

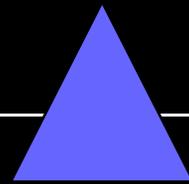
Capitalizing on Predictability of Change Presentation

Donna Peterson, Ed.D.
KPBSD Superintendent of Schools

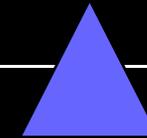
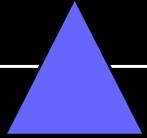
Adapted from Center for Creative
Leadership materials

Organization Change Through the Years

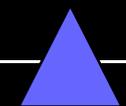
1950s



1960s



1970s



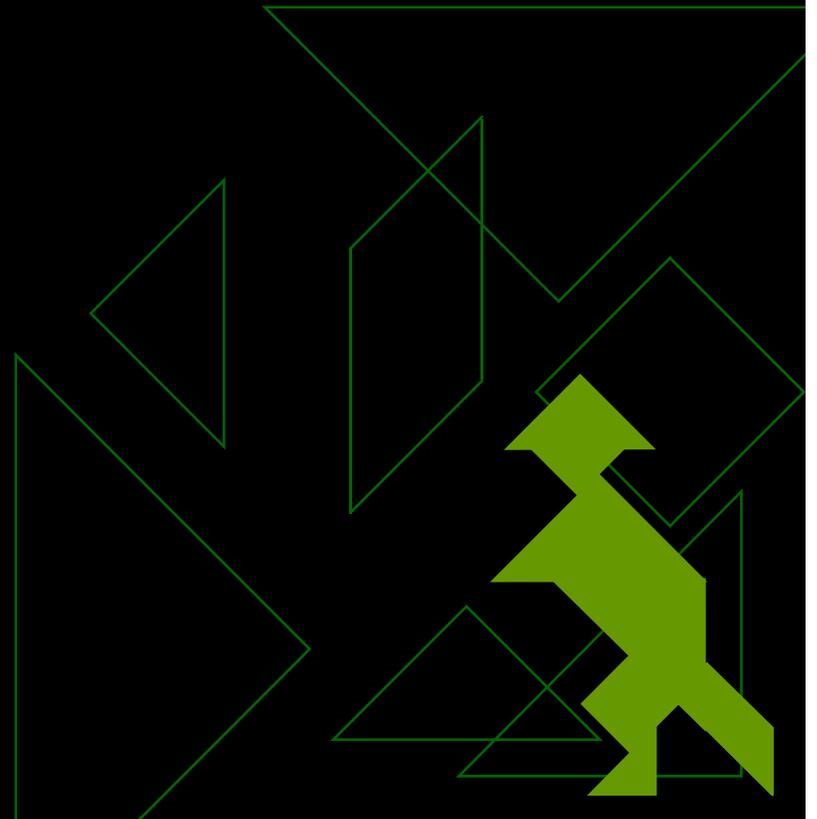
1980s



1990s

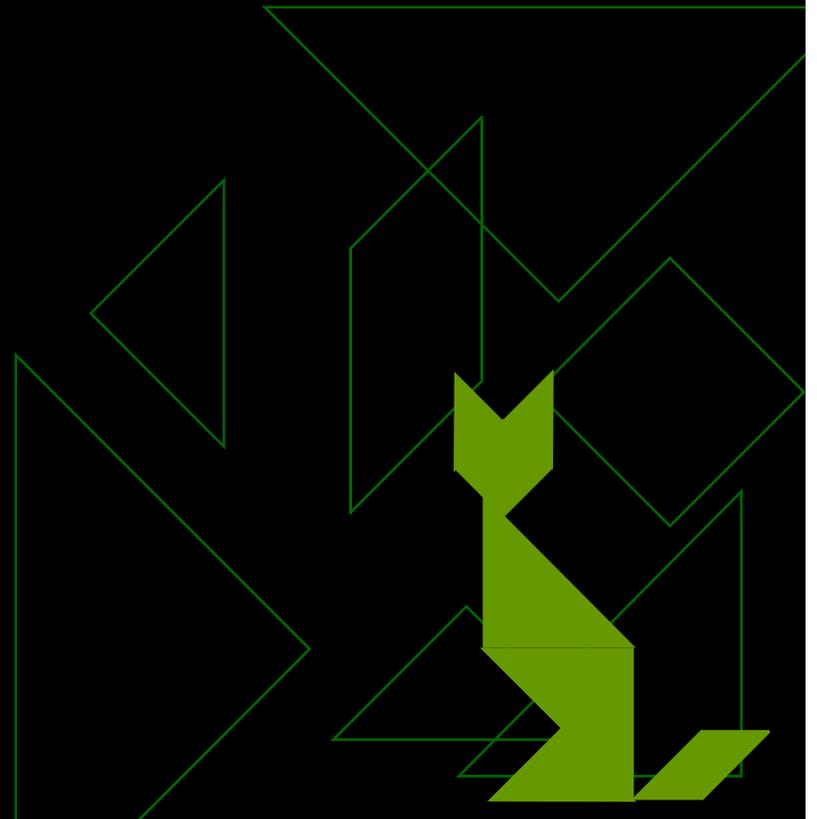


History of Change



Bridges work from early 80s

- ◆ Ending (letting go)
- ◆ Neutral Zone (wilderness)
- ◆ New Beginnings

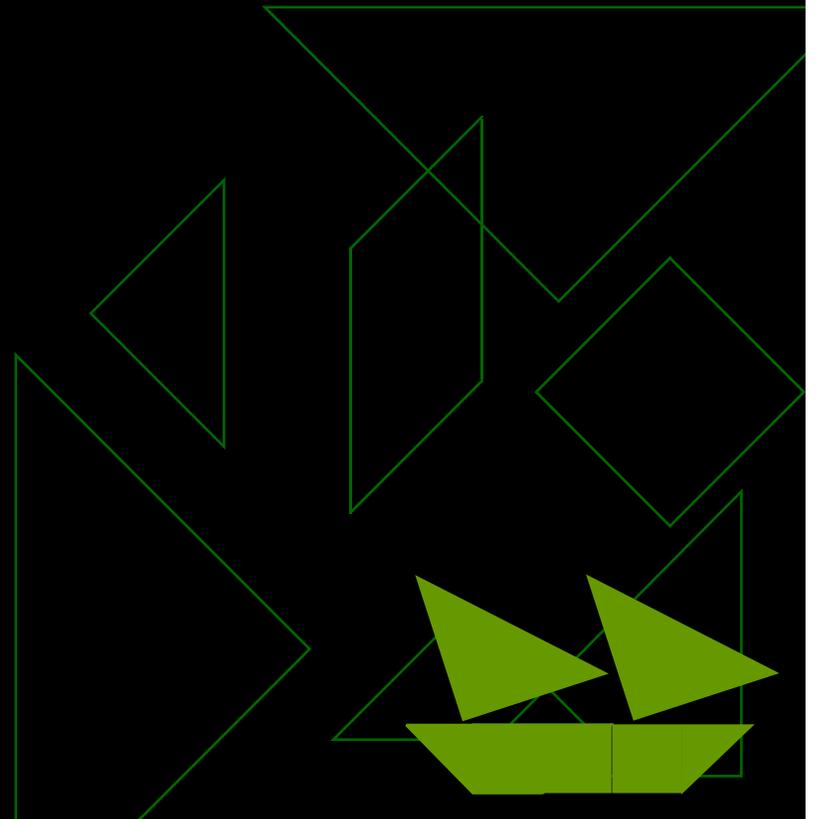
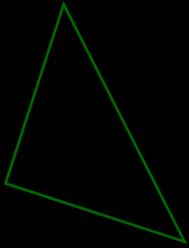


Response to Change

- ◆ Power juggling
- ◆ Anxiety and concern
- ◆ Need for control and balance



Change is the
event; transition
is the process



Change and Transition



Change is
“Situational”

- ◆ New site
- ◆ New boss
- ◆ New team roles
- ◆ New policy

Transition is
“Psychological”

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



The Experience of Transition

Ending

Key Issue:

Letting go of what was

Neutral Zone

Key Issue:

Finding clarity amid the confusion

Beginning

Key Issue:

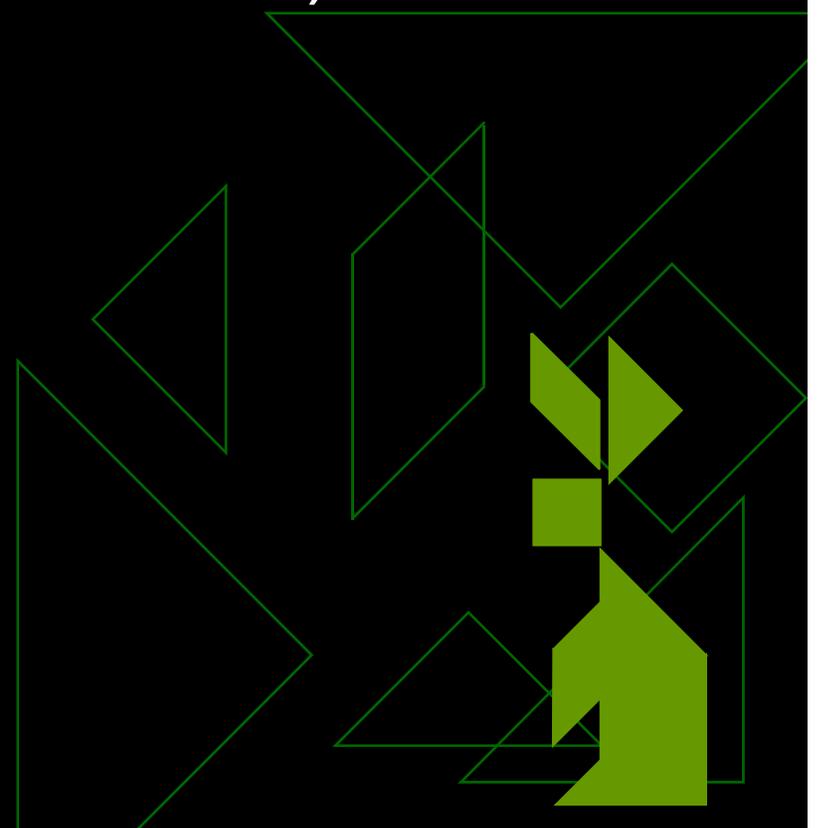
Managing the ambivalence of starting something new



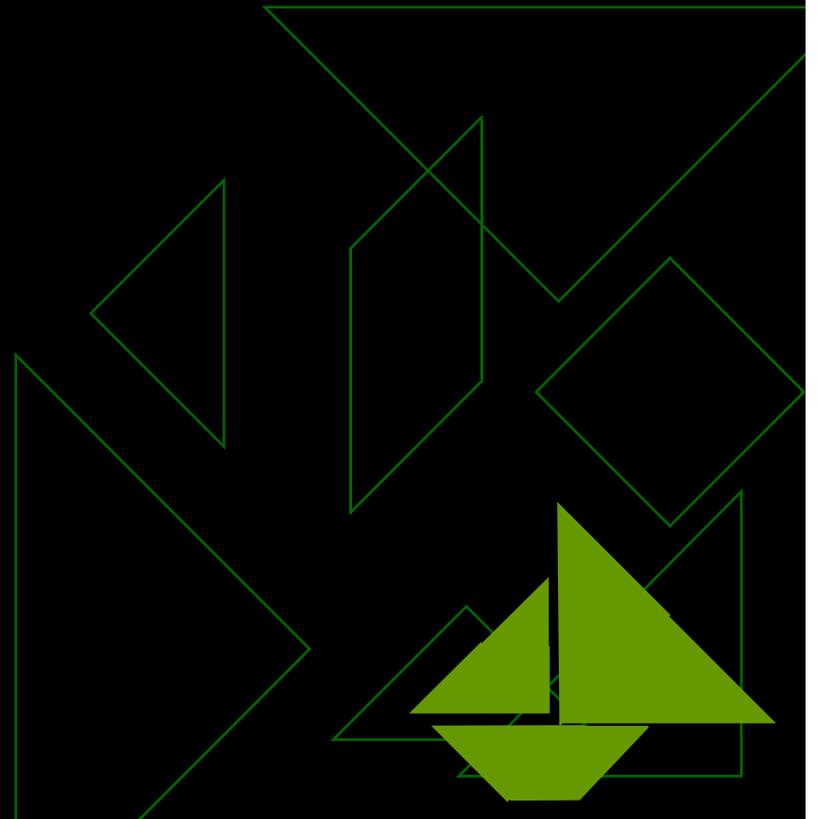
In either case, you are in more than one of these phases at the same time, and the movement through transition is marked by a change in the dominance of one phase as it gives way to the next.

Managing the Transition

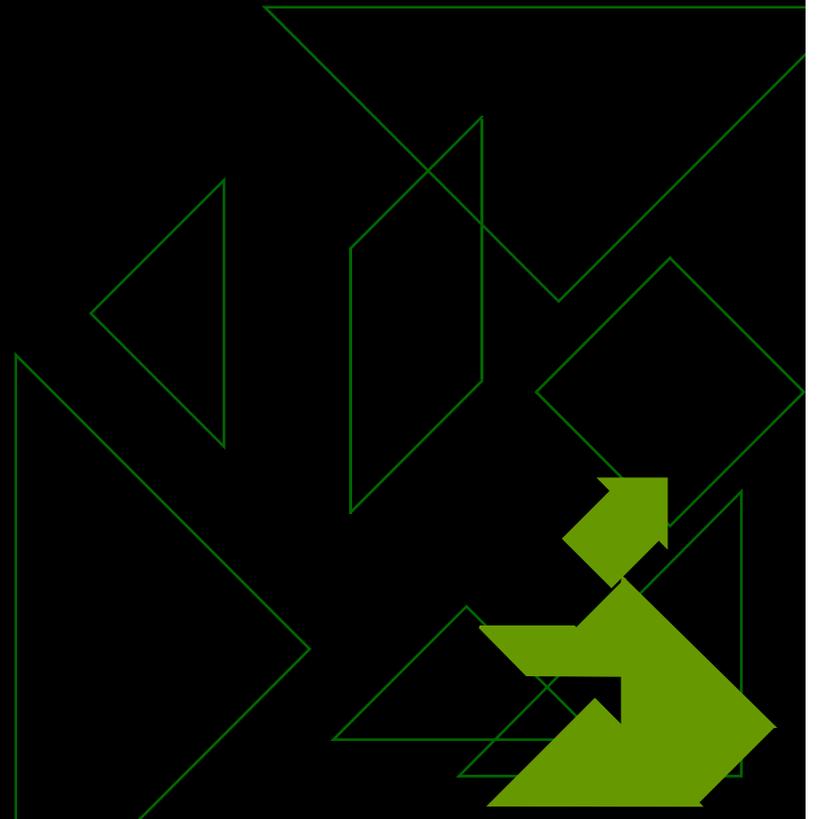
1. Purpose (What? Why?)
2. Picture (Outcome look? Feel?)
3. Plan (Where begin?)
4. Part (Your role)



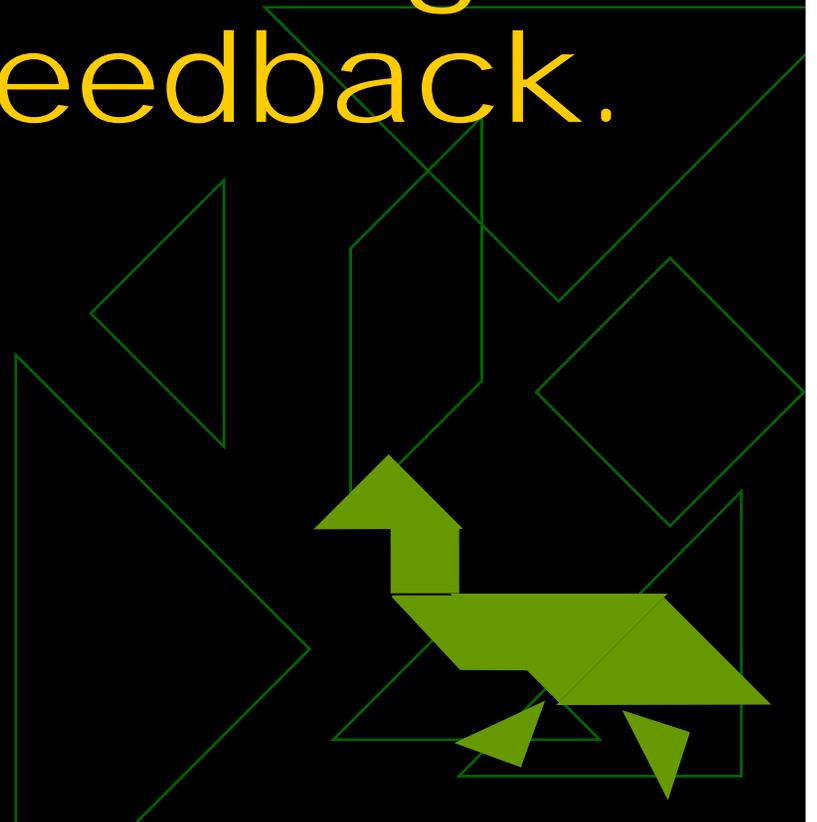
Transition would
be really easy
except for people



Perception is reality



The higher in the organization you are, the more difficult it is to get good feedback.



Through transition,
focus on small wins.

These reassure your
allies and confound your
enemies.



