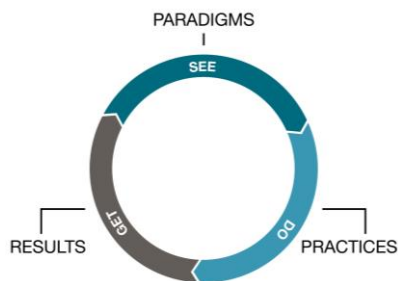**TOTAL**

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#5 LEADING THROUGH CHANGE

1 | ## A CHANGE MINDSET
I champion change with my team & help them transition from the old to the new

PARADIGMS
SEE
RESULTS — GET — DO — PRACTICES

Build trust, control, confidence, & connection

2 | ## TRANSITION MODEL
The inner process we go through to come to terms with a change

ENDING	**NEUTRAL ZONE**	**NEW BEGINNING**
Letting go of the familiar ways of working	Coming to terms with the ending and beginning to see the new possibilities	Embracing the new way of working

Change is what happens to you, transition is how you **think and feel** about the change

3 | ## SKILL #1: HELP PEOPLE TO LET GO OF THE OLD WAY

- Clarify the end in mind, help others understand the change in detail
- Clarify what is and isn't ending
- Help people acknowledge losses - empathise
- Help people mark the ending of the old way, no turning back

*Shock. Denial. Sense of loss. Frustration. Resentment.*

4 | ## SKILL #2: LEAD PEOPLE THROUGH THE NEUTRAL ZONE

- Help people manage expectations during this time of uncertainty – revisit objectives
- Recognise progress & early successes
- Provide support & skills development to meet needs of change
- Encourage experimentation, creativity & ideas
- Create temporary practices for managing ambiguity

Uncomfortable. Uncertainty. Stressful. Creativity. Exploration

5 | ## SKILL #3: EMBRACE THE NEW BEGINNING

- Celebrate reaching the New Beginning
- Agree new goals if needed
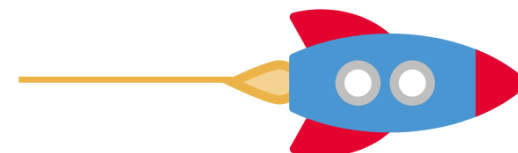
Confidence. Positive. Belief. Excitement. Renewal.

#5 LEADING THROUGH CHANGE

How you think and act become very important during change. You won't be able to control everything that happens to you, but you're in complete control of how you respond to what happens.

This article focuses on some practical ideas you and your team members can apply to establish a powerful, effective performance in what is very unfamiliar times – from setback to comeback!

5

ADOPT A CHANGE MINDSET

A common mindset for managing change might be "I control and contain change for my team." A more helpful mindset for leading through change is "I champion change within my team and help them transition from the old to the new."

Look for ways throughout the transition process that you can help build confidence, control and connection in yourself and others in times of change.

> "
> *Change is an event but a transition is the process you go through in response to the change."*
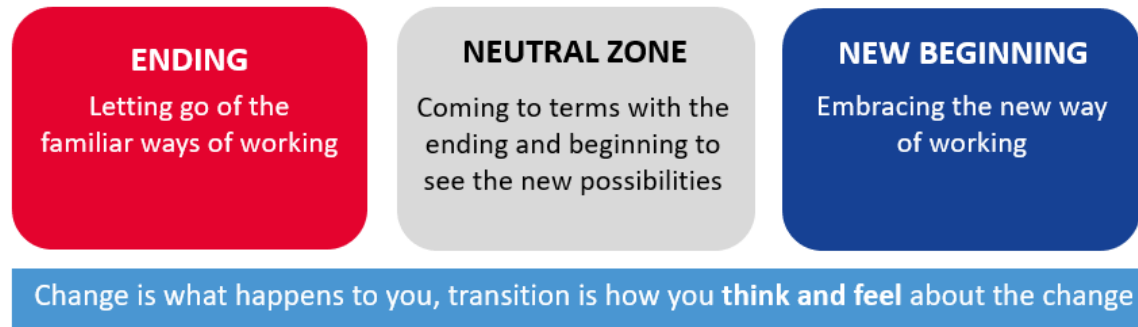> *- William Bridges, author Managing Transitions*

2 TRANSITION MODEL

The Transition Model highlights the inner process we go through to come to terms with a change.

Everyone goes through the process of change at their own pace. Some may move through the stages quicker than others, but the process itself is the same for everyone.

ENDING	NEUTRAL ZONE	NEW BEGINNING
Letting go of the familiar ways of working	Coming to terms with the ending and beginning to see the new possibilities	Embracing the new way of working

Change is what happens to you, transition is how you **think and feel** about the change

Generally it's not the change that's the problem, it's the transition. The strength of this model is that it focuses on the transition **TO** change.

Transition actually starts with an ending, a goodbye to the familiar.

Think about what's ending when you move house:
- A whole network of relationships ended
- Even if you kept in touch with people from the old neighbourhood, never quite the same.
- You knew where the shops were, which doctor and dentist to go to, which neighbour would keep an eye on the house and feed the goldfish whilst you're away.
- In the new home you had to let go of feeling at home for a while.

We'll explore the Transition Model through the lens of the recent change from working in the office to all staff working from home.

SKILL #1: HELP PEOPLE LET GO OF THE OLD WAY

Before you begin something new you have to end what used to be. So beginnings depend on endings. The problem is that people don't tend to like endings, it normally means a period of uncertainty is following!

If things change within our company, at least some of our employees and managers are going to have to let go of something. This stage can be an emotional rollercoaster, with feelings of anxiety, uncertainty, frustration and isolation.

Think about some of the comfortable, familiar ways of working that may have ended for you when we moved to this totally online environment in March:
- Having a proper, dedicated workspace
- Being able to move around in a large space
- The ease of speaking with colleagues
- Clear separation between work and home
- Office banter with colleagues
- Lunch with colleagues
- Seeing everyone around you working
- Having the old familiar routine
- Your commute (for some it's their 'me' time where they can gather their thoughts for the day)

What could we do to support people through this stage?
- **Identify who is losing what**
  - Describe change in as much detail as possible, what is and isn't ending
  - What are the secondary changes that the change will probably cause?
  - Who is going to have to let go of something ? Think of the people whose familiar way of being and doing will be affected.
- **Accept the reality and importance of subjective losses**
  - Don't argue with what you hear. It's real for them. You'll just end up convincing them you don't understand their 'pain' – or, worse yet, that you don't care what they think and feel
  - Don't be surprised at overreaction – listen compassionately but don't join in
- **Check in with each team member regularly**
  - Ask open questions to better understand team member's state of mind offer and help if appropriate

SKILL #2: LEAD PEOPLE THROUGH THE NEUTRAL ZONE

This is the core of the transition process. During this period between the old reality of working in the office and the new reality of working from home, we learn to adapt to the new conditions. People in this stage can be impatient, confused or insecure, but it can also be a time of creativity, exploration and learning.

In fact, fostering creativity, exploration and learning are key to effectively navigating this stage.

Think about some of the things that you may now be doing to help adapt to the new working conditions:
- Finding ways to manage childcare and work
- Learning to use new technology to hold and attend meetings on line
- Establishing a new work pattern
- Finding ways to minimise distractions
- Trying new ways of connecting with colleagues
- Having more regular, open conversations about the change and its impact with your team or 1-2-1
- Revisiting objectives, reset and reprioritise expectations at team and individual levels
- Learning from mistakes as you try new things and step out of comfort zone
- Celebrating early wins and progress

What could we do to support people through this stage?
- Normalise what's happening in this stage – acknowledge it can feel uncomfortable initially, but it can genuinely be turned to everyone's advantage, people will be getting a glimpse of the possibilities during this stage
- Set short range goals and outputs
- Set realistic objectives
- Quickly respond to feedback
- Offer training, coaching or other forms of help, provide Situational Leadership (see article #4 Set your team up to get results)
- Encourage creativity and experimentation – it's ok to be learning and to make some mistakes along the way
- Celebrate early wins and progress

SKILL #3: EMBRACE THE NEW BEGINNING

The Beginning will take place only after people have come through the wilderness and are ready to make the emotional commitment to do things the new way and see themselves as new people.

Beginnings are not set by the dates on an implementation plan, they follow timing of hearts and minds.
This is a period of new energy and acceptance. People are feeling more positive and confident about working from home and maybe the negative impacts aren't what were anticipated. The changes have now been fully accepted and team members are developing the new skills they need to thrive in the new work environment.

What are some of the things you may see when you've reached the New Beginning?
- You and your team see real benefits of the change
- People feel a sense of control of the change and using it to their advantage
- Wins become more frequent and tangible results more apparent
- People are feeling much more positive and confident about working in the new way
- The new way of working has become part of the new identity

What could you do to support people through this stage?
- Distinguish in your own mind, and in your expectations of others, between the planned schedule (change management) and the psychological beginning (transition)
- Take care of the 'Ending' and 'Neutral Zone' before trying to establish the 'New Beginning'
- Help people to discover as soon as possible the part that they will play in the outcome of these changes and the impact on TGP
- Ensure everyone has a part to play in the transition management process and that they understand their part
- Check to see that policies, procedures, and priorities are consistent with the new beginning you're trying to make so that inconsistencies aren't sending a mixed message
- Effectively model the attitudes and behaviours you're asking other to develop
- Recognise and positively reinforce people for becoming the new people you are calling upon them to become
- Find ways to celebrate the new beginning and conclusion of the time of transition

And when we start working from the office
again at some point in the not too distant future …

… the transition process starts once more, with an 'ending'