

Transitions:



Navigating a World of Changes

Presented to the Actuaries' Club of Hartford and Springfield

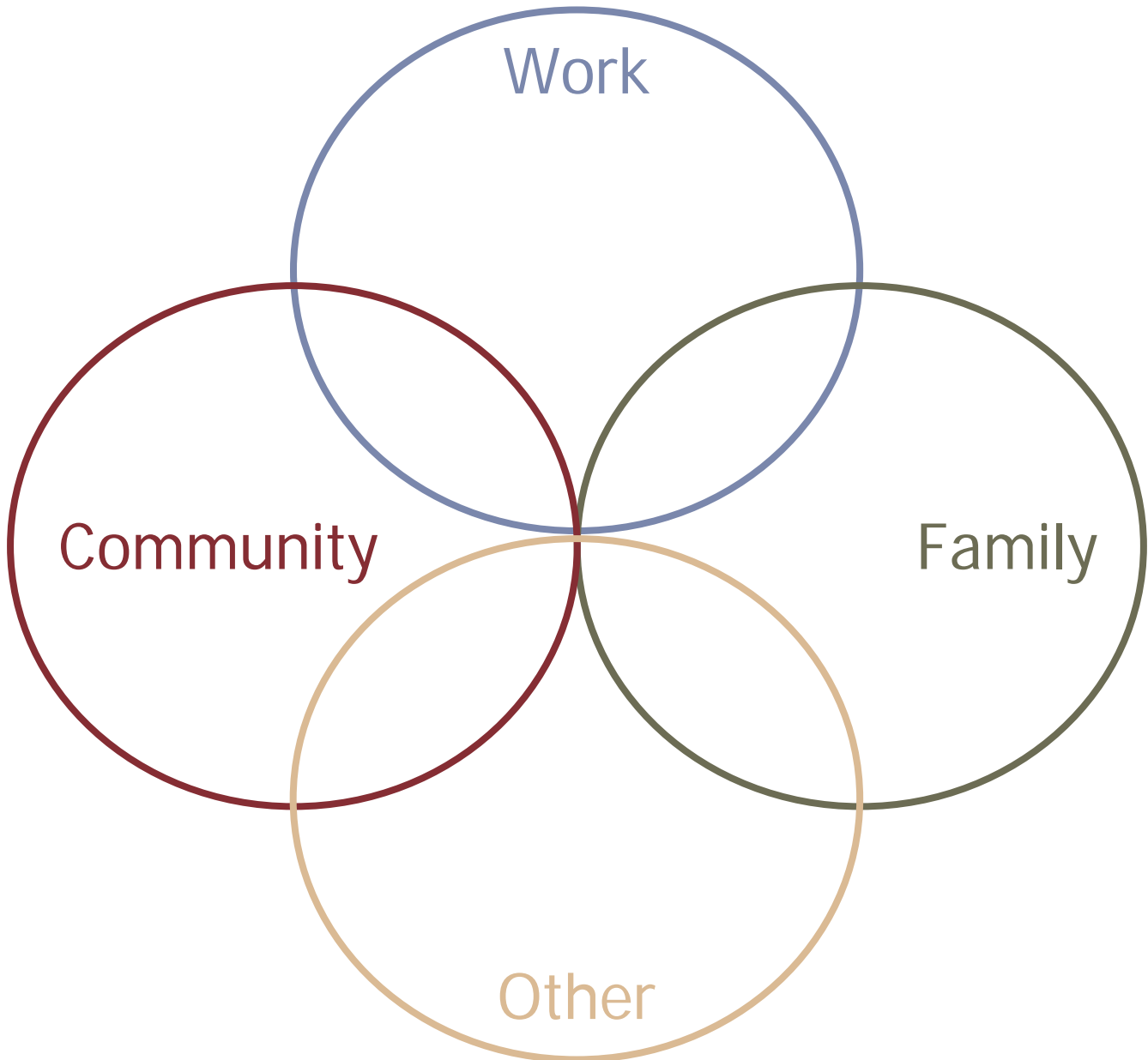
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by Ned Ruete, Making Space Consulting

Worksheet

Changes in Your World

Each of us must continually deal with changes in all aspects of our lives. Take a moment and identify all the changes that you are juggling in your world right now. Consider the past year and what you know about the year ahead.



Now, look at these changes and pick one, primary change you are going to practice with in our work together today:

Primary Change _____

Introductions

Please fill out the following questions while you are settling in. This way you will have your answers ready and can pay attention to others during the introductions.

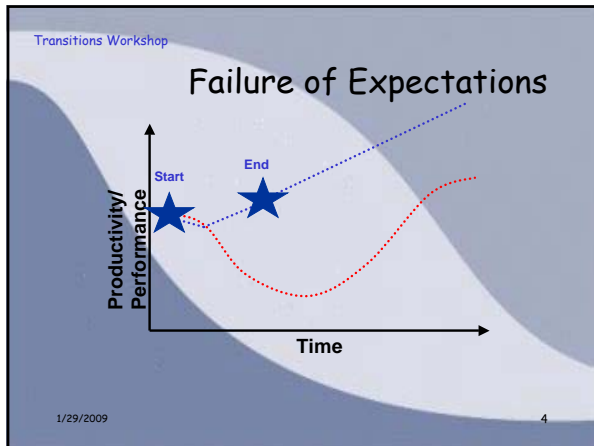
What would you like us to call you today? Who do you work for?

What is the biggest change you are dealing with? The worksheet on the facing page may help you with this.

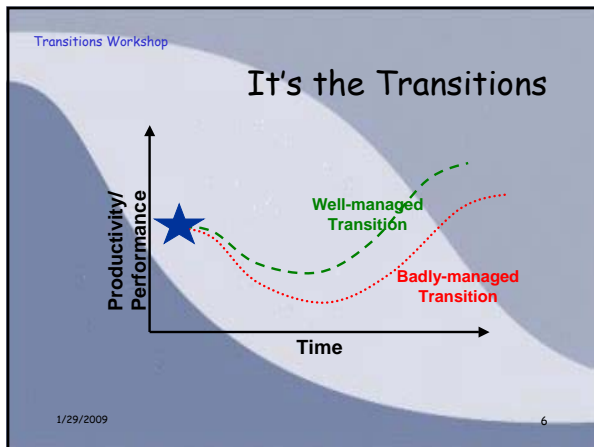
My role in this change is:

One thing I hope to get out of today is:

One concern I have for today is:



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- ## What Gets in the Way
- It's Not the Change that Gets You
 - Change of Systems
 - Change of Policies and Procedures
 - Change of Organization
 - It's the Transitions
 - People's Response to Change
 - Change of Behaviors
- 1/29/2009 5



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What Is Transition?

Transition is the People Side of Change

- Change is "What," Transition is the "How."
- Change is External, Transition is Internal
- Change is Situational, Transition is Psychological
- Change Starts, then Ends;
Transition Starts with an Ending
- Change hinges on the new thing;
Transition hinges on letting go of the old

1/29/2009 7

Phases of Transition

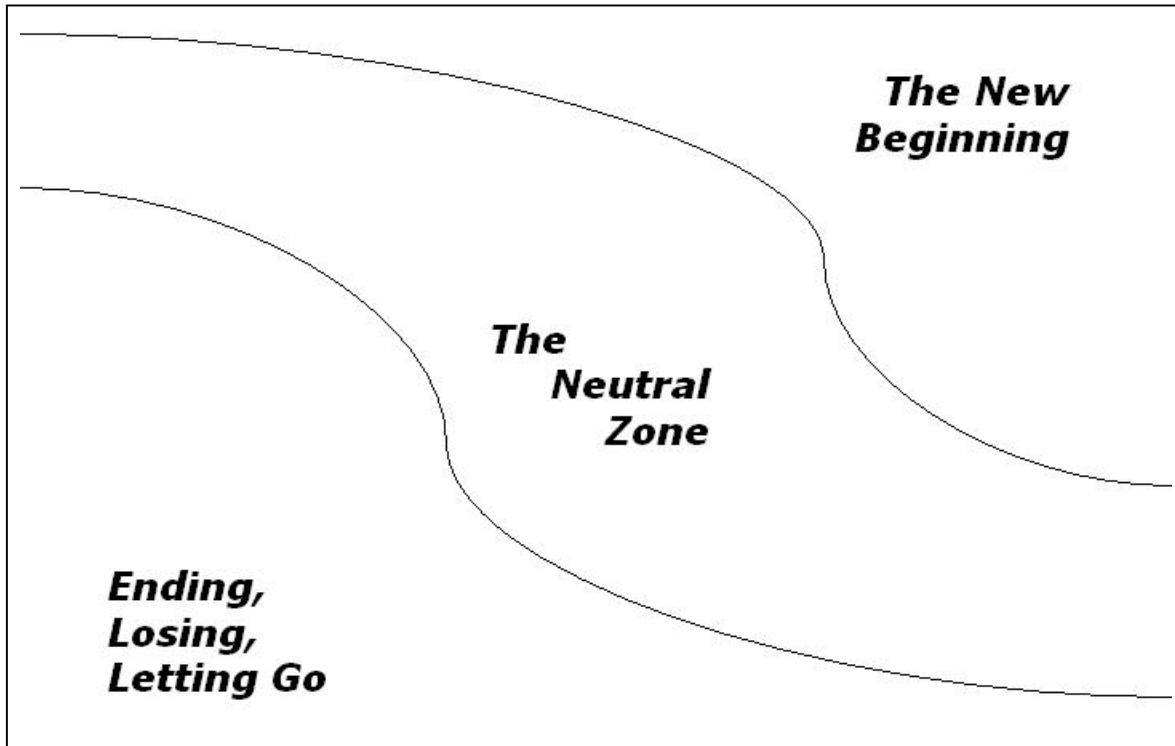
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What Zone are You In?

- Remind yourself of your change
- Where on this curve are
 - You
 - Your Peers
 - Your people
 - Your Management

1/29/2009 9

Where are You In Your Transition?



Think about the primary change that you are working on today. Where on this curve are:

- You
- Your Peers
- Your people
- Your Management

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Endings and Losses

- Every Beginning Involves an Ending
- Every Ending Involves a Loss
- Every Loss is a "little death"
- Every Death Requires Grieving

1/29/2009 10

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Exercise

- Remind yourself of your change
 - If you have more than one, pick one
- Define what is beginning
- Define what is ending
- Fill in the worksheet with what you're losing

1/29/2009 11

Identifying Losses

Primary Change _____

What is Beginning _____

What is Ending _____

Consider whether any of the following are losses you face and describe them in your own words.

What	Description	Who else is affected
Hats		
Relationships		
Self Image		
Activities		
Memberships		
Meaningful Work		
Control of Destiny		
Status		
Stuff		
Other		

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Neutral Zone Survival: CUSP

- **Control**
 - Realistic Goals
 - Access to small and large decisions
- **Understanding**
 - Your situation
 - The neutral zone
 - Information you need

1/29/2009 12

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CUSP (cont.)

- **Support**
 - People
 - Temporary work-arounds
 - Survival strategies
- **Purpose**
 - Make accomplishing the work of the neutral zone high on your priority list
 - Revisit your reasons for having, doing, being

1/29/2009 13

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Strategies for Neutral Zone

- Step back and take stock
- Take some time alone
- Find a safe place to experiment and practice
- Look for clues
- Brainstorm and record
- Learning activities *of any sort*

1/29/2009 14

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Final Phase

- New Beginnings
- New identity
- New vision
- New reality
- New commitment

1/29/2009 15

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Supporting New Beginnings

- **Purpose**
- **Picture**
- **Plan**
- **Pitfalls**

1/29/2009 16

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Seven Principles of Transition Management

- You have to end before you begin
- Between the ending and the beginning, there is a gap
- That gap can be creative
- Transition is developmental
- Transition is also a source of renewal
- People go through transition at different speeds
- Most organizations are running a "Transition Deficit"

With these principles and some attention, you can help overcome the deficit and improve the performance curve of your change.

1/29/2009 17

Further Resources:

Bridges, William. Managing Transitions: Making the Most of Change, 2nd ed. Cambridge, MA: Da Capo, 2003

Bridges, William. The Way of Transition: Embracing Life's Most Difficult Moments, Cambridge, MA: Perseus, 2001

Workshops available from Making Space Consulting

*Managing Organizational Transition**

Change is usually designed to improve capability and productivity. However, if the people side, the transition, is not addressed, it can compromise the gains to be made from the change. In this workshop, your managers and leaders learn the skills to successfully lead and maneuver through transitions with less disruption, less distress, and sustained productivity in the face of change.

*Individual Transition in Organizations**

Once your managers and leaders know how to make space for people to handle transition, the people themselves need to learn how to deal with endings, make the most of the creative possibilities of the neutral zone, and embrace new beginnings. In this workshop, individuals in your organization learn how to handle internal transition caused by change with less disruption and distress to their work lives.

Personal Transition Workshop

Some people are left behind by organizational change. While their transition no longer affects the organization directly, it affects their lives even more deeply than those of their colleagues who are still in the organization. In this workshop, people who no longer have a position with your organization help one another to understand what they're feeling; to find the value and opportunity of being in transition; to place their experience in context by sharing it with others and relating it to their experience; to build a network of resources for external and internal transitions; and to create strategies for endings, neutral zones, and beginnings.

Making Space Consulting

Global Experience, Locally Available

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