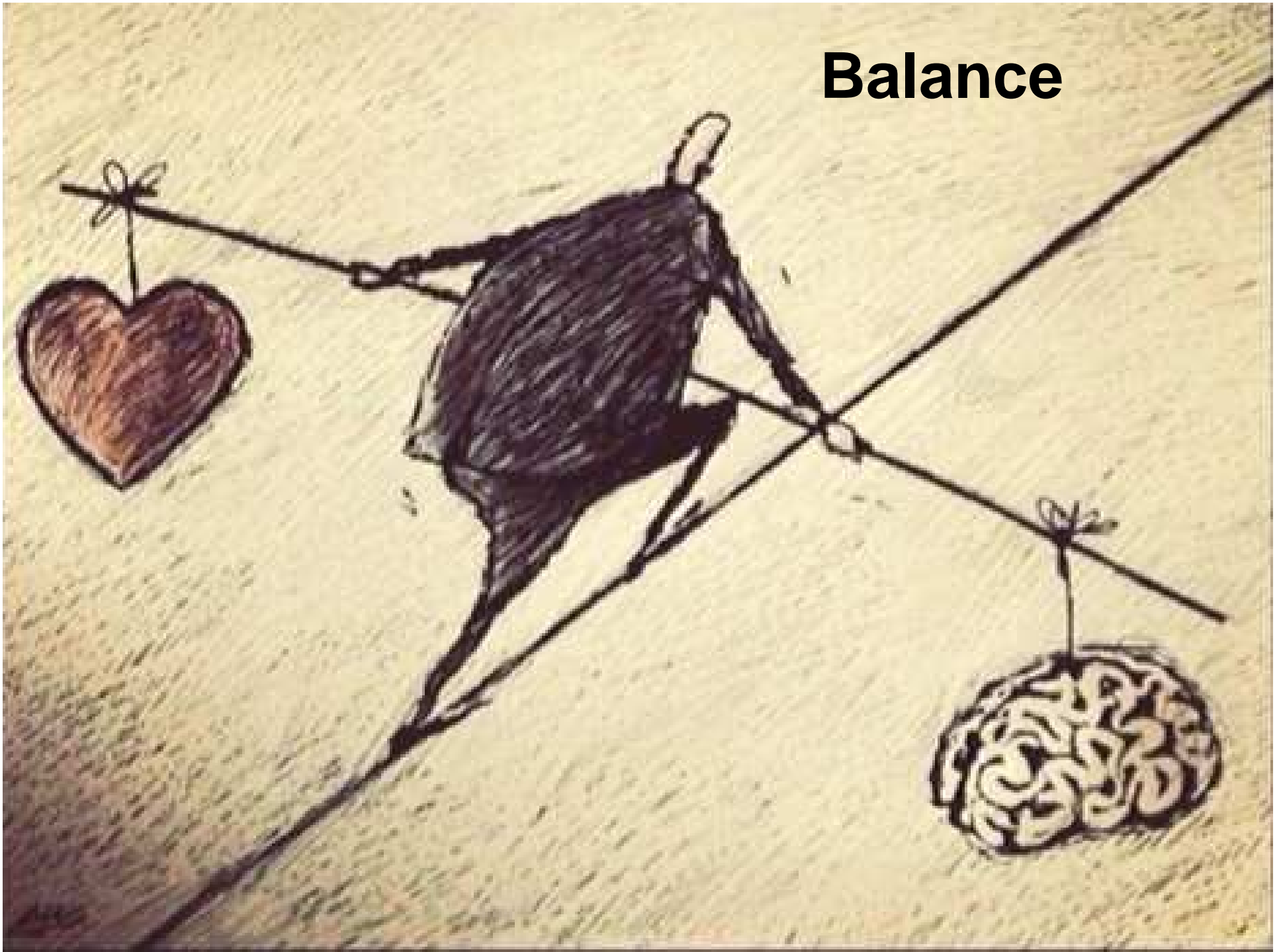
- Combined military and civilian

# Perception



[http://wallpaperplace.com/images/wallpapers/azure\\_eye\\_hd\\_widescreen\\_wallpaper\\_1920x1200.jpeg](http://wallpaperplace.com/images/wallpapers/azure_eye_hd_widescreen_wallpaper_1920x1200.jpeg)

# Balance



# Growth





**My Story**



# Navigating Transitions - Your Map

## Personal reflection and poster creation

- Scan life experiences, select, place # on timeline

5 mins

## Personal reflection

- Choose a “significant transition experience”
- Define where the “ending” was and prepare to share “why”

5 mins

## Sharing in pairs

- Person A: Share highlights from your story with your partner
  - Briefly share what you recall about the experience of transition: ending, entering the neutral zone, navigating neutral zone and where you started with a new beginning?
- Person B: same

10 mins

10 mins

## Plenary Sharing

## Volunteers

10 mins

## Take-away Sheet

List your lessons-learned

10 mins

# Words of Wisdom

- The path of transition is often is a path we'd prefer not to have to follow, as it always involves a need to “let go”.
- We often don't have many other options than to choose to eventually “let go”.
- Life has a way of forcing us into a place where “letting go” becomes a valid option, to help reduce the pain of hanging onto things which are no longer serving us in beneficial ways.
- The path of transition and learning to “let go”, is a path that often leads to personal growth.

Dr William Bridges



# HAPPY ENDING

Easier Said Than Done

# Contact information

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## **Feedback**

- Appreciations
- Strengths
- Highlights
- Opportunities

