





## Ice Breaker

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- Name and Location
- Say a few words that comes to mind right after the word "CHANGE." Don't think too hard.



## Learning Objectives

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- Describe change and transition
- Manage endings & losses
- Create communication messages to overcome ambiguity and maintain commitment
- Identify strategies to help changes gain traction
- Plan for nonstop change



## Lesson 1: Change vs. Transition

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**Change** is an event, is situational, and external to us.

**Transition** is a gradual, psychological reorientation that happens inside us as we try to adapt to change.



## Change vs. Transition

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- Defined, start/stop
- Driven by events
- Starts with and focused on outcomes
- Relatively quick
- Focus is about what is to be gained
- Gradual
- Must be experienced
- Starts where people are
- Focused on process
- Gradual and slow
- Focus may be on what is ending



# Maintaining Collaborations Through Change

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- Establish a successful foundation for change
- Consider solutions that address the need for change
- Conduct an impact assessment on the solutions
- Choose the best solution and design an implementation plan
- Implement the plan and correct as necessary



## Core Activities of Transition Management

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- Identify where people stand in the transition process
- Implement strategies for managing endings and losses
- Implement strategies for leading people through an in-between period of ambiguity
- Implement strategies for helping people with new beginnings



## Reasons for Resistance

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- Loss of identity and familiar “world”
- Disorientation and lack of control
- Risk of failure in an unfamiliar “world”





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## Lesson 2: Managing Endings

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# Who Stands to Lose?

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- You
- Groups
- Individuals
- Others



## Managing Endings

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- Acknowledge endings and losses.
- Accept grieving as natural and necessary.
- "Sell" the problem or opportunity.
- Provide information.
- Give people a piece of the past to take with them.
- Use ceremony or symbolic events to honor the past.



# Lesson 3: Navigating the Unknown

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The 2 Cs (Intent) : Connection and Concern

The 4 Ps (Content): Purpose, Picture, Plan, Part



# Navigating the Unknown Equation

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Need x Vision x Clear First Steps > Cost of  
Change

or

$N \times V \times CFS > CoC$



# Communication Principles

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- 6 Xs Rule
- Vary the Medium
- Ensure two-way interactions
- Ensure consistency



# Communication Principles

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- Understanding is more important than agreement
- Listening is twice as important as talking
- Tell people the good news and the bad news
- People usually complain before they create



# Communication Checklist

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- What is really driving the change?
- What would happen if we didn't change?
- What will we become through the change?
- How does the change fit with or grow out of our past?
- What does the change permit us to keep or protect?





## When You Don't Have Answers

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- When you can't answer, tell them how the answer will be determined and by when
- When you run into a delay explain what you are doing about the problems causing the delay



# Temporary Solutions

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- Reporting Relationships
- Organizational Structure
- Communication Systems
- Training Programs
- Staffing
- Work Schedules
- Policies
- Roles
- Decision Making
- Priorities
- Material Resources
- Compensation Arrangements



## Lesson 4: Strategies for Beginnings

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- Fine tune your implementation plan
- Clarify any changes to the implementation
- Conduct a pilot or partial test
- Focus on a few quick successes
- Build in responsiveness and flexibility



# Where Do People Stand in the Transition Process?

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- Not yet in transition
- Endings
- The Unknown/Neutral Zone
- Beginnings
- Finished with transition



# Lesson 5: Continuous Change

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12-24 Months Ago	Now Underway	12-24 Months from Now



## Wrap Up

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“I came here today expecting  
\_\_\_\_\_, and I’m leaving with  
\_\_\_\_\_.”

Please complete the [evaluation](#) form!



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