



# *Women's Economic Development Network Conference*

## *Managing Change*

**Karen M. Dyer, Ed.D.**

# Managing Change

## Outcomes

- Explore strategies for managing disruption, change, and transition in the workplace
- Identify one's preferred style in dealing with change and situations involving change



# “Disruption”

a process in which an underrated product, service, or practice starts to become popular enough to replace, or displace, a conventional product, service, or practice.

# Change vs Disruption

Change often takes place over time and allows for a gradual development

Disruption is so powerful and different that it requires others in the field to follow suit or be left behind.

# Disruptions

**Wikipedia** is updated constantly, and is available for free, FYI - *Encyclopedia Britannica* published its final volumes in 2012, after 244 years of circulation.

**Skype/Zoom** users all over the world can chat, call, and video chat with each other for free (or for very low fees). With more than 100 million active users each day, entirely replacing mainstream forms of communication for companies, businesses, education, customers, families, friends, etc.

**Netflix** -- and other streaming services -- (e.g., Hulu, Firestick) are continuing to disrupt the entertainment industry. They've all but killed physical video rental stores, and are slowly allowing more and more customers to cut their cable subscriptions.

**Uber and Lyft** offer innovative alternatives to taxis and long-established private transportation services.

Not all disruptions are major, but all can have significant impact

Any change is difficult.

People in general do not like change, and the longer the organization has been operating, the more difficult the change will be.

# Disruptions/Changes: Real Life Case Studies

Take 2-3 minutes , identify, and describe a disruption/change that has happened in your  
Workplace  
(or another place where you have worked)  
Organization to which you belong  
Church, temple, or synagogue  
Community organization  
Family



# Disruption/Changes

In the Chat, post suggestions that have supported you in successfully addressing change and disruption.

How have you pivoted?

# Change Endurance



- Constant change requires the ability to adapt quickly and manage the stress that comes with perpetual change.
- Oftentimes disruptive events are viewed as one-time events “to get through”.
- Too many of these result in stress, burn-out, emotional upsets, poor performance, checking out, bad behavior...

# Managing Change and Disruption

## **Use *POINT***

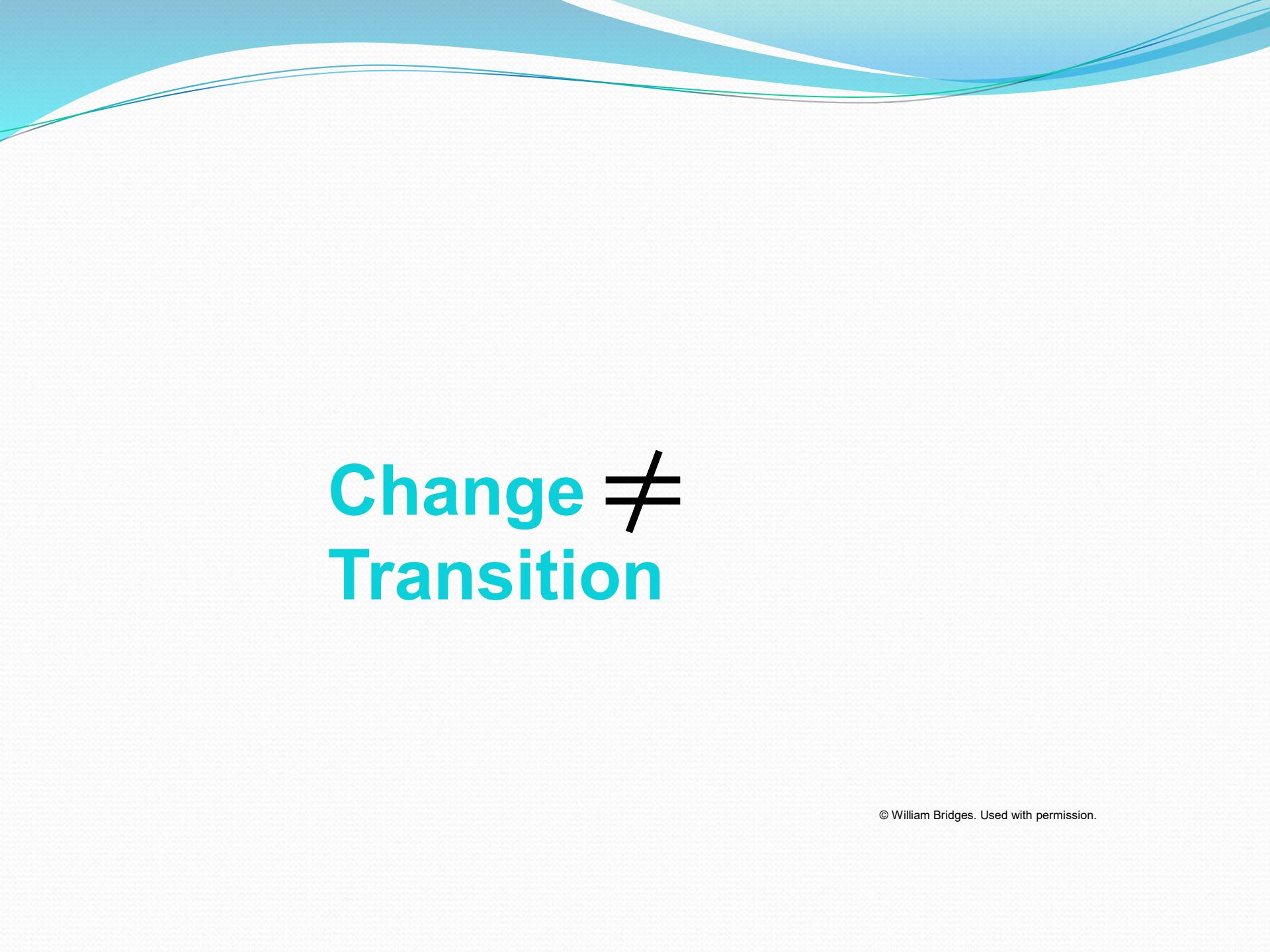
**Praise** the idea and consider its benefits.

Picture the **opportunities** that might be realized if you implemented the idea.

Weigh the potential **issues** without killing new ideas outright.

Use **new thinking** to develop solutions for the issues you've raised about the new idea





Change  $\neq$   
Transition

# Change vs. Transition

## Change is “Situational”

- New Site
- New Boss
- New Team Roles
- New Policies
- New Procedures

## Transition is “Psychological”

- The process people go through to come to terms with the new situation.

# Change vs. Transition

## Change

Understood in terms of a beginning, or starting something

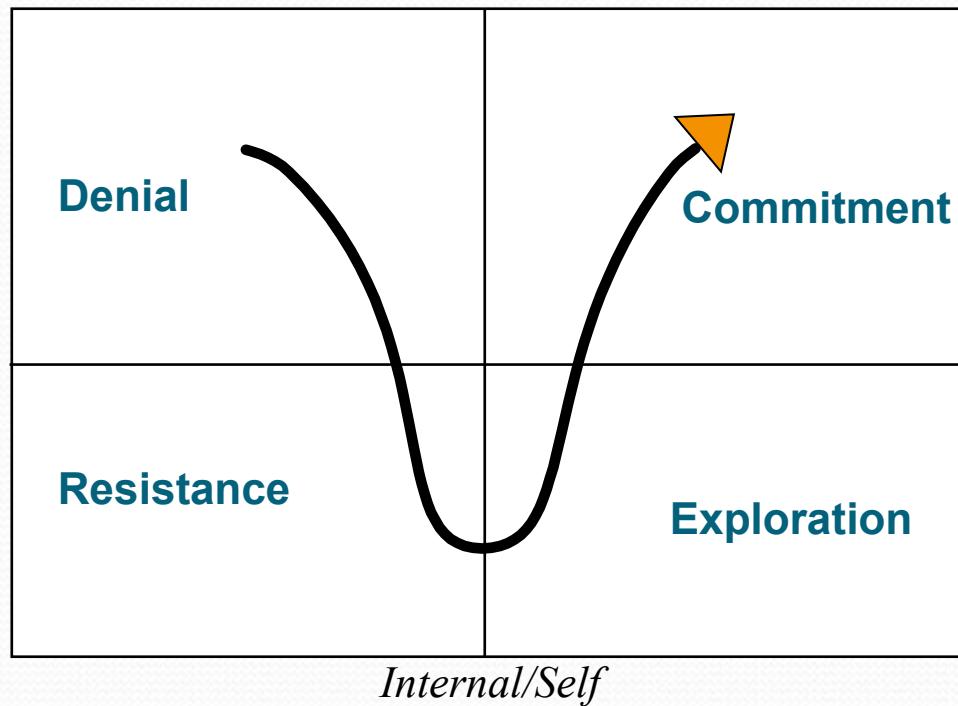
- Usually happens quickly
- Experienced externally and visibly (changing jobs, marriage, new home, loss of loved one, children leaving home, etc.)

## Transition:

- Understood in terms of endings ~ begins with leaving something behind, letting go, etc.
- Takes more time
- Experienced internally (might be invisible or hard to observe in others)

# “Transition Curve”

*External/Environmental*



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# Experiencing Change and Understanding the Transition Process

<b>I. Denial</b>  <u>Behavior You See:</u> Avoidance Going through the motions Only routine work Exaggerated hardiness  <u>Language You Hear:</u> Silence “Everything’s okay.” “What’s the fuss about?” “I don’t want to talk about it.”	<b>IV. Commitment</b>  <u>Behavior You See:</u> Independent decision making High performance Teamwork future orientation  <u>Language You Hear:</u> Cooperation “We can do even better.” “Let’s get together on this.”
<b>II. Resistance</b>  <u>You See:</u> Accidents Mistakes Careless or sloppy work Anger Low energy, listlessness Difficulty concentrating  <u>You Hear:</u> Complaining “This will never work.” “It’s unfair.” “This is stupid” “This never should have happened.”	<b>III. Exploration</b>  <u>You See:</u> Chaos Poor time management Endless training Taking excessive risks Endless preparation  <u>You Hear:</u> Enthusiasm “Let’s try it another way (again).” “I’ve got another idea.”

# Change and Transition

Using your real-life case study from the previous activity, use the Transition Curve hand-out to map the transition process.

# The Experience of Transition

## Ending

### Key Issue:

Letting go of what was

## Neutral Zone

### Key Issue:

Finding clarity amid the confusion

## Beginning

### Key Issue:

Managing the ambivalence of starting something new



Ending

Neutral  
Zone

Beginning

## **The Starting Point ...**

The starting point for transition is  
not the outcome, but what has to  
be left behind or  
let go of before making a new  
beginning!

## Insuring “Complete Endings”

- Define what is or what isn't over
- Identify what you are losing
- Seek information-don't sit back
- Take a piece with you
- Mark the ending
- Expect and accept your own feelings
- Try to find out what you may be gaining

## **Navigating through the “Neutral Zone”**

- Accept it
- Expect to feel disconnected, doubtful, and stressed-out
- Set short-term goals for yourself
- Don’t expect to be perfect
- Don’t expect it from others

## **Navigating through the “Neutral Zone”**

- Listen to how you describe the situation
- Can you find helpful language?
- Get together with others
- Balance complaining with problem-solving
- Do a personal assessment of assets
- Are there hidden opportunities with the confusion?

## **Beginnings ~ Not As Easy As They Seem**

- Maybe the new way really won't work out
- Triggers memories of other beginnings
- No more “hiding” in the neutral zone
- Something really ended—“uh oh”

## Easing Into New Beginnings

- Remember, everyone proceeds through the neutral zone at their own unique pace.
- Ask questions; seek clarity.
- Have conversations for “possibility.”
- Talk to friends and colleagues who see positive outcomes in the new beginnings.
- Get involved.

# The 4 P's of Change

1

1. A Purpose for the Change

2

2. A Plan for the Change

3

3. Has a Picture of the End Result of the Change

4

4. Need to Participate in the Change



# Change Style Indicator™ (CSI)

Developed by:

W. Christopher Musselwhite and  
Robyn P. Ingram

# **“Change Style Indicator™**

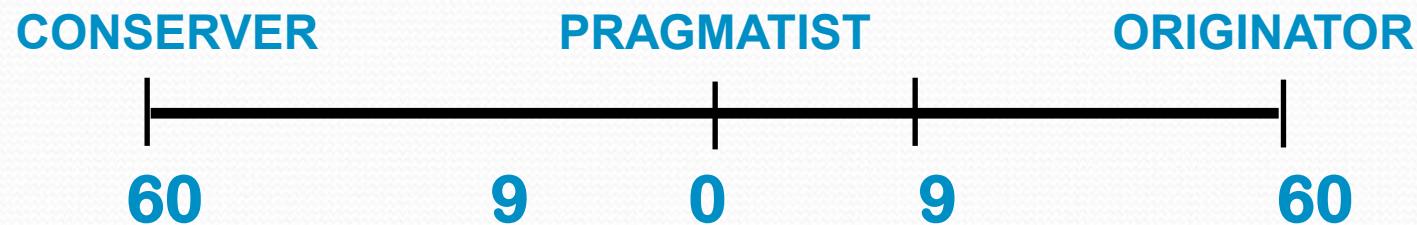
**The CSI is a continuum-based model divided into three styles:**

**CONSERVER PRAGMATIST ORIGINATOR**

**Change Style Continuum**

# Where Do You See Yourself?

## Change Style Continuum



# What Does the CSI Measure?

The Change Style Indicator™ measures individual style in approaching change and situations involving change.

## Some Facts About Change Styles

- Style reflects aspects of personality or neurological preferences - **like right or left handedness**
- Scores do not indicate effectiveness at utilizing a preferred style
- There is no right or wrong, “better” or “worse,” style

## **Understanding your score will help you to:**

- Manage your response to change
- Recognize and appreciate the contributions that each change style offers
- Increase productivity through effective responses to change style differences

# CONSERVERS

## Style Characteristics

- Appear disciplined, precise, methodical and cautious
- Prefer solutions that are tested and proven
- Accept conventional assumptions
- Enjoy predictability
- May confuse the means with the end

# ORIGINATORS

## Style Characteristics

- Appear undisciplined, disorganized, abstract and spontaneous
- Prefer quick and expansive change
- Challenge assumptions
- Enjoy risks
- May treat accepted policies and procedures with little regard
- Provide future-oriented insights and vision for the organization

# Poll

What is your change style?

- Conserver
- Pragmatist
- Originator

# PRAGMATISTS

## Style Characteristics

- Appear practical, agreeable and flexible
- Are more focused on results than the process utilized
- Serve as mediators
- See both sides of an argument
- May take a middle-of-the-road approach

## Conservers see Originators as:

- Alive with new ideas, projects & activities
- Key to future organizational success
- Catalysts for change & risk taking
- Interesting and never dull or boring
- Disrespectful of tradition and history
- Potentially disruptive and generating turbulence in the workplace
- Insensitive to the feelings of others
- Wanting change for the sake of change

## Conservers and Originators see Pragmatists as:

- Encouraging of cooperation and compromise in order to solve problems
- Realistic and practical
- Draw people together around a common purpose or goal
- Mediating
- At times indecisive and undirected
- Noncommittal and easily influenced

## Originators see Conservers as:

- A key element of organizational stability
- A good balance when sounding their ideas
- Reliable; attentive to detail & follow through
- Sometimes being too dogmatic
- Hesitant to share new ideas
- Compliant to authority
- Stuck within the system
- Defenders of the status quo

# Reflection

Identify someone with whom you've interacted (perhaps a client, colleague, peer, etc.) who always seems to have a different approach to a task or assignment involving change than your preferred approach. This difference may have possibly led to conflict.

Project their CSI score; what would it be? Based upon what you know about your own approach to change, how might you think differently or approach this person differently?

# Break-out Rooms

In your small groups, each person tell how true these CSI results are for you?

What is it that people need to know about you in terms of how you approach change?

Tell about the person you know who has a different style than you and how you might approach/perceive them differently.

## CSI Style Summaries (Conservers, Pragmatists, Originators)

Contributions to the Organization

Leadership Style

Preferred Work Environment

Potential Pitfalls

Suggestions for Increasing Flexibility  
and Avoiding Style Traps

# **There's a Hole in My Sidewalk: An Autobiography in Five Short Chapters**

by

Portia Nelson

# Chapter I

I walk down the street.

There is a deep hole in the sidewalk.

I fall in. I am lost... I am helpless. It's not my fault.

It takes forever to find a way out.

# Chapter II

I walk down the same street.

There is a deep hole in the sidewalk.

I pretend I don't see it.

I fall in again.

I can't believe I am in this same place. But it isn't my fault.

It still takes a long time to get out.

# Chapter III

I walk down the same street.

There is a deep hole in the sidewalk. I see it is there.

I still fall in... it's a habit... but my eyes are open.

I know where I am. It is my fault.

I get out immediately.

# Chapter IV

I walk down the same street.

There is a deep hole in the sidewalk.

I walk around it.

# Chapter V

**I walk down another street.**