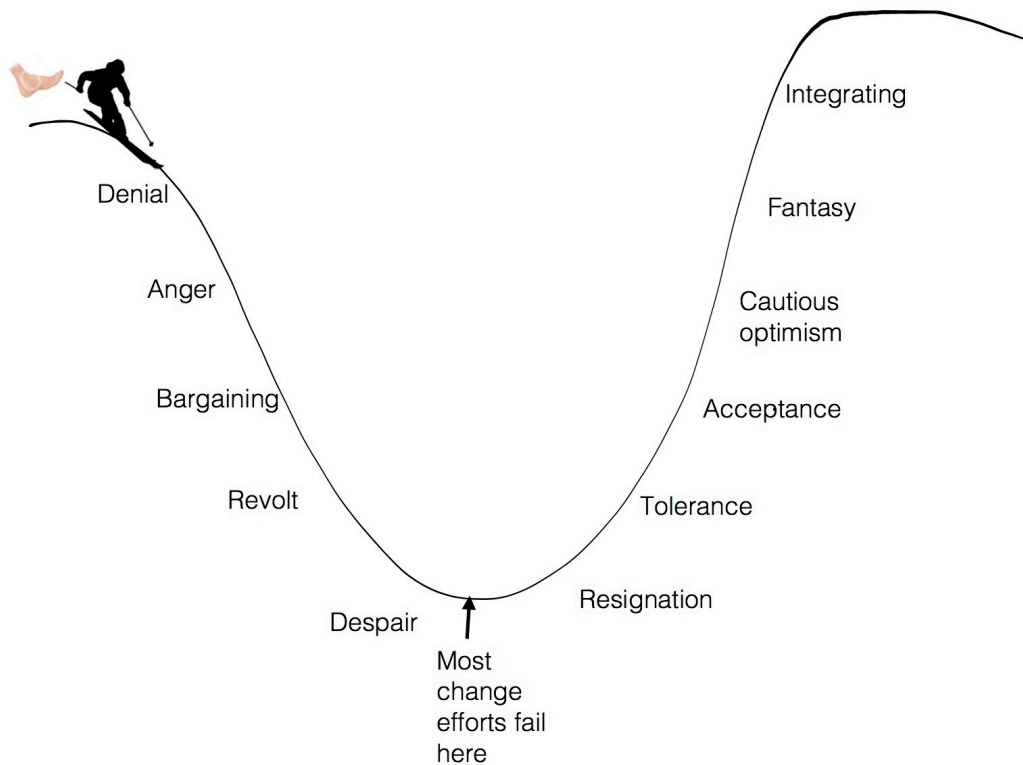


# The CHANGE – U A Mental Ski Hill

Based on work of Elizabeth Kubler Ross with ideas from Barbara Grant and Yarrow Durbin



## Note:

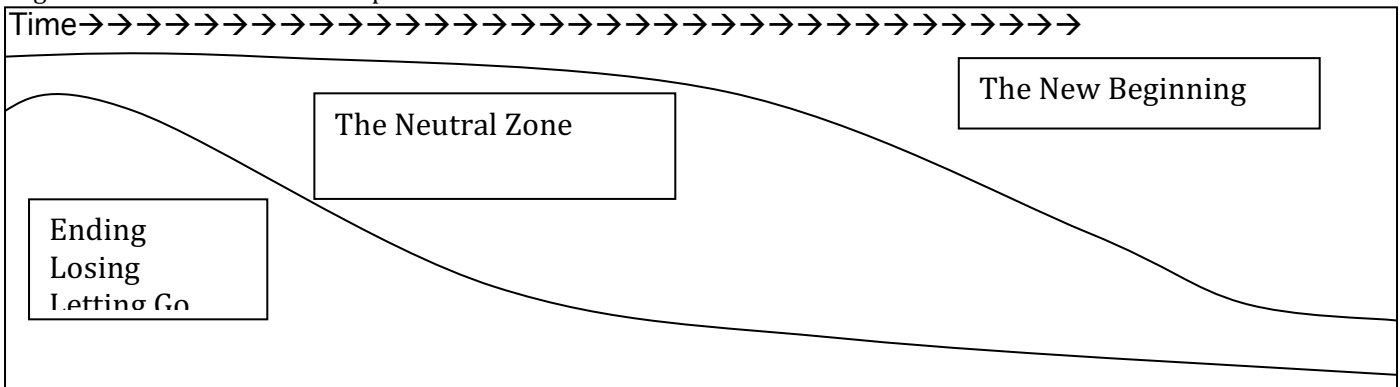
- 1) The desire is to experience the upside of the change, but the initial experience is often the down side.
- 2) If X is the moment someone THOUGHT of the change, and Y is the moment of DOING something different, then
  - a. As an INITIATOR, your X usually precedes Y. But
  - b. In real life for many involved, Y precedes X and people feel PUSHED off the hill.
- 3) People ski at different rates, start at different times, and have more or less balance on skis, and different ski histories
- 4) Therefore, at any moment, different people are at different points in the slope. This is natural and to be expected and respected.
- 5) You as a leader are usually skiing too, while still being responsible for helping others on the slope.

## Implications:

- 2) Expect skiing and don't take it personally. Each person experiences change at their own pace.
- 3) Support people where they are on the hill without denying, being defensive, nor giving up too soon. Camping in despair is bad.
- 4) Giving more time between X (idea) and Y (actions) is helpful (including "leaks" of information). This gives people time and space for feelings before action is needed.
- 5) Resilience is cumulative – we build our courage by making it to next hill well.
- 6) General tips:
  - a. Lean in
  - b. Go with the fall line
  - c. Lower your center of gravity
  - d. Have a fluid response
  - e. Be courageous AND wise.

## Bridges' Three Stages of Transition

William Bridges in his excellent guide, Managing Transitions, Making Sense of Life's Stages, has identified three stages involved in a transition that individuals and groups experience while undergoing change. Transitions start with an ending, and end with a beginning: > Of course, people can move back and forth in the zones but generally, if they tend the transition with care, move forward through the three states. Everyone does this at their own pace, and people in the same organization can be in different places at the same time



	Endings	Neutral Zone	Beginnings
	Dealing with Loss, Letting Go	Transitional Period – old is gone but new isn't fully operational – opportunities for creativity	Setting New Goals Integration, Reinventing Yourself
How to manage or lead in this zone:	<ol style="list-style-type: none"> <li>1. Identify who is losing what</li> <li>2. Accept reality and importance of how people feel about what they are losing</li> <li>3. Don't be surprised at overreaction</li> <li>4. Acknowledge losses openly and sympathetically</li> <li>5. Accept and expect signs of grieving (anger, bargaining, anxiety, sadness, disorientation, depression)</li> <li>6. Compensate for the losses</li> <li>7. Give people information over and over and over again</li> <li>8. Define what's over and what isn't</li> <li>9. Mark the endings</li> <li>10. Treat the past with respect</li> <li>11. Let people take a piece of the old way with them</li> <li>12. Show how you can ensure continuity of what really matters</li> </ol>	<ol style="list-style-type: none"> <li>1. Normalize the neutral zone – name it and use a positive metaphor (thread we follow)</li> <li>2. Create temporary systems to help guide</li> <li>3. Strengthen intra group connections</li> <li>4. Use a transition monitoring team</li> <li>5. Encourage creativity and explore new approaches</li> <li>6. Support each other in managing the ambiguity with a positive frame</li> </ol>	4 P's <ol style="list-style-type: none"> <li>1. Clarify the <b>Purpose</b> of the changes and new steps</li> <li>2. <b>Paint a clear Picture</b> of what it will look like</li> <li>3. Lay out a clear <b>Plan</b> for phasing in the changes</li> <li>4. Give each person a <b>Part to Play</b> in the new context.</li> </ol>
Common reactions	Anxiety, Blame, Fear, Shock Numbness, Anger, Resentment, cynicism, despair,	Anxiety, Confusion, Uncertainty Feeling overloaded Polarization .....but maybe also Freedom, excitement, curiosity, energy	Excitement, fear, anxiety, overload, energy

Stages overlap as multiple change efforts intersect – AND – in these days of continuous change, we're almost always in one OR MORE of these stages in different parts of our lives.