



Leading through times of change

I am delighted to have been invited back to your Q2 cluster meeting to facilitate part two of your development programme.

Given the current changes in the business, it makes sense that this module should focus on how to lead through times of change.

Leadership tends to fall into two main categories:

- How you lead yourself
- How you lead others

This workshop will explore both sides of leading during change to ensure there is plenty of learning for everyone!

In readiness for the workshop it would be helpful to yourself and others if you read the following piece relating to change and give some thought to these questions:

Self

- What did you learn on the first workshop that is helpful to YOU during change
- How do you support yourself during *Immobilisation*?
- How do you know when you are in *denial* about a change?
- What behaviours do you display to others during *frustration*?

- Thinking of a recent change situation, how did you allow yourself to accept the change?

Others

- How can you use what you learnt on the first session to lead others through this change?
- What kind of support might others need during the *Immobilisation* stage?
 - How do you know this support is right for them?
- How would you spot that one of your team members is in *denial*?
- What behaviours can you expect from others if they are *frustrated* with this change?
- How might you help others to accept this change?

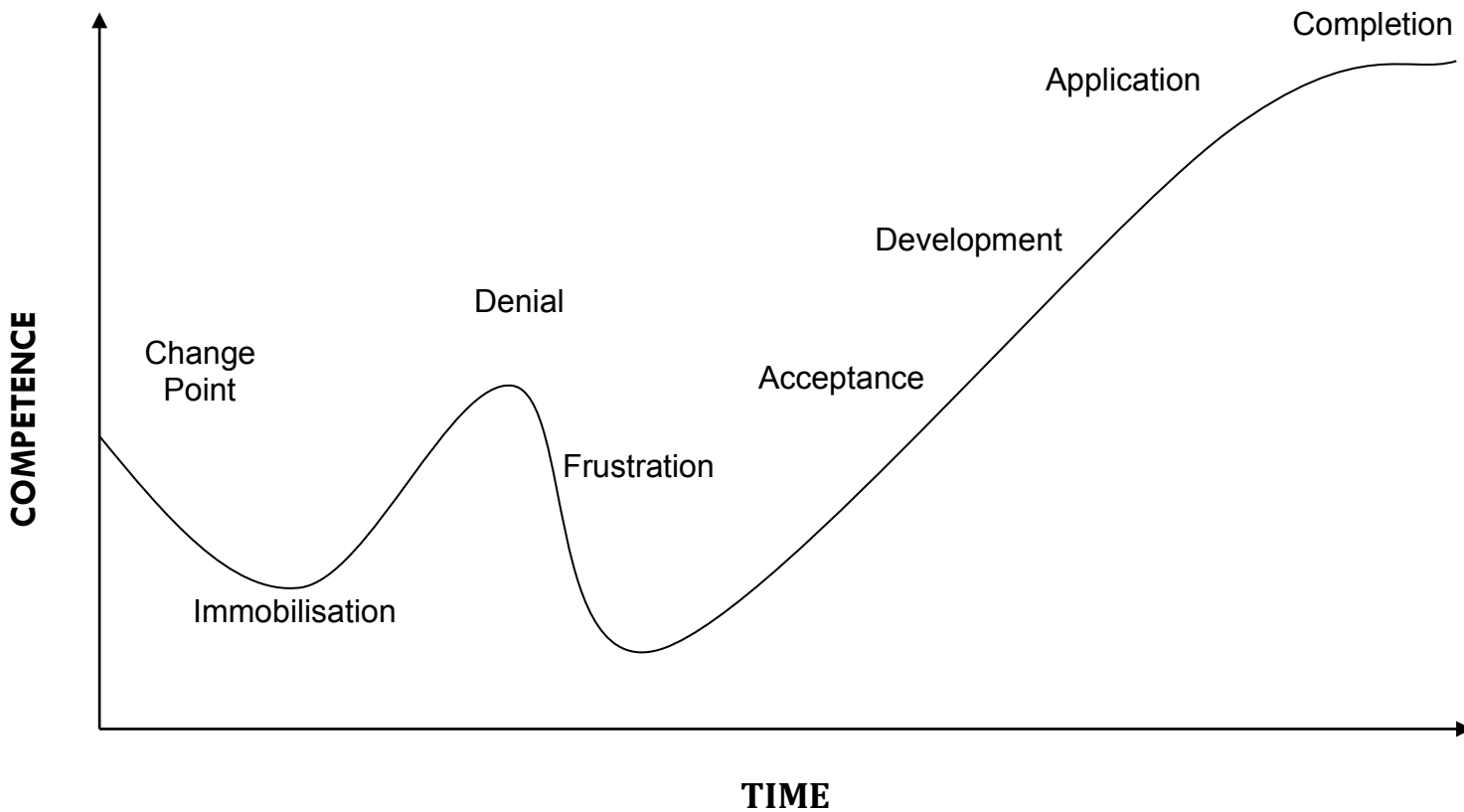
The Transition Curve

'Better the certainty of pain than the pain of uncertainty'
Pogo

Human beings like predictability. It is demonstrated all around us that we would often rather stay in a familiar situation than attempt anything that may be better, but uncertain. We are all affected by change, to a greater or lesser degree; we may enjoy the challenge or dread the results, but we are not likely to be neutral to it. So it can be of comfort to realise that what you are experiencing is not just to do with you, but is part of a natural process that everyone goes through. It is also interesting and useful to note that whether we choose to be involved in change or have it imposed on us, there is an identifiable pattern of stages that we go through to deal with it. The Transition Curve is one way of looking at these stages.

Even the smallest change is a loss of something we have become accustomed to, have valued, or has given us security and the loss is often at the root of our fear of and responses to change. However, there is never just loss – nature abhors a vacuum, and for there to be only loss in a situation would create just that. If something has been lost it means something else will take its place. The key to understanding and dealing with change is recognising and gaining comfort in the loss, and recognising and appreciating the gain.

The Transition Curve



The stages of Transition are:

Immobilisation

When we start anything new, we may get a sense of disorientation. Our previous securities and reference points do not apply. We may find meeting new people overwhelming. We don't know what is expected of us, or if we do don't know the implications. As a result our energy seems to drop and we may become dependent on others for guidance. We may not even be coping.

Denial

Once in the new situation we may find our confidence rises as we think we've been here before. We deal with our uncertainties by looking back and assuming things will happen as they have before. This helps us to calm our fears, so we feel we can cope. However, the present is not the past, and we may well be working to a different set up rules that it takes time for us to realise.

Frustration

At this point we recognise that our old ways of being are not enough. We know we need to change and do things differently, but don't know how or where to begin. The amount of new information may overwhelm us and we can feel deskilled. We may also feel that we are not getting the support we need from our manager or boss, or that they don't manage in the way we would like, or expect more from us than we can commit.

Acceptance

Once we recognise that we need to do things differently, and **allow ourselves** to know that we are in a new place, we enter acceptance. We relax more, and start to understand what the new situation is about. We may start to action plan for the future, and experiment.

Development

We now begin to know what we need to build on our skills and knowledge, and become increasingly competent. We take more control of our learning and development.

Application

We now begin to integrate new learning with previous experience, so that we can make connections and work our new ways of using our increasing skills

Completion

At this point we are happy with our skills, comfortable in our role, and ready to share our knowledge and skills with others. Once we are here, we may be ready to move onto something new. Then the whole process begins again!

I am very much looking forward top working with you again next week. If in the meantime you have any questions just let me know.

Many thanks

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