



Ch... Ch... Ch... Changes
Effectively Managing Transitions



WORKSHOP
PLANNING | STRATEGY



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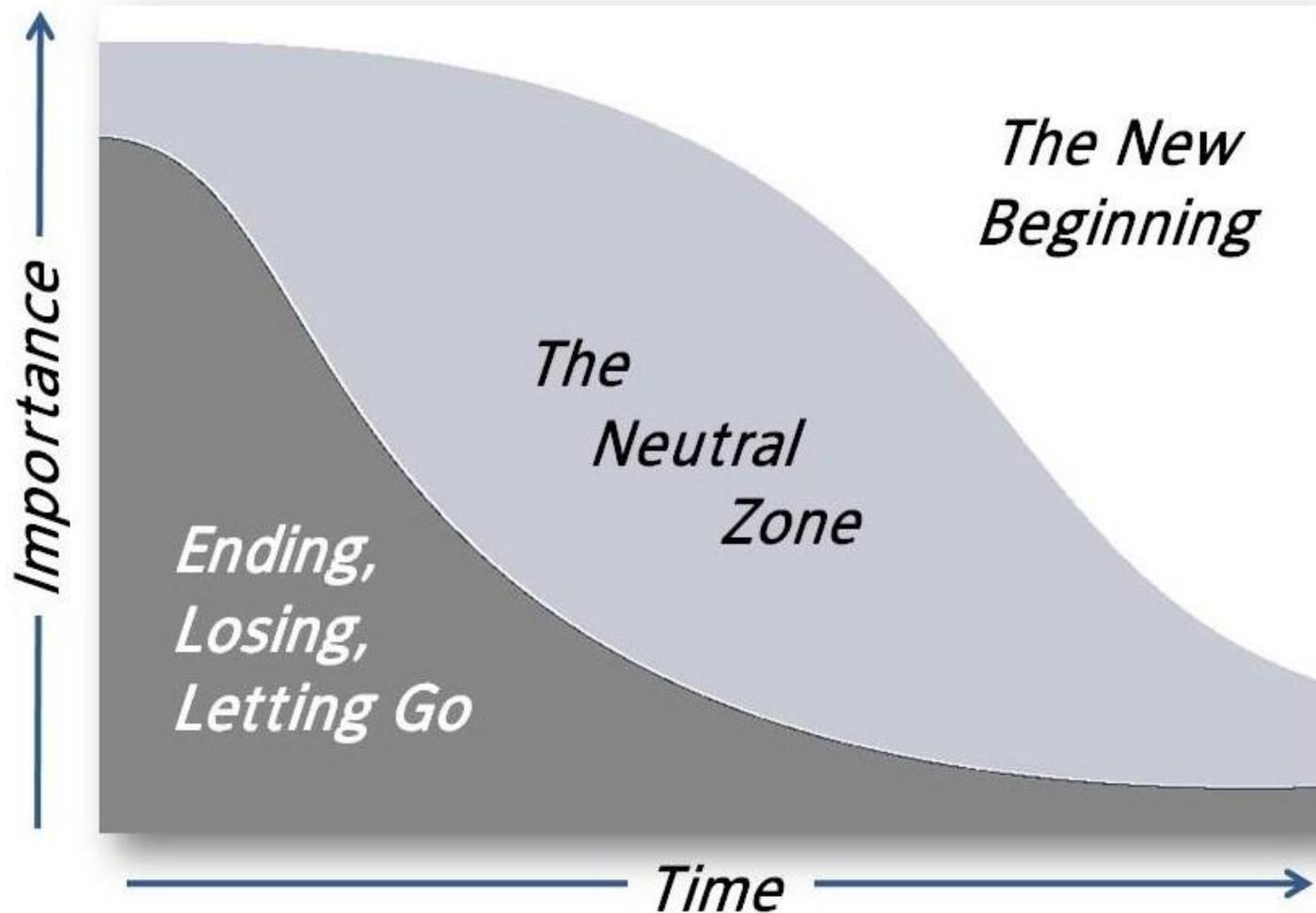
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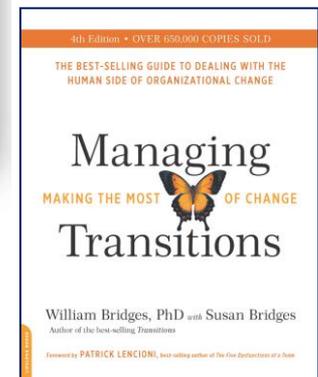
old way
new way

Change \neq Transition

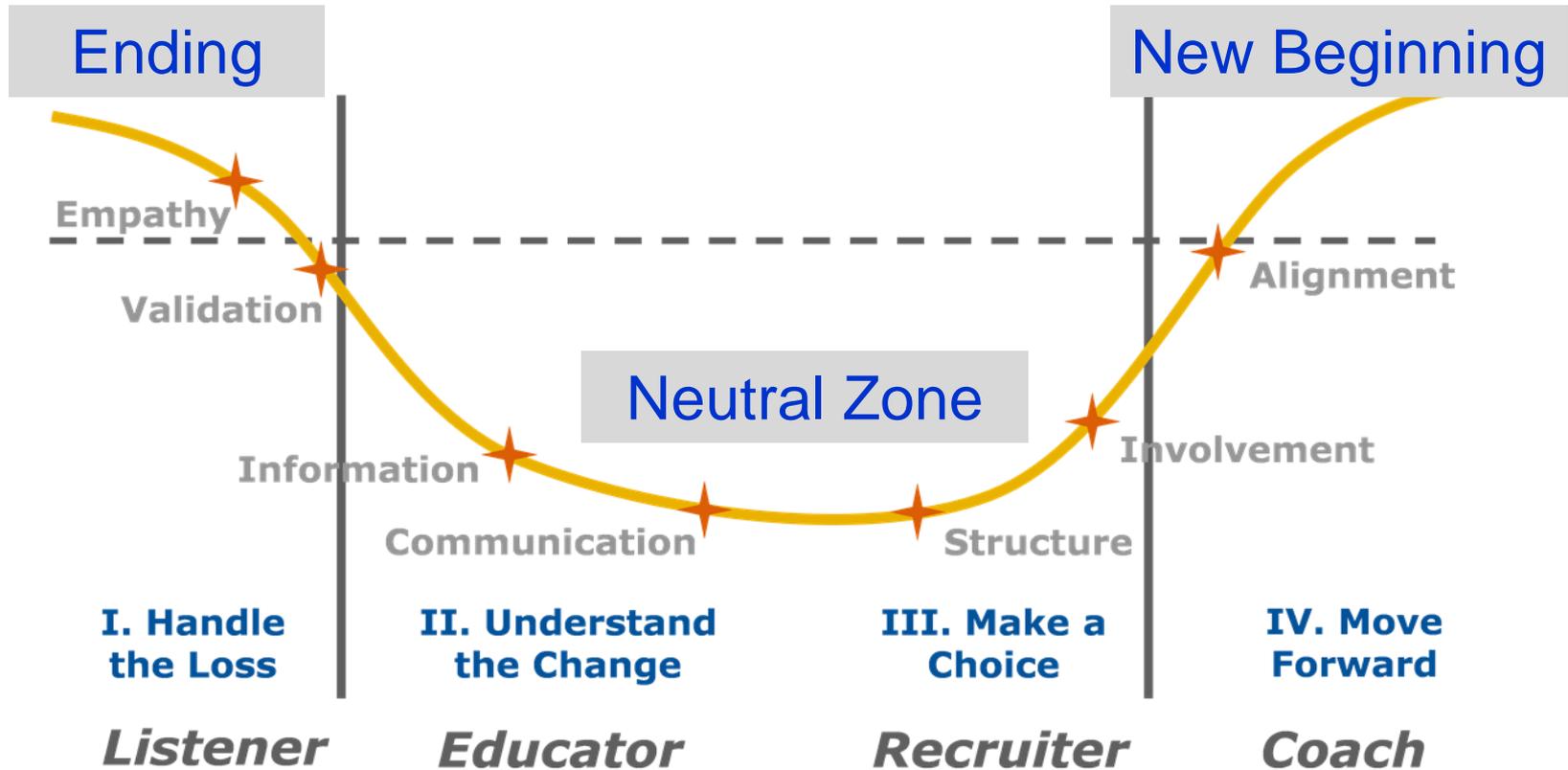
Bridges Model: *Three Phases of Transition*



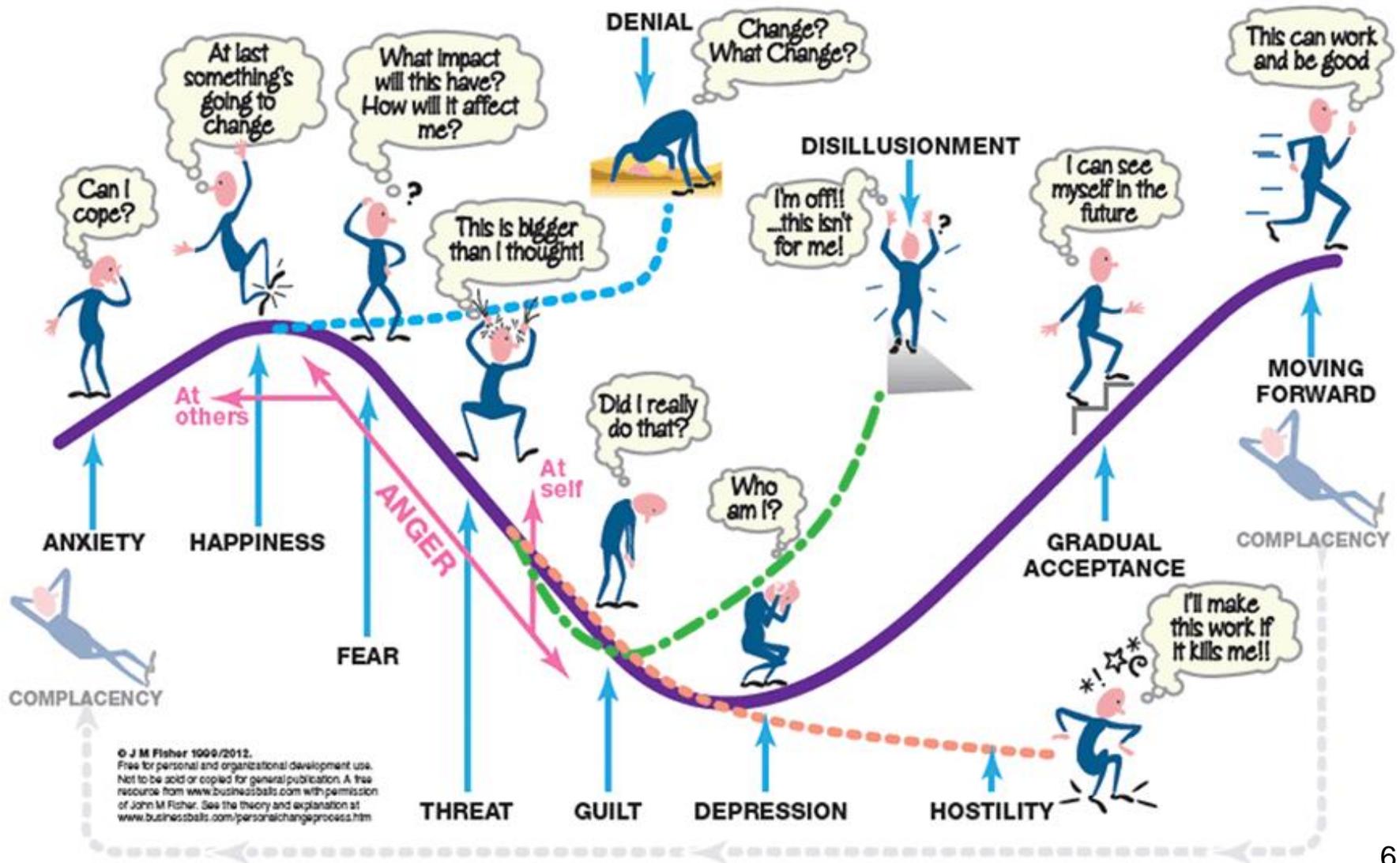
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Bridges Model: *Needs & Responses*



Stages of Psychological Transition



Stages of Grief

Stages of the Grief Cycle

"NORMAL" FUNCTIONING



Shock and Denial

- Avoidance
- Confusion
- Fear
- Numbness
- Blame

Anger

- Frustration
- Anxiety
- Irritation
- Embarrassment
- Shame

- Empowerment
- Security
- Self-esteem
- Meaning

Depression and Detachment

- Overwhelmed
- Blahs
- Lack of energy
- Helplessness

RETURN TO MEANINGFUL LIFE



Acceptance

- Exploring options
- A new plan in place

Dialogue and Bargaining

- Reaching out to others
- Desire to tell one's story
- Struggle to find meaning for what has happened

Shout Out:

Identify some transitions that have occurred in your area when people did not enter into a New Beginning

- What was the result for them and the department?
- What do you think keeps people from transitioning to New Beginnings?

Employee Reactions

What employees are feeling...

- Insecure about job
- Fear of the unknown
- Overwhelmed (change and workload)
- Mistrust of management
- Unquenchable need for information
- Guilt
- Lack of loyalty
- High stress levels
- Lower self-esteem
- Dependent on the organization

What Supervisors might see...

- Narrow-minded
- Aversion to risk
- Low productivity
- Low energy/depression
- Increased absenteeism
- Low morale
- Loss of pride in the organization
- Increased resistance
- Malicious compliance
- Acts of sabotage

Organizational Reaction

- Management credibility issues
- Politics replacing teamwork
- Creativity reduced
- Increased Unspoken Fear
- Need for meaningful work
- More concern re: skill development and personal growth
- Need for Recognition and appreciation

Missing the Mark



Best practices for leaders during change

Lead by example

- Model behaviors that you are asking others to assume: be positive, open, flexible, engaging of your team, and focused on your mission and objectives

Communicate

- Recognize that during times of change people need a lot of information on a regular and ongoing basis -- you can't over communicate at this time

Anticipate that people will approach change differently

- Be prepared with rationale and possible suggestions to involve people
- Help develop ideas and suggestions that will help them feel more in control of their work world

Visibility:

- Ensure visibility and accessibility of senior management. Increase informal communication and express appreciation to employees.

Case Study: *U-M Ann Arbor (Student Life)*

Reorganized Auxiliaries Anticipate Trends in University Business

Case Study: University of Michigan applies creative solutions to boost student quality of life while facing challenges.



Students of the 21st century have grown up alongside milestone technologies, super interactivity and thoughtful sustainability. The Millennial generation expects the same priorities from their college life experiences, and they want them customized for their individual needs.

Approaching its 2017 bicentennial, the University of Michigan faced additional daunting realities: a ten-year decline in state funding, leadership turnover, across-the-board cuts and cost reallocations. All this, as the university executes a renewal plan for Student Life facilities.

Despite the challenges, leadership recognized that just as residence halls, dining centers, student unions, meeting facilities, and recreation buildings needed updating, so did the auxiliary teams that managed those organizations. They set out to create memorable student experiences in a new way.

"We reorganized to stay ahead of economic and institutional changes. We've scrutinized our operations and realized ways to improve productivity, stimulate more revenue, and provide highly valued student services," said Loren Rullman, associate vice president for Student Life at the University of Michigan.

At first, the auxiliary leadership conducted visioning sessions where they raised concerns, shared ideas and identified opportunities for efficient operations. Execution came next. Budgets were reviewed and dissected. Jobs and staff capabilities were assessed. Talent and resource gaps were identified, and physical relocation of staff was evaluated.

The group also instituted sustainable practices, achieved green certifications and set higher goals for its operations by 2025.

"We put tremendous energy into the transition. We experienced both frustration and exhilaration of rebuilding a new organization. But it was well worth it. We're in a much better situation to move forward in a changing environment," said Rullman.

Leading Principles

Student Life auxiliaries initiated a reorganization to steer challenges into opportunities. Through these principles the organization is growing revenue and meeting high student and customer expectations.

- Focus clearly in support of student life; maintain mission
- Create highly integrated, intentionally coordinated and more efficient auxiliary units
- Utilize talent where most needed and productive
- Provide seamless change for students and other customers
- Be more aggressive about business aspects of services
- Direct revenue growth back to support the mission and core work of Student Life

University of Michigan Student Life Auxiliaries

HOUSING | UNIVERSITY UNIONS | RECREATIONAL SPORTS | MICHIGAN DINING

CAPITAL PROJECTS | CONFERENCE AND EVENT SERVICES | MARKETING

Context

- Ten year state allocation declines
- Seven year university budget reductions
- University leadership turnover
- Consolidated IT, Finance, Public Safety, HR
- Renovations: housing, dining, rec, union
- Redundancy in organizational structures
- Increasing interest in outsourcing
- Rising expectations among public/parents
- Legitimate requests for more from students
- Unflinching obligation to students
- Leadership fear (mine!)



Case Study: *Actions, Reactions, Results*

Two Years Later...

Actions

Gathering

- Three retreats (40 leaders)
- Many individual meetings
- Three Town Halls

Visioning

- Context presentation
- Case for change presentation
- Clear: What won't change!
- Destination described
- New org. structure announced
- New hires (over time)

Communicating

- Created transition team
- Issued regular Newsletter
- One-year anniversary party!

Reactions

Employee Fears

- Job loss
- Identity loss
- Functional area supervision loss
- Can I do this job?
- Will the students get lost?

Employee Emotions

- Anger
- Sadness
- Withdrawal
- Excitement
- Motivation
- Willingness

Employee Assumptions

- Loren long planned this change
- Loren doesn't understand our work
- Loren played favorites

Results

Productivity

- Revenue growth in ALL areas
- Budget / Labor sharing
- Existing positions for new needs
- Stronger branding, messaging

Organizational

- Easier project mgmt. (e.g. unions)
- New programs (e.g. fitness)
- Boundary crossing (e.g. dining)
- Better training (e.g. culinary)
- Stronger dept. collaboration

People

- New great leadership hires
- Growth opportunities for staff
- Taught us we can adapt
- Students ARE still in the CENTER

Case Study: *What We Learned...*

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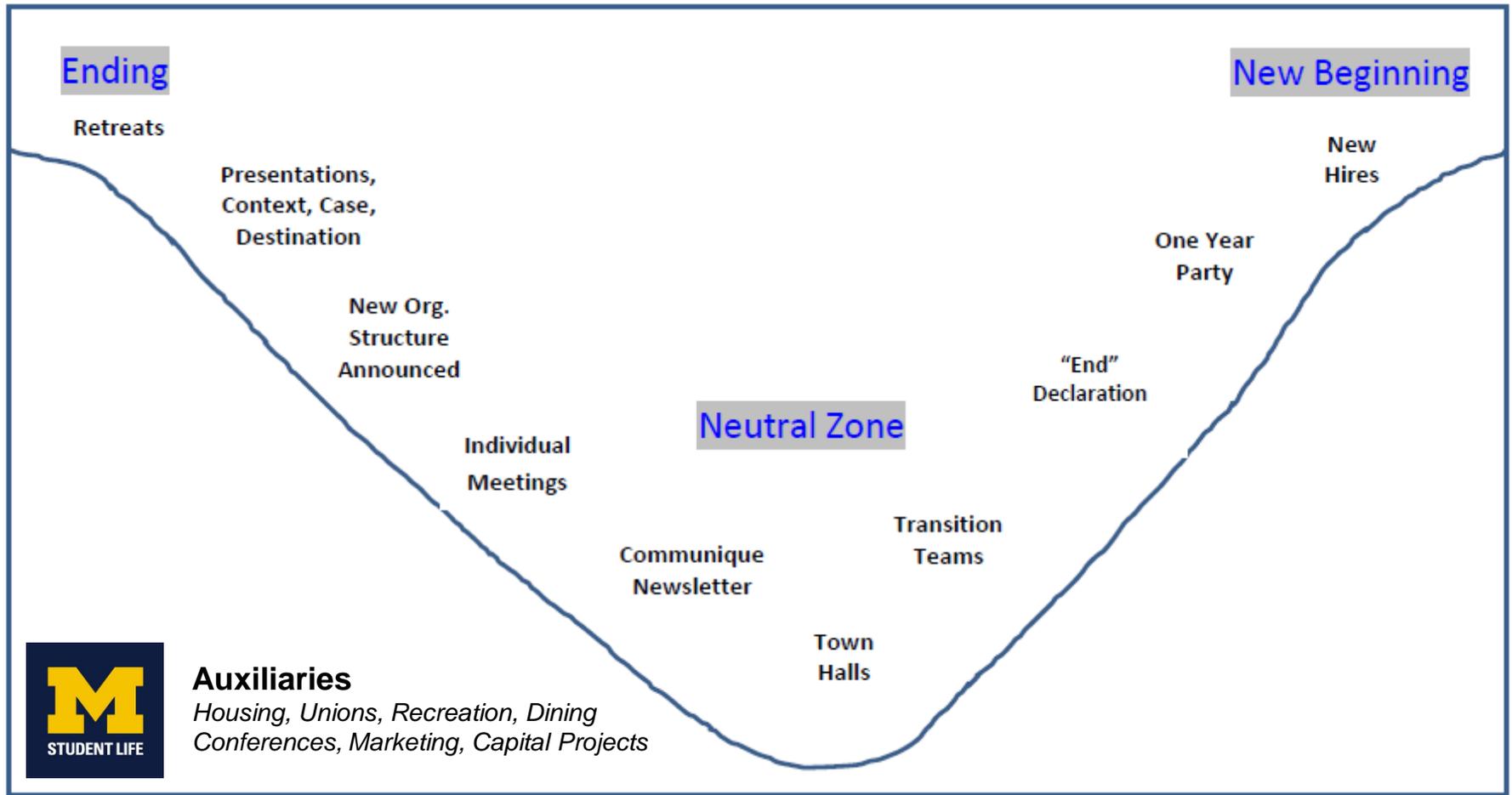
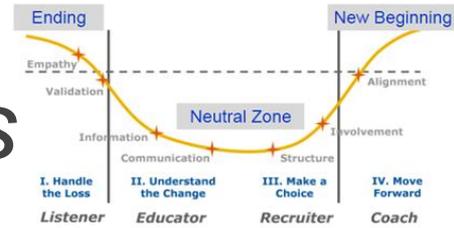
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Lessons

- There is no replacement for leadership
- No amount of information replaces courage
- Transition requires core "champions"
- It takes longer than expected
- Some people have been waiting for this
- Some people will leave
- Most people are resilient
- Student dev. background is good training
- Pretty soon... it feels "normal" (~3 yrs.)

Case Study: *Mapping to Bridges*



Questions?



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Sample Resources

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