Change is Coming: Understanding, Accepting, and Managing Change
ABOUT ME OR WHY YOU SHOULD LISTEN TO ME

Dan Stone

• Academic Advisor – The University of Akron
• ZACADA Executive Board

Other Jobs/Experiences:
• 7 additional Years - Advising/Student Services
• Adjunct History Instructor
• 3 Years – Training Analyst
• 7 Years – Public History

That’s what I do: I drink and I know things.
WHY DO WE FEAR CHANGE
HUMANS ARE CREATURES OF HABIT

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Do you know your place?

A Game of Thrones
MANAGING TRANSITIONS

• William Bridges

“It isn’t the Changes that do you in, it’s the transitions. They aren’t the same thing.”

~ William Bridges, Managing Transitions

• Change is situational
• Transitions are psychological

(Bridges, 2009, 3)
1. Ending, Losing, Letting Go
2. The Neutral Zone
3. The New Beginning
ENDING, LOSING, LETTING GO

- Resistance to the Change
- Uncertainty & Fear
- Emotional Upheaval

To Be Successful During this time:
- Don’t Be Surprised by Overreaction
- Acknowledge loses open and Sympathetically
- Expect Signs of Grieving
- Compensate for Losses
- Give People Information, Repeatedly
- Show how the Change Ensures the Continuity of What Really Matters

(Bridges, 2009, pp. 23-37)
THE NEUTRAL ZONE

• Resentment to the Change Initiative
• Low Moral/Low Productivity
• Anxiety About Role/Identity
• Skepticism About the Change Initiative
• A Creative Time

To Be Successful During this time:
• Get people Through while encouraging Innovation
• Normalize and Refine
• Strengthen Intragroup Connections
• Provide Training for Discovery and Innovation
• Encourage Brainstorming and Experimentations
• Embrace Setbacks as entry Points for new Solutions

“CHAOIS ISN’T A PIT. CHAOS IS A LADDER.”

(Bridges, 2009, pp. 39-56)
THE NEW BEGINNING

- Ambivalence
- Acceptance
- Growing Moral/High Productivity
- Renewed Commitment Role/Identity
- Skepticism About the Change Initiative
- Openness to Learning

To Be Successful During this time:
- Clarify and Communicate the Purpose
- Visualization – Have a Picture
- Create a Plan
- Show People their Role
- Reinforce the New Beginning
  - Be Consistent
  - Ensure Quick Successes
  - Symbolize the New Identities
  - Celebrate the Successes

(Bridges, 2009, pp. 57-74)
DEALING WITH CHANGE WESTROISI STYLE

GEORGE R.R. MARTIN

A SONG OF ICE AND FIRE

[Map of Westeros and the Free Cities]
An Now Our Watch Begins

Jon Snow and the Wildlings
MUCH WORSE ENEMY
YOU KNOW NOTHING JON SNOW
LEADING CHANGE &
OUR ICEBERG IS MELTING
John Kotter
OUR ICEBERG IS MELTING

Main Characters

Fred ~ the curious, observant and creative, Level Headed,

Alice ~ Go-getter, Driving Force, Pragmatic and Impartial

Louis ~ Leader, Experience, and Wisdom

Buddy ~ Charismatic, Calms Fears, Well-Liked, not overly ambitious

The Professor ~ Intelligent, Analytical, Socially Awkward

NoNo ~ Spends time working Against the Others and Their Solution
OUR ICEBERG IS MELTING

GOT CHARACTERS

~ THE CURIOUS, OBSERVANT AND CREATIVE, LEVEL HEADED,
~ GO-GETTER, DRIVING FORCE, PRAGMATIC AND IMPARTIAL
~ LEADER, EXPERIENCE, AND WISDOM
~ CHARISMATIC, CALMS FEARS, WELL LIKED, NOT OVERLY AMBITIOUS
~ INTELLIGENT, ANALYTICAL, SOCIALLY AWKWARD
~ SPENDS TIME WORKING AGAINST THE OTHERS AND THEIR SOLUTION
Our Iceberg Is Melting
The 8 Step Process of Successful Change

Set the Stage

1. Create a sense of Urgency
   • Need for change, to act immediately

2. Pull Together the Guiding Team
   • Leadership skills, Credibility, communications ability, authority, Analytical Skills and sense of urgency

(Kotter J. a., 2006, p. 130)
OUR ICEBERG IS MELTING

The 8 Step Process of Successful Change

Decide What to Do

3. Develop the Change Vision and Strategy
   • Clarify future from Past; Make future a Reality

(Kotter J. a., 2006, p. 130)
OUR ICEBERG IS MELTING

The 8 Step Process of Successful Change

Make it Happen

4. Communicate for Understanding and Buy In
   • Make others understand and accept vision and strategy

5. Empower others to Act
   • Remove barriers

6. Produce Short-Term Wins
   • Visible successes ASAP

7. Don’t Let Up
   • Initiate change until vision is reality

(Kotter J. a., 2006, p. 131)
OUR ICEBERG IS MELTING
The 8 Step Process of Successful Change
Make it Stick

1. Create a New Culture
   • New behaviors replaces old traditions

(Kotter J. a., 2006, p. 131)
THE UNIVERSITY OF AKRON'S MOVE FROM A CENTRALIZED TO DECENTRALIZED ACADEMIC ADVISING MODEL

Change is Coming
THE AGE OF THE FIRST MEN or Pre-January 2018

CAASS

CoEd

CoEng

CAST

BCAS

CBA

CHP
COMING OF THE TARGARYEN'S or Post-Jan 2018

CHP
CoEd
CoEng
CBA
CAST
BCAS
EAAS
AKRON TRANSITIONS: PHASE 1 - ENDING, LOSING, LETTING GO

- Resistance to the Change
- Uncertainty & Fear
- Emotional Upheaval

To Be Successful During this Time:
- Don’t Be Surprised by Overreaction
- Acknowledge Losses Open and Sympathetically
- Expect Signs of Grieving
- Compensate for Losses
- Give People Information, Repeatedly
- Show how the Change Ensures the Continuity of What Really Matters
AKRON TRANSITIONS: PHASE 2 - THE NEUTRAL ZONE

- Resentment to the Change Initiative
- Low Moral/Low Productivity
- Anxiety About Role/Identity
- Skepticism About the Change Initiative
- A Creative Time

To Be Successful During this Time:
- Get people Through while encouraging Innovation
- Normalize and Refine
- Strengthen Intragroup Connections
- Provide Training for Discovery and Innovation
- Encourage Brainstorming and Experimentations
- Embrace Setbacks as entry Points for new Solutions
AKRON TRANSITIONS: Phase 3 - The New Beginning

- Ambivalence
- Acceptance
- Growing Moral/High Productivity
- Renewed Commitment Role/Identity
- Skepticism About the Change Initiative
- Openness to Learning

To Be Successful During this Time:
- Clarify and Communicate the Purpose
- Visualization — Have a Picture
- Create a Plan
- Show People their Role
- Reinforce the New Beginning
  - Be Consistent
  - Ensure Quick Successes
  - Symbolize the New Identities
  - Celebrate the Successes
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Buddy ~ Charismatic, Calms Fears, Well Liked, not overly ambitious

The Professor ~ Intelligent, Analytical, Socially Awkward

NoNo ~ Spends time working Against the Others and Their Solution
Suggested Reading

Managing Transitions
William Bridges, PhD and Susan Bridges

Leading Change
John P. Kotter

Our Iceberg Is Melting
John Kotter and Holger Rathgeber

Who Moved My Cheese?
Spencer Johnson, M.D.

THE BOOKS OF A SONG OF ICE AND FIRE

And Maybe Someday:
REFERENCES


