Change Management

A Customized Presentation for
The College of Veterinary Medicine

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Objectives

- Develop strategies for managing change
  - Framework for leading change
  - Psychological transitions associated with change
  - Strategies for success

WHO WILL TRANSFORM VETERINARY MEDICAL EDUCATION?
SPARTANS WILL.
Any change, even a change for the better, is always accompanied by drawbacks and discomforts.

Arnold Bennett

Enoch Arnold Bennett, English author, 1867-1931.
2 Models for Understanding Organizational Change

1. 8-Steps (Kotter)
2. Psychological Transitions (Bridges)

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<td>1. Establishing a Sense of Urgency</td>
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<td>3. Creating a Vision</td>
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<td>4. Communicating the Vision</td>
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<td>5. Empowering Others to Act on the Vision</td>
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<th>Sustain</th>
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<td>6. Planning for and Creating Short-Term Wins</td>
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<td>7. Consolidating Improvements and Producing Still More Change</td>
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<td>8. Institutionalizing New Approaches</td>
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Which of the steps can be applied by someone in a formal leadership position?

Which can be by anyone, regardless of position?

Which of these can you use?

Transitions & Reactions to Change

- How a person reacts to change depends on:
  - How they transition through the stages
  - The person's general confidence about coping with change
  - How much change they have previously experienced
    - Can increase resilience
    - Can increase stress and frustration
  - How you deal with change
Forces for Change

Reasons We Struggle with Change

- Direct Costs
- Saving Face
- Threat to Values
- Fear of the Unknown
- Breaking Routines
- Incongruent Systems
- Inherent Trend Towards Stability
More Reasons for Resistance to Change

- Belief that the Change is Unnecessary
- Belief that the Change is not Feasible
- Loss of Status
- Lack of Trust
- Resentment of Interference
- Insufficient Information & Assumptions
Elephants and Change
Write down as many of the words as you remember.
Transitions

- Change is external and situational
- Transitions are internal, psychological processes that occur in stages
  - Endings
  - Neutral zone
  - Beginnings

Transitions (Bridges Model)

Change Versus Transition
"It isn't the changes that do you in, it's the transitions... Change is situational: the new block system, the new Dean, the new team roles, the new faculty. Transition is the psychological process people go through to come to terms with the new situation. Change is external, transition is internal" (Bridges, 1991).

When we are talking about change, we are talking about some external situation. The change simply happens. However, what causes a need for change management is people's internal reactions to the change. Our emotional and psychological transition takes time.

The following strategies for each stage will focus on how to make the transition yourself, and how to help others make the transition. If these transitions don't occur, change will not take root.

Transition Stages
People need to transition through change. They do this through three stages:
• Endings—people need to let go of the past first before they can embrace the new.
• Neutral Zone—People begin to explore their comfort with the new change.
• Beginnings—People begin to embrace the new change.

All of us go through these stages, BUT some of us may move through them quickly while others very slowly. And some people will not make the transition at all.

"The process of dealing with resistance helps the client move from a position of helplessness, alienation, and confusion to a position of choice, engagement, and clarity."

--Peter Block Flawless Consulting

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Endings
A transition begins with letting go of something— with an ending where you decide to leave the old situation behind. People will experience many emotions at the sense of loss. Not only loss of the situation—but loss of their sense of identity in relation to the situation.

Emotions at the Endings Stage:
- Uncertainty
- Denial
- Confusion
- Frustration
- Reservation

Strategies to move through, and help others move through, the Endings Stage
- Expect and accept signs of emotion
- Acknowledge emotions openly and empathetically
- Share information
- Don’t try to talk people out of their feelings
- Treat the past with respect
- Communicate again and again

Endings and Emotions
Endings may seem the most emotional part of the transition stages. The Endings’ strategies emphasize recognizing and responding to your emotions and those of others.

Emotions run strong during the Endings stage because people are going through grief. Just as with a great loss, people need to process their grief at the loss of the past, their own sense of identity as it existed under the old system, and what was known.
Transitions (Bridges Model), Continued

Grief Cycle
All of us experience emotional responses to loss. These emotional states can be mistaken for bad morale, but they are the natural process people go through when they lose something that matters. Not everyone feels all of these feelings, feels them intensely, or goes through them in sequence.

Here are common grief emotions strategies for dealing with them.

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<tr>
<th>Emotion</th>
<th>Strategy</th>
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<tr>
<td>Denial</td>
<td>People deny that the loss will actually happen. It doesn't demand action unless it goes on too long. If people stay in denial for more than a few days, then address it, such as reminding yourself that, while you may wish the changes weren't happening, they are, and you have the ability to work through them. To help others, you may say, “It seems like you don’t think the change is really going to happen. I’m concerned because I want of us to get through this change with as little distress and disruption as possible. We’ll never do that if we pretend it isn’t happening.”</td>
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<td>Anger</td>
<td>Everything from grumbling to rage, often misdirected or undirected. It can lead to foot-dragging, “mistakes,” and even sabotage. Recognize that your anger, and that of others, is understandable. Don’t take on the blame if it is being misdirected toward you. Distinguish between the acceptable emotions and the unacceptable acting-out behavior: “I can appreciate how you feel, however I’m not going to allow be spoken to in that manner. I want these changes to be successful, and I want us all to enjoy coming to work again. We can get there if we work together.”</td>
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<td>Bargaining</td>
<td>Bargaining appears as unrealistic attempts to get out of the situation, trying to strike a special deal, or making big promises if someone would only undo the change. Distinguish between bargaining efforts and real problem solving. Keep a realistic outlook and don’t be swayed by desperate arguments or impossible promises.</td>
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<td>Anxiety</td>
<td>Silent or expressed, it is a realistic fear of an unknown and probably difficult future. It can include catastrophic fantasies. Don’t feel stupid for this feeling and help others not feel stupid for feeling it; anxiety is natural. Just keep seeking, and sharing, information about the changes being made.</td>
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<td>Sadness</td>
<td>You see everything from silence to tears. Encourage people to say what they are feeling, and share your feelings too. Don’t try to reassure people with unrealistic suggestions of hope. Empathize. You can be empathetic to the feelings, even as you continue to support the change.</td>
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<td>Disorientation</td>
<td>Confusion, forgetfulness, and feelings of being lost and insecure are common. Give people extra support, such as opportunities to get things off their chests, and reassurances that disorientation is natural and common. Give yourself and others extra attention.</td>
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<td>Depression</td>
<td>Feelings of being down, of hopelessness, and being tired all the time. You, and others on your team, will probably find it is hard to be around someone with depression. You can’t make it go away. People have to go through it, not around it. Make it clear that you understand and even share the feeling yourself, but that work still needs to be done. Help restore people’s sense of having some control over their situations.</td>
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Respect the Past
One of the common problems with choosing something new is that sometimes people criticize the old. In the enthusiasm for what's coming, people may ridicule or put down the old way of doing things. Unfortunately, since those listening often associate part of their identity to the old, criticizing it is perceived as attacking them.

Remember, good or bad, people feel an association with the old that they may not be ready to give up. So, focus on how the old helped lay the foundation for the next step into the new. Focus on the skills and values from the old that will be carried forward into the new. This helps emphasize the continuity and can be followed with emphasizing the new challenges that call for new responses.

Another suggestion is try and determine “what can I take or give back to balance what's been taken away?” Is it status, team membership, or recognition? If people feel that the change has robbed them of control over their futures, then look for a way to give back some sense of control.

Reflection Activity
Consider the strategies and suggestions for the Endings stage and the grieving cycle as you reflect on each of the following questions.

Can you remember a situation of change, where you were the one grieving? What emotions did you have to work through?

What can you use from that memory to help you work with others going through a sense of loss?

Can you recall a situation of change for a group or your family? What were some of the emotions people felt? Imagine it happening today, what would you do to help deal with the emotions?

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Neutral Zone

The Neutral Zone stage can be a time of confusion and one of creativity. Neither the old ways nor the new ways are working. People are caught between the demands of conflicting expectations. And Leaders are often impatient.

As you and others pick up the new way, share ideas and innovations about how to enhance the new ways. Celebrate these innovations as they show a certain commitment of ownership in making the change happen. When challenges arise, use them as an opportunity to continue to enhance implementation of the changes.

Emotions at the Neutral Zone Stage:
- Innovation
- Anxiety
- Creativity
- Skepticism

Strategies to Help People Through the Neutral Zone Stage
- Provide a sense of direction and guidance
- Encourage employee involvement
- Meet frequently to give feedback and to listen to concerns and expectations
- Collaborate and build bridges between work groups
- Share your success stories or new ideas (encourages others to see themselves also succeeding)

Reflection Activity
Consider the strategies recommended for the Neutral Zone.
Which of these strategies do you feel would be most useful for you or others at the College of Veterinary Medicine?
Transitions (Bridges Model), Continued

Beginnings
In the Beginnings stage, the new situation is fully accepted. People are building up skills and seeing success. Recognize and reinforce your feelings of confidence and those of others.

Emotions at the Beginnings Stage:
• Commitment
• High Energy
• Learning
• Accomplishment

Strategies for the Beginnings Stage:
• Celebrate successes (yours and others)
• Talk about the purpose behind the outcomes
• Engage in or provide training in new values, behaviors, and skills
• Visualize the new

The most damaging phrase in the language is: 'It's always been done that way.'
- Grace Murray Hopper
Transitions (Bridges Model), Continued

**Visualizing the New**

Visualizing the new way of doing things is an important part of the Beginnings stage. However, the vision for the changes should be shared very early in the process. Doing so will plant the picture of the future in people's imaginations, where it will grow to reassure them.

Visualizing alone will not make the transition happen, but it helps it throughout each stage. So, introduce it with the change, review it through Neutral Zone, and bring it into focus and support in the Beginnings stage.

Warning: If the picture is so complex and hard to identify with, it will become intimidating rather than exciting or reassuring. The goal is to obtain enough information so that you and others can identify how you and they fit in to the new, and 2) be reassured that you and they can fit in and do the work.

**Reflection Activity**

Consider:

*Which of these strategies do you feel would be most useful for you? For others in Vet Med?*
• Vision
  – Changing the world through tall structures

• Mission
  – Build the tallest self-supporting structure that you can.

• Implementation
  – Spend 5 minutes planning your structure
  – Build your structure
Debrief

- What did you learn from this exercise?
- How will you use what you learned?
- What was most challenging?
- Anything else?
What most people think success looks like.
What success really looks like.
30 Day Mail Back

- Write a note to yourself on the index card identifying the one thing that you will do, or do differently, based on today's session
- Insert the index card into the envelope and address it to yourself
- I'll mail it back to you in 30 days
• Going forward, I will...
• We laughed most when...
• What I wonder now is....
• The one thing I want to share is...
• If this session was a book, movie, or song, it would be called....
• I was most surprised by....