

ENDINGS

Bridges (2009) describes “the leader’s role during endings” (p. 159). Considerations include:

- Don’t overreact to resistance and opposition.
- People are not resisting change per se; they are resisting letting go of things that they have always done, or situations that they have depended on.
- Cut people slack when they mourn losses.
- People will crave information though they may have trouble remembering it.
- Leaders communicate more through action than words, and at this time you may be relying too much on words.
- Define for staff what it is time to let go of and what they do not have to let go of.
- A leader who shies away from naming an ending is a leader who later finds that people have not let go of the past and are stuck in the middle of transition long after they should have made a new beginning.

CUES

Feelings:	Fear, Resentment
Thoughts:	Cautious, Skeptical
Behaviours:	Paralyzed, Resistant

LANGUAGE

<p>“Why?”</p> <p>“Why me?”</p> <p>“I’m afraid of what this will mean.”</p> <p>“This is just another flavour of the month.”</p> <p>“I don’t trust them.”</p> <p>“They’re not telling us everything.”</p> <p>“I’m not doing this.”</p> <p>“This isn’t fair.”</p> <p>“They don’t even know what we do, yet they’re telling us how to change it!”</p>

Avoid:	Strive To:
x Trying to fix the change	✓ Manage fears
x Sending a message that the old way was better	✓ Have empathy towards others
x “Selling” the change	✓ Listen
x Becoming defensive when others are: blaming, angry, critical	✓ Ask for help, and encourage others to do so
x Arguing about what was or was not communicated	✓ Use humour
x Ignoring conflict	✓ Dialogue

Adapted from:

Bridges, W. (2009). *Managing transitions: making the most out of change* (3rd ed.). Philadelphia: Da Capo Press.

Salerno, A. & Brock, L. (2008). *The change cycle: how people can survive and thrive in organizational change*. San Francisco: Berrett-Koehler Publishers.

LEADERSHIP CAPABILITIES WHEN LETTING GO / ENDING

Lead Self	<p>Self aware: <i>Be emotionally self aware. Recognize your own emotions and the impact on others. Be aware of your perceptions and assumptions. Be aware of values and principles that underlie your choices and actions.</i></p> <p>Manage self: <i>Manage emotions.</i></p> <p>Demonstrate character: <i>Act with personal integrity. Exhibit emotional resiliency — the ability to bounce back from setbacks and overcome adversity.</i></p>
Engage Others	<p>Communicate effectively: <i>Ask more coaching questions and listen wholly to answers. Use and foster mentoring, coaching, dialogue in conversations. Be sensitive to cultural nuances. Use different forms of communication to capture attention.</i></p> <p>Build teams: <i>Create collaborative opportunities to learn and build trust.</i></p>
Achieve Results	<p>Set direction: <i>Create a compelling vision for the future. Exhibit ability to scan the environment, listen to customers / clients / patients.</i></p>

NOTES:

NEUTRAL ZONE

Bridges (2009) describes “the leader’s role in the neutral zone” (p. 160). Considerations include:

- People in this phase feel lost and confused, so need CUSP (Control, Understanding, Support and a clear sense of Priorities).
- People struggle to adjust to change...remember that they are searching for ways to... get more control of their situation, to understand what is happening to them, and recover the feeling of being supported.
- Clarify the new priorities and reinforce them in practice with examples and rewards.
- Express whatever concern you feel for employees. One action that expresses concern is listening. Good communication has less to do with what you say than with your ability to really hear what others are saying.

CUES

Feelings:	Anxiety
Thoughts:	Confused
Behaviours:	Unproductive

LANGUAGE

“I can’t keep up.”
 “I am overwhelmed.”
 “We are doomed to fail.”
 “No matter how much I do, they keep expecting me to do more.”
 “This is useless.”
 “I know what I need to do; I just can’t seem to take the first step.”
 “Maybe we should wait to see if there is a better solution.”
 “I don’t want to do anything else until I get this part perfectly.”

Avoid:	Strive To:
x Asking too much of yourself and others	✓ Be realistic about how much time is needed in this zone to get things done
x Grinding (pushing yourself or others too hard without breaks)	✓ Make sure breaks are optimized
x Giving up	✓ Practice patience (with self and others), persistence, and play!
x Micro-management	✓ Welcome innovation
x Perfectionism	✓ Demonstrate transparency in decision-making
x Isolating yourself	✓ Encourage collaboration and cohesiveness
x Losing focus	

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LEADERSHIP CAPABILITIES TO NAVIGATE THE NEUTRAL ZONE

Engage Others	<p>Contribute to the creation of healthy organizations: <i>Model and provide wellness activities and initiatives. Maintain a focus on safety, service and quality during change initiatives.</i></p> <p>Build teams: <i>Find ways to use peoples' strengths for team projects.</i></p>
Achieve Results	<p>Strategically align decisions with vision, values and evidence</p> <p>Take action to implement decisions: <i>Have an absolute focus on results. Work with those who are ready to act, reduce time associated with decision-making. Clarify the strategic focus and desired outcomes, determine the non-negotiable core and transparent measures of success, then let go of the details.</i></p>
Develop Coalitions	<p>Purposefully build partnerships and networks to create results: <i>Understand the different types of forms for collaborative initiatives and select the type that most suits the aim. Seek out and maintain executive management and / or board-level support.</i></p>
Systems Transformation	<p>Encourage and support innovation: <i>Innovation is the engine of creativity — create a supportive climate and encourage innovation.</i></p>

NOTES:

NEW BEGINNINGS

Bridges (2009) describes “the leader’s role during new beginnings” (p. 161). Considerations include:

- Don’t miss the spirit of the intended outcome of a change by getting too mired in the details of how the change is supposed to be carried out. It is possible to reach the end goal via many different pathways.
- Think of rewarding new behaviours and attitudes.
- Leaders tend to be further into the new beginnings than their staff. If you have known about the changes longer and have a big picture view of the reasons for it, etc., then you will be able to make your new beginnings before others. Until they catch up they are going to have different needs than you do.

CUES

Feelings:	Confidence, Satisfaction
Thoughts:	Pragmatic, Focused
Behaviours:	Productive, Generous

LANGUAGE

“I didn’t see it at first, but now I understand how this can work.”
 “Why are some people so slow to catch on?”
 “This is working better than expected.”
 “There are some benefits to this.”
 “This turned out all right!”
 “I’ve learned some things through this.”
 “How can I help?”

Avoid:	Strive To:
x Thinking you have learned everything you can	✓ Explore what others are looking forward to
x Focusing on trivial mistakes	✓ Take initiative and encourage others to do the same
x Keeping your learning / understanding to yourself	✓ Encourage others to teach and lead
x Complacency	✓ Evaluate and re-prioritize as necessary
x Impatience with others who are in earlier zones	✓ Use new knowledge to improve systems and processes
	✓ Plan for the future
	✓ Prepare for the future through targeted skill building

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LEADERSHIP CAPABILITIES FOR NEW BEGINNINGS

Engage Others	Foster development of others: <i>Learn with others and encourage learning while working. Recognize and reward the work and efforts of others. Create development plans that focus on learning in the area of strength.</i>
Achieve Results	Assess and evaluate: <i>Ensure that measuring the achievement of results includes accurate data collection, good information systems, clear analysis, and relevant reports.</i>
Systems Transformation	Champion and orchestrate change: <i>Be responsible for improving health system performance and take actions that contribute to the success of Nova Scotia Health Authority.</i> Orient yourself strategically to the future: <i>Always tune in with trends, issues, and values that are shaping the future. Emphasize sophisticated relationship / management, influence, communication, and negotiation skills to engage diverse individuals and publics in creating the future.</i>

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