



Stakeholders together adapting ideas to readjust
local systems to promote inclusive education

CHANGE MANAGEMENT TOOLKIT

Tool No. 8.

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Tool #8. Manage Personal Transitions

Target group (who can use it)

Change leaders and managers

Short description

To manage personal transitions, leaders should use all the tools and templates provided in this tool.

Detailed description of the tool and required material, attachments

For a long time, it was thought that change was a consequence of more information, of more knowledge. However, with the development of neurosciences, namely with the work of António Damásio, it became known that reason and emotion work together, namely in decision making. Theories of motivation also stresses that without emotion there is no motivation (no energy) to get things done. Highly successful change efforts find ways to help others see the problems/solutions in ways that influence emotions and “manage concerns” (Hall & Hord, 2015).

Often what looks like resistance is “concern” or “exhaustion”. Motivation provides the energy that a person in a process of change needs to maintain self-control and overcome concerns.

Make people feel the need for change

Find the Feeling

Knowing something is not enough to cause change. When people fail to change, it is usually NOT due to a lack of understanding. Analytical arguments don't motivate; emotions motivate. Eliciting negative emotions can motivate quick/specific actions, but eliciting positive emotions is a better approach when broadening/building actions are needed for the change effort.

Shrink the Change

When a task seems too big, or a journey too long, the person becomes emotionally overwhelmed and resists. People get easily demoralised and they need a lot of reassurance. One way to make the change less daunting is to help people create impact and feel closer to the finish line by proactively planning for quick wins and creating easy to reach milestones. People find it more motivating to be partly finished with a longer journey than to be at the beginning of a shorter journey. Quick wins and easy to reach milestones, create a sense of progress and immediate impact and make the change effort seem less daunting. These create feelings of hope and increase the people's confidence that the change can succeed. Feelings of hope and confidence are motivating to people in a process of change.

Grow Your People

Any pursuit, event one that is ultimately successful, is going to involve failure and people really, really, hates to fail. Failure triggers a “flight” instinct. To keep people motivated, adopt a learning frame to assist the people emotionally in having a growth mindset. Lasting change is rarely a smooth journey. More often, it is experienced as three steps forward and two steps back. Create the expectation that while the overall mission will NOT fail, failures are expected along the way. People will persevere if it expects the journey will be hard before it is easy, and if it perceives falling as learning rather than as failing. (Berkeley, w/d)

Transition Model (Bridges, 2017, in Berkeley, w/d)

As a leader of change, it is important to recognise how change will impact the emotional experience of a follower. One way to understand change is in terms of situation and transition.

Change is situational. It is a disruption of expectations (e.g., new worksite, manager, roles, policy, processes, technology, etc.). Every change, even the most longed for, requires leaving something behind and letting go.

Transition is psychological. It is the process people must go through to come to terms with the new situation. It requires letting go of something, grieving in some way, experiencing feelings of loss and processing those effectively to move forward. This requires time and, since it is experienced internally, it may be invisible or hard to observe in others.

The transition process has three stages:



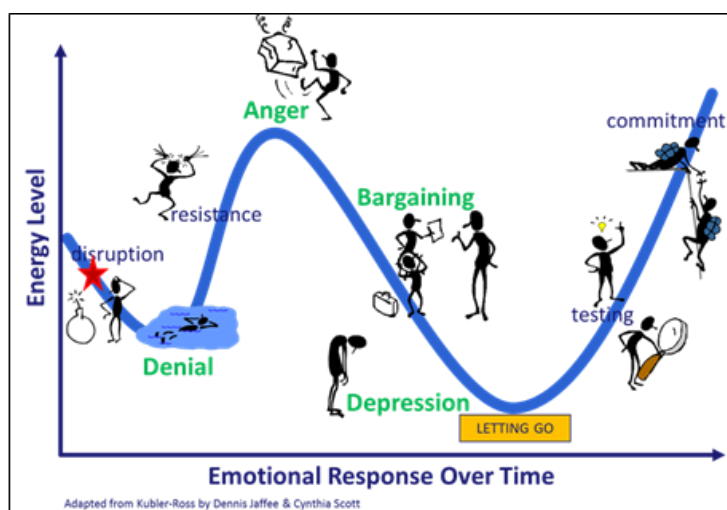
The work of **Endings** is letting go of the way things have been, including acknowledging what will end and what will be retained in the new.

The work of the **Neutral Zone** is finding clarity amid confusion. This is the space between the old familiar way and the future state. It is filled with both danger and opportunity. It feels like being between trapezes, where there is nothing to hold onto.

The work of **Beginnings** is managing the ambiguity of starting something new. It requires understanding why the old way had to change, having a picture in mind of the future state, a plan for getting there, and a role in the new state.

Change Process Model (Kubler-Ross, 1969, in Berkeley, w/d)

Another way to understand change is Elizabeth Kubler-Ross' Grief Cycle Model (1969) illustrated here. This model, originally used to explain an individual's bereavement change journey, is also widely used to explain the emotional responses people experience during other forms of change.



The model identifies an individual's emotional journey over time. A leader must support people differently at each of the different emotional stages. The stages of change are:

- Denial
- Anger

- Bargaining
- Depression
- Acceptance

While the journey appears sequential, in real life people move through the stages at different rates. Some individuals go through the stages in a rather linear fashion. They seem to zip right through the resistance parts of the journey, moving rather quickly straight to acceptance. Others may get stuck for a period at a particular stage. They have trouble “letting go” causing them to get stalled along the way.

When multiple changes are staggered or simultaneously occur in an organisation during a short period of time, it is not uncommon for an individual to revert to an earlier stage as the next wave of change hits.

Interestingly, all individuals tend to go through the same emotional journey whether they perceive the change as a positive (something they’ve chosen) or as a negative (something that has been thrust upon them). People often wish they could skip the resistance part of the journey; they can’t. They must go through each of the stages to let go of the past and move forward into the future.

A leader will notice his/her followers moving through the stages of change at different rates. To set the team up for success, it will be necessary to be attentive to the emotional stage everyone is experiencing and adjust his/her support accordingly. In addition to being a resource for the leader’s team, he/she will want to use the strategies below (see Change Process Indicators & Strategies Template) to provide support his/herself as well.

In the Change Process Indicators & Strategies Template are listed behavioural indicators along with various strategies to use at each stage to help the leader generate a plan to provide individual support. Recognising and proactively responding to the needs of each follower at each stage will help mitigate resistance and provide momentum to move followers forward through the change journey.

Another way to effectively manage resistance to change is to tap back into leader own core values and find a way to anchor one or more of them to some aspect of the change. At the time a change is announced, the Core Values Exercise Template may be used proactively to create emotional resonance and assist the leader in supporting the change from a place of authenticity. If the change is already underway, the tool may be used reactively to help you mitigate internal resistance and continue moving you forward through the change journey.

For example:

- If one of the leader Core Values is **Creativity**, and he/she believes the change will bring him/her more opportunities to be creative in his/her job (doing less repetitive/routine work) then this would contribute to he/she supporting the change.
- If one of the leader Core Values is **Responsibility**, he/she may be able to tie supporting the change efforts to what it means to him/her to be “responsible” at work and be able to support the change authentically from that perspective.

Finally, the change leader must bear in mind and apply the Best Practices for Leading Change – What to Do & What NOT to Do listed in the Template below.

Users’ guide, equipment

Equipment	Quantity
Change Process Indicators & Strategies Template	1 for each leader/manager of the change process

Core Values Exercise Template	1 for each leader any time it will be found appropriated to be used
Best Practices for Leading Change – What to Do & What NOT to Do Template	1

Level of difficulty (easy, medium, advanced)

Medium

Tags

Managing transitions; Motivating people in the process of change

Change Process Indicators & Strategies Template

Denial Stage	
You See: <ul style="list-style-type: none"> • Indifference • Disbelief • Going through the motions • Avoidance/Withdrawal 	Strategies: <ul style="list-style-type: none"> • Provide frequent, consistent information about the change; explain what to expect and actions to adjust • Clarify what is changing and what is not • Place change in broader context • Address rumours and misinformation; confront without threatening
You Hear: <ul style="list-style-type: none"> • Silence • “It’s OK” • “It will never happen” • “It won’t affect me” • “All we need to do is...” 	
Resistance (Anger/Bargaining/Depression) Stage	
You See: <ul style="list-style-type: none"> • Anger/Hostility • Complaining • Glorifying Past • Scepticism • Accidents • Lack of concentration 	Strategies: <ul style="list-style-type: none"> • Acknowledge and legitimize feelings, don’t justify the need for change now • Clarify case for change • When old issues resurface, don’t choke, or punish them • Give more information about the change; tell people where they stand • Establish firm expectations • Determine knowledge/skill gaps to prepare for the change • Provide exposure and opportunity to influence participation
You Hear: <ul style="list-style-type: none"> • “It’s unfair” • “It doesn’t make sense” • “I’m leaving” • Asking for more detail 	
Testing Stage	

<p>You See:</p> <ul style="list-style-type: none"> • Exploring options • Risk-taking • Tentativeness • Impatience • Activity without Focus <p>You Hear:</p> <ul style="list-style-type: none"> • Enthusiasm • Optimism • "I've got an idea" • "Let's try..." • "What if..." 	<p>Strategies:</p> <ul style="list-style-type: none"> • Focus on short –term goals and priorities • Encourage personal stock-taking and goal setting, and exploring options • Encourage risk-taking • Encourage new skills to be acquired • Reinforce desired behaviours • Celebrate successes and endings • Provide opportunities for participation and contribution • Acknowledge efforts and the struggle 		
<p style="text-align: center;">Acceptance Stage</p> <table> <tr> <td> <p>You See:</p> <ul style="list-style-type: none"> • Acceptance of the change • Future orientation • Initiative • Self-efficacy • Confidence <p>You Hear:</p> <ul style="list-style-type: none"> • "How can I contribute?" • "Let's get on with it" • "We can do it even better" • "I'm prepared whatever comes up" </td><td> <p>Strategies:</p> <ul style="list-style-type: none"> • Provide guidance, support, and recognition • Provide frequent feedback on progress • Establish "performance levers" to sustain new behaviour • Provide leadership: less information, more inspiration • Be careful not to overload or burnout • Enrol as advocate to assist others </td></tr> </table>		<p>You See:</p> <ul style="list-style-type: none"> • Acceptance of the change • Future orientation • Initiative • Self-efficacy • Confidence <p>You Hear:</p> <ul style="list-style-type: none"> • "How can I contribute?" • "Let's get on with it" • "We can do it even better" • "I'm prepared whatever comes up" 	<p>Strategies:</p> <ul style="list-style-type: none"> • Provide guidance, support, and recognition • Provide frequent feedback on progress • Establish "performance levers" to sustain new behaviour • Provide leadership: less information, more inspiration • Be careful not to overload or burnout • Enrol as advocate to assist others
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Core Values Exercise Template

Circle your top 5 values from the list below. Add any that are missing that are meaningful to you.

Authenticity	Harmony
Balance	Health
Commitment	Honesty
Compassion	Humour
Concern for others	Integrity
Courage	Intelligence
Creativity	Joyfulness
Education	Kindness
Empathy	Knowledge
Excellence	Loyalty
Fairness	Openness
Faith	Perseverance
Family	Personal growth
Freedom	Respect for others
Friendship	Responsibility

Fun
Generosity
Genuineness
Happiness

Security
Serenity
Service to others
Success

Looking at your identified core values, can you align one or more to the change? If so, how?

Adapted from Berkeley University of California, Change Management Toolkit

Best Practices for Leading Change – What to Do & What NOT to Do Template

WHAT TO DO

Provide information, what you know, what you don't, when to expect updates. Employees need all available information to make realistic assessments and effective plans. Share what information you have when you have it: what is changing, what is not, what is known, what is unknown, when to expect updates.

Display a positive attitude. As the leader, you are in a position of great influence. In a sense you are your team's North Star. Even if you are not yet fully onboard with the change, display to your team an attitude that is unbiased and welcoming of feedback.

Stay connected to your team. Focus on team goals, foster support, monitor functioning, and celebrate achievements.

Re-recruit people. Reiterate to each team member their value, and your desire to have them remain on the team and support the change.

Surface issues and concerns. Show empathy; help employees reframe their personal response to the change so they can effectively manage their own personal resistance

Provide more structure. Define short-term objectives, time frames, priorities, and standards to help your team regain its equilibrium

Protect quality. Education standards must remain high.

Delegate. Continue delegating work tasks while remaining mindful of each professional's emotional stage and providing them relevant support.

Empower. As appropriate, give professionals more influence in day-to-day decisions. Determine the appropriate level of authority to assign by considering a professional's current emotional stage, level of experience, capability, and the task itself.

Raise the bar. Provide challenging assignments and coach professionals to grow and develop their skills

Recognition. During change it is especially important to show appreciation and provide **acknowledgement for work well done.**

2-way communication. Be honest about what you can't say or don't know and be opened to hearing feedback.

Inform/update higher management. Provide candid feedback on the change as it relates to the work and its impact on the people. This ensures leadership has the information needed to make informed decisions

Practice the 4 Vs. This is not a change strategy by itself, rather a piece of a larger strategy, or a tool, to use at the very moment the change goes live.

1. **Visibility** – Be visible, available, and interested in your professionals during this time. Brief check-ins will leave professionals feeling supported and valued.
2. **Variability** – Allow for varying personal reactions (see Kubler-Ross grief cycle model, pages 36, 38-39) and give employees more flexibility at work to take care of themselves.
3. **Ventilation** – allow opportunities (both formal and informal) for employees to tell their stories, compare their reactions, and express their feelings. Productivity may decrease initially; however, allowing ventilation can expedite getting back to a focus on work.
4. **Validation** – say thank you and acknowledge employees for their contributions. Special recognitions and verbal encouragements go a long way in challenging times.

WHAT NOT TO DO

Don't censor information or hold back until everything is known. Professionals need all available information to make realistic assessments and effective plans. Share what information you do have, when you have it even if the information you have is not complete.

Don't express cynicism. Professionals look to you as a role model and need your support and constructive guidance.

Don't be unrealistically positive. Don't be Pollyanna... acknowledge when things are difficult.

Don't isolate yourself. Professionals need access to you to feel supported. Use professionals' cues to know when to become more involved and when to back off.

Don't expect professionals to all react the same way at the same time. Professionals respond to the same situation differently (see Kubler-Ross grief cycle model).

Don't enable resistance. Enabling is an action you take that protects the employee from consequences of his/her actions and actually helps the employee to not move through the change process. Examples of enabling include:

- **Covering Up.** Providing alibis, making excuses, or even doing someone's work for them rather than confronting the issue that they are not meeting expectations.
- **Rationalizing.** Developing reasons why the person's behavior is understandable or acceptable.
- **Withdrawing/Avoiding.** Avoiding contact with the person whose behavior is problematic.
- **Blaming.** Blaming yourself for the person's continued challenging behavior or getting angry at the individual for not trying hard enough to improve their behavior or to get help.
- **Controlling.** Taking responsibility for the person by significantly changing their environment or trying to minimize the impact by moving them to a less important job.
- **Threatening.** Saying that you will take action (i.e., formal disciplinary action) if the employee doesn't improve, but not following through.

Adapted from Berkeley University of California, Change Management Toolkit