

CHANGE IS COMING:

UNDERSTANDING,
ACCEPTING,
AND
MANAGING CHANGE



CHANGE IS COMING

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

JUST ASK:

The Netflix logo consists of the word "NETFLIX" in a bold, white, sans-serif font with a slight 3D effect, set against a solid red rectangular background.

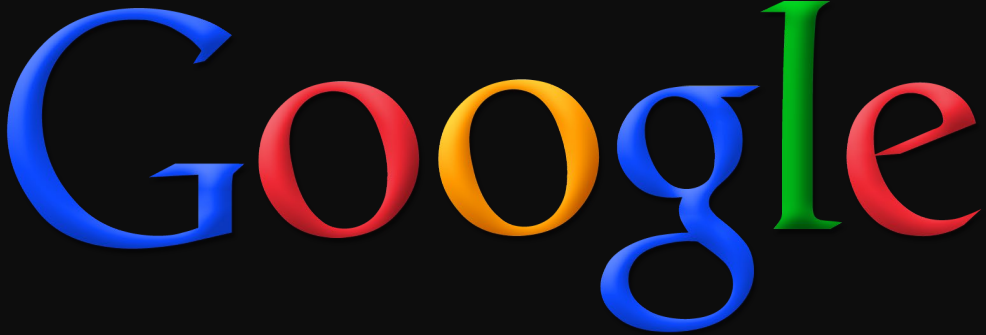
NETFLIX

The Amazon.com logo features the text "amazon.com" in a white, lowercase, sans-serif font. Below the text is a yellow curved arrow pointing from the letter 'a' to the letter 'z', representing the Amazon smile logo.

amazon.com

The Facebook logo features the word "facebook" in a white, lowercase, sans-serif font, enclosed within a blue, rounded, cloud-like shape with a white outline.

facebook

The Google logo is the multi-colored wordmark, with each letter in a different color: 'G' is blue, 'o' is red, 'o' is yellow, 'g' is blue, 'l' is green, and 'e' is red.

Google

DO YOU
KNOW
YOUR
PLACE?

A GAME OF THRONES





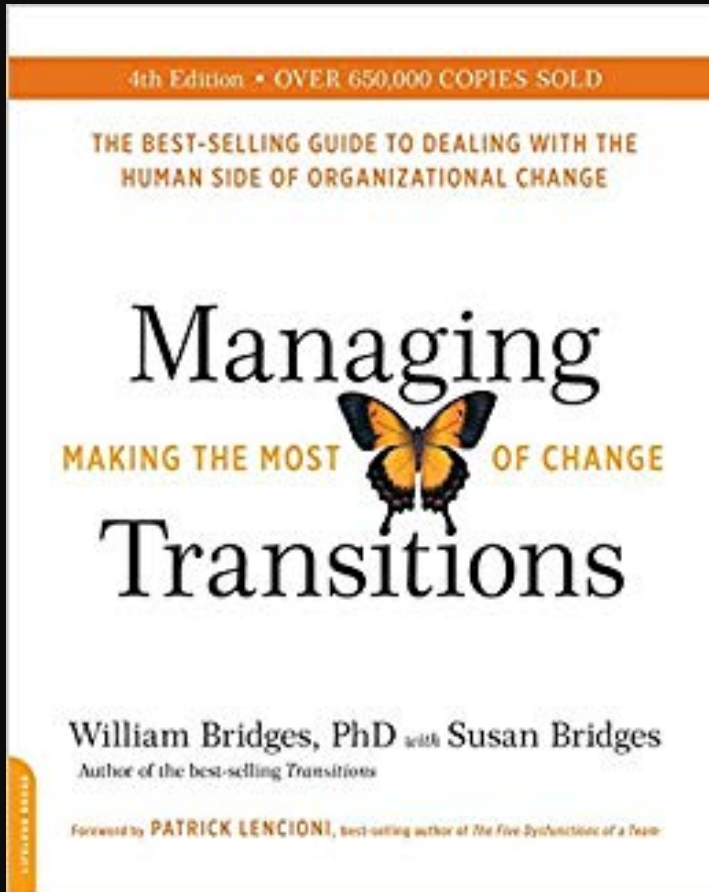
CHANGE
AND
TRANSITIONS

MANAGING TRANSITIONS

- WILLIAM BRIDGES

“ IT ISN'T THE CHANGES THAT DO YOU IN, IT'S THE TRANSITIONS. THEY AREN'T THE SAME THING.”

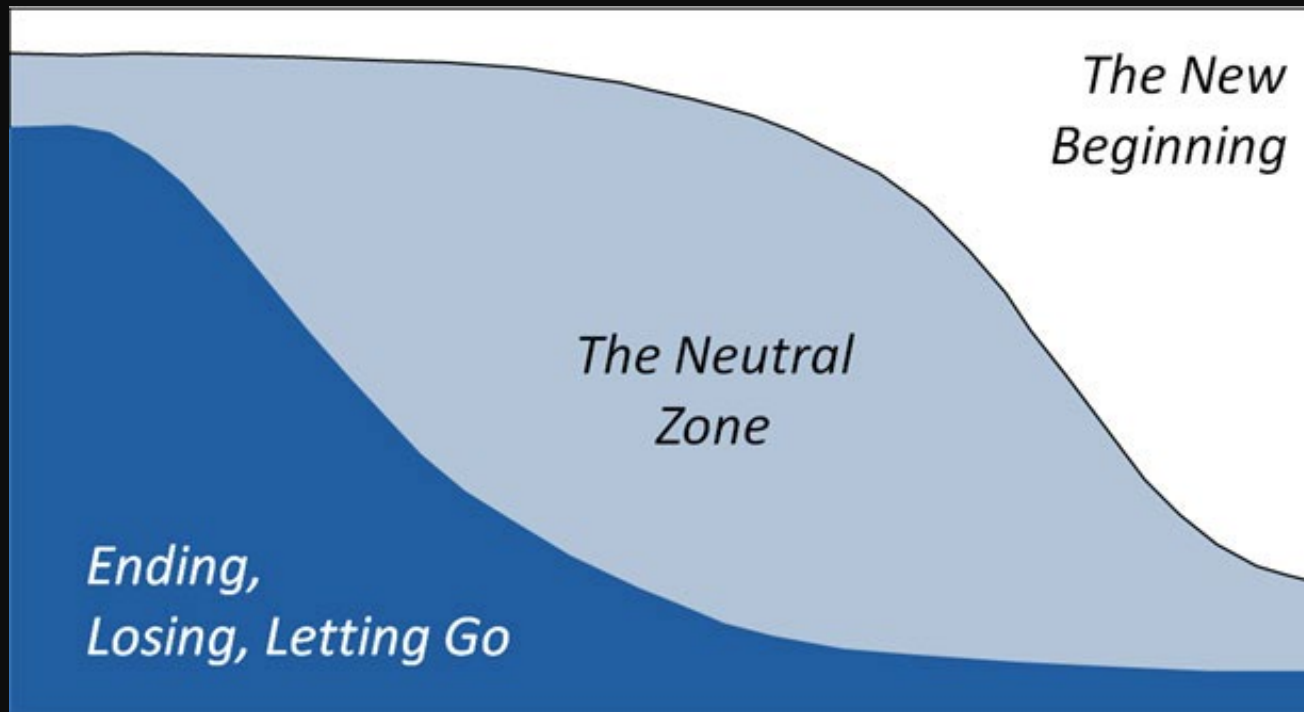
~ WILLIAM BRIDGES,
MANAGING TRANSITIONS



- CHANGE IS SITUATIONAL
- TRANSITIONS ARE PSYCHOLOGICAL

(Bridges, 2009, 3)

BRIDGES' PHASES OF TRANSITION



1. ENDING, LOSING,
LETTING GO

2. THE NEUTRAL
ZONE

3. THE NEW
BEGINNING

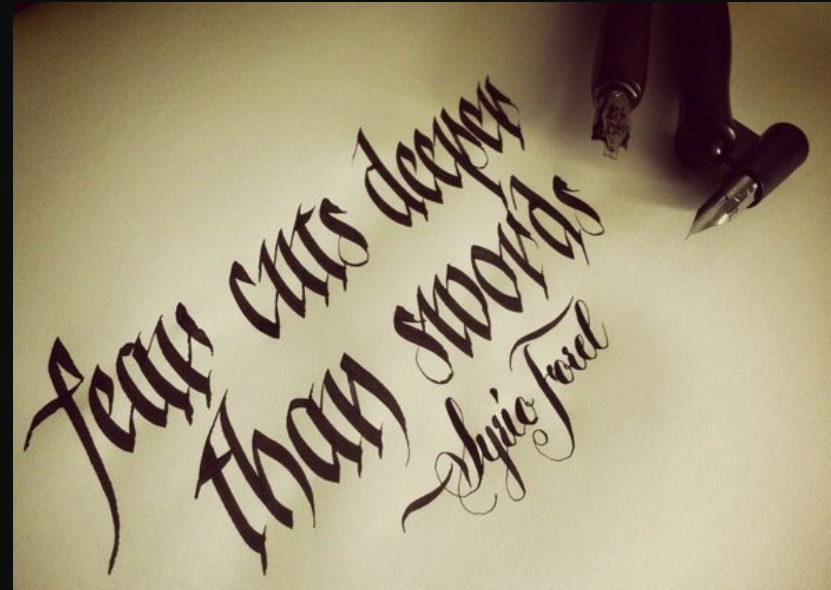
ENDING, LOSING, LETTING GO

- RESISTANCE TO THE CHANGE
- UNCERTAINTY & FEAR
- EMOTIONAL UPHEAVAL

TO BE SUCCESSFUL DURING THIS TIME:

- DON'T BE SURPRISED BY OVERREACTION
- ACKNOWLEDGE 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

(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



(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:

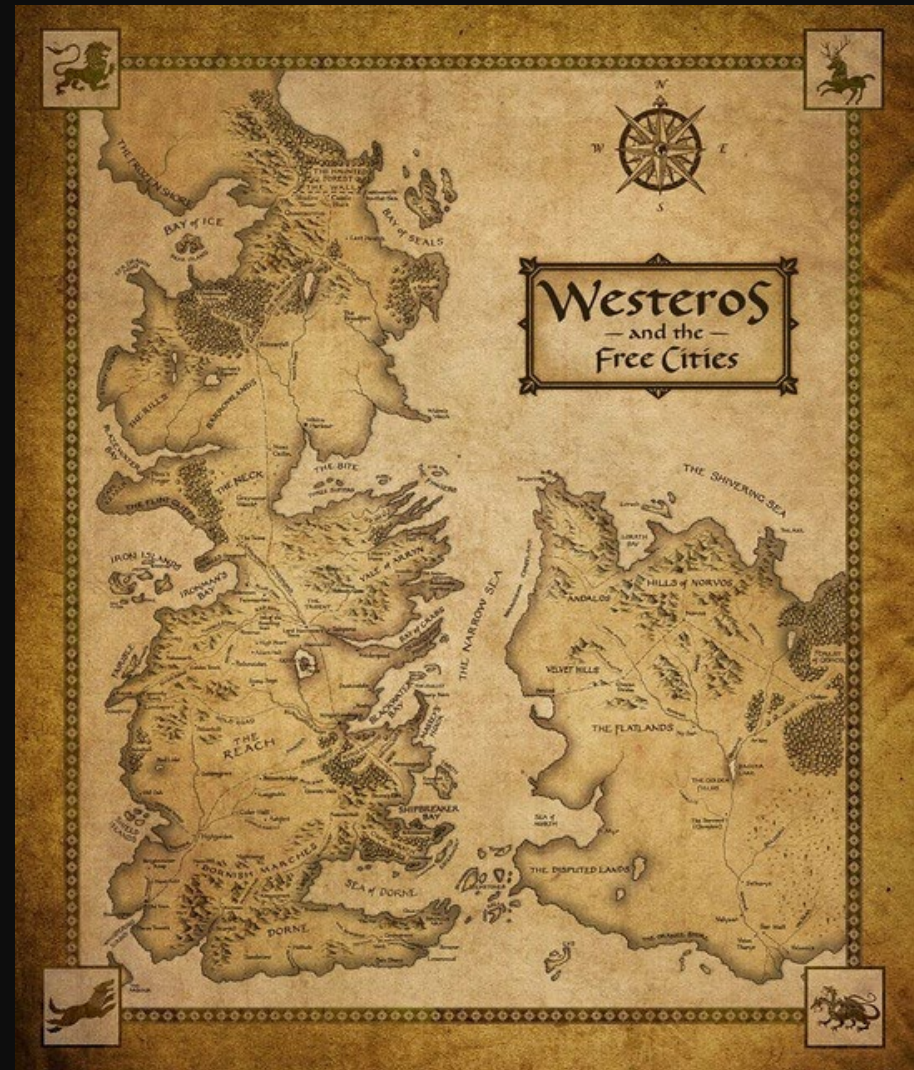
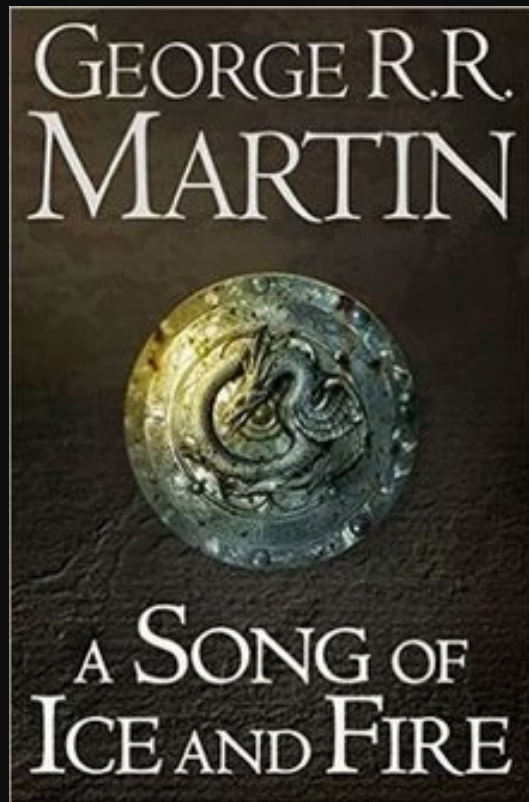
- CLARIFY AND COMMUNICATE THE PURPOSE
- VISUALIZATION – HAVE A PICTURE
- CREATE A PLAN
- SHOW PEOPLE THEIR ROLE
- REINFORCE THE NEW BEGINNING
 - BE CONSISTENT
 - ENSURE QUICK SUCCESSSES
 - SYMBOLIZE THE NEW IDENTITIES
 - CELEBRATE THE SUCCESSSES

"WHEN THE SNOWS FALL
AND THE WHITE WINDS BLOW
THE LONE WOLF DIES
BUT THE PACK SURVIVES."
-EDDARD STARK



(Bridges, 2009, pp. 57-74)

DEALING WITH CHANGE WESTROISI STYLE



An Now Our Watch Begins

JON SNOW AND THE
WIDLINGS





MUCH WORSE ENEMY



ENEMY



ALLIES?

YOU KNOW NOTHING JON SNOW



© HBO

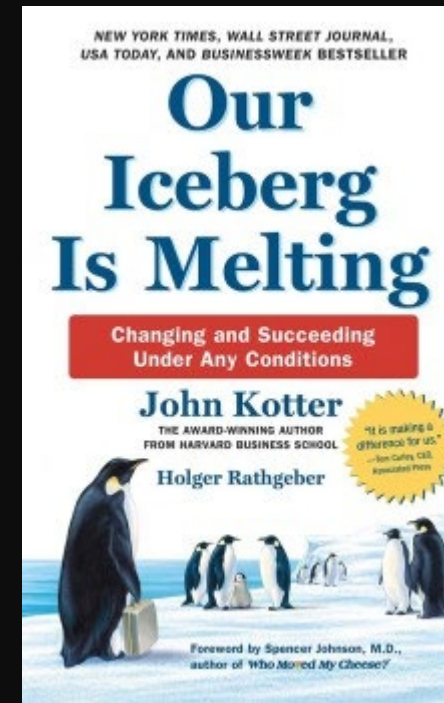
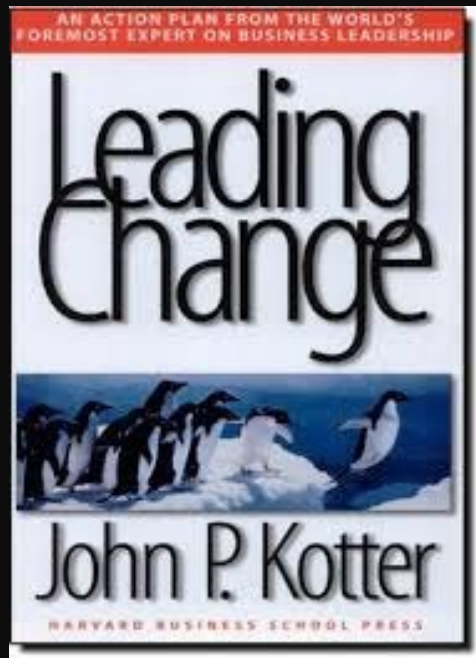




MANAGING CHANGE

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

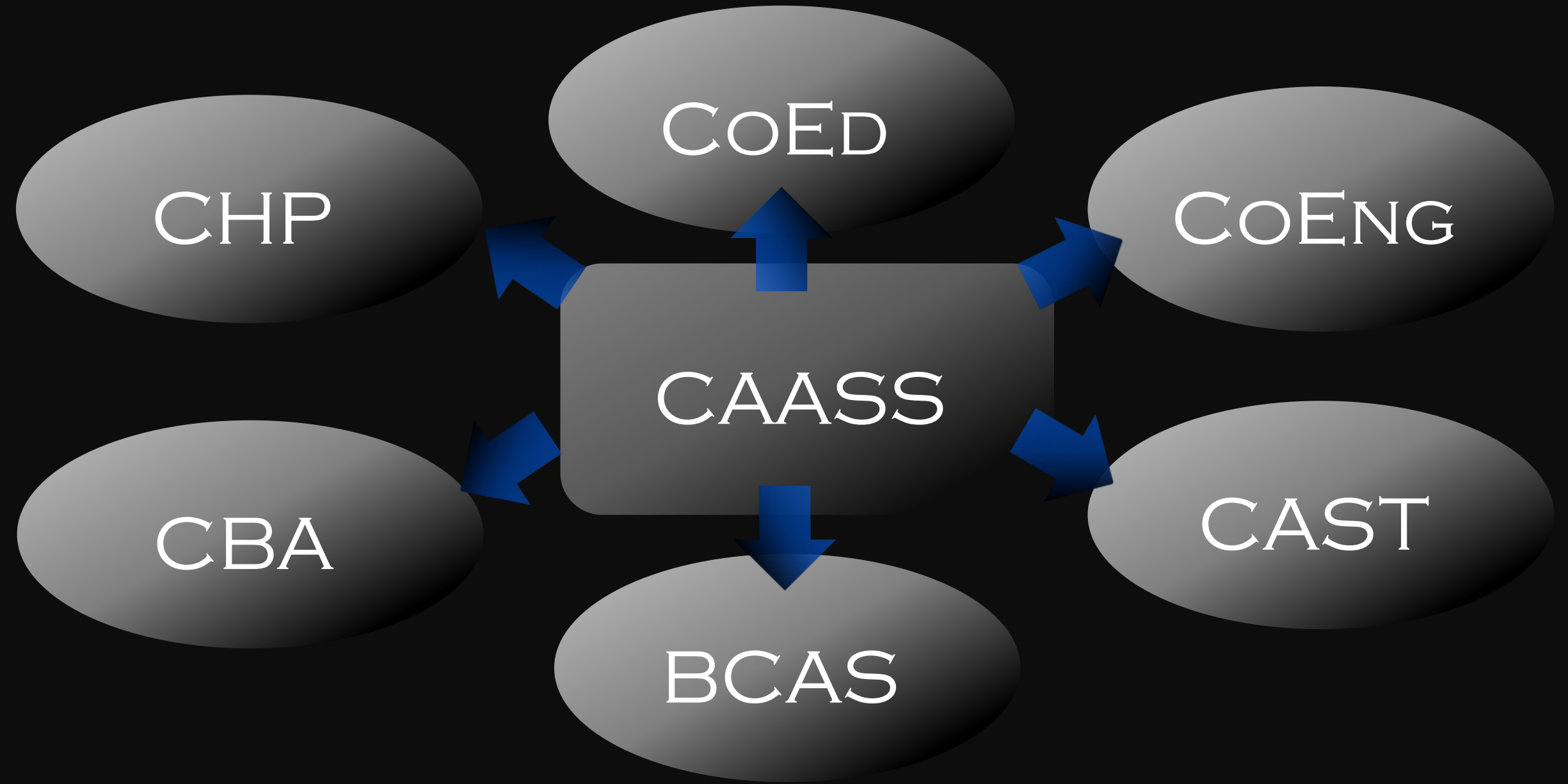
(Kotter J. a., 2006, p. 131)

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



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
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AKRON TRANSITIONS: PHASE 2 - THE NEUTRAL ZONE

- RESENTMENT TO THE CHANGE INITIATIVE
- LOW MORAL/LOW PRODUCTIVITY
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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

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 - ENSURE QUICK SUCCESSES
 - SYMBOLIZE THE NEW IDENTITIES
 - CELEBRATE THE SUCCESSES

KOTTER'S ROLES WHICH ONES CAN WE PLAY

FRED ~ THE CURIOUS, OBSERVANT AND CREATIVE, LEVEL HEADED,

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LOUIS ~ LEADER, EXPERIENCE, AND WISDOM

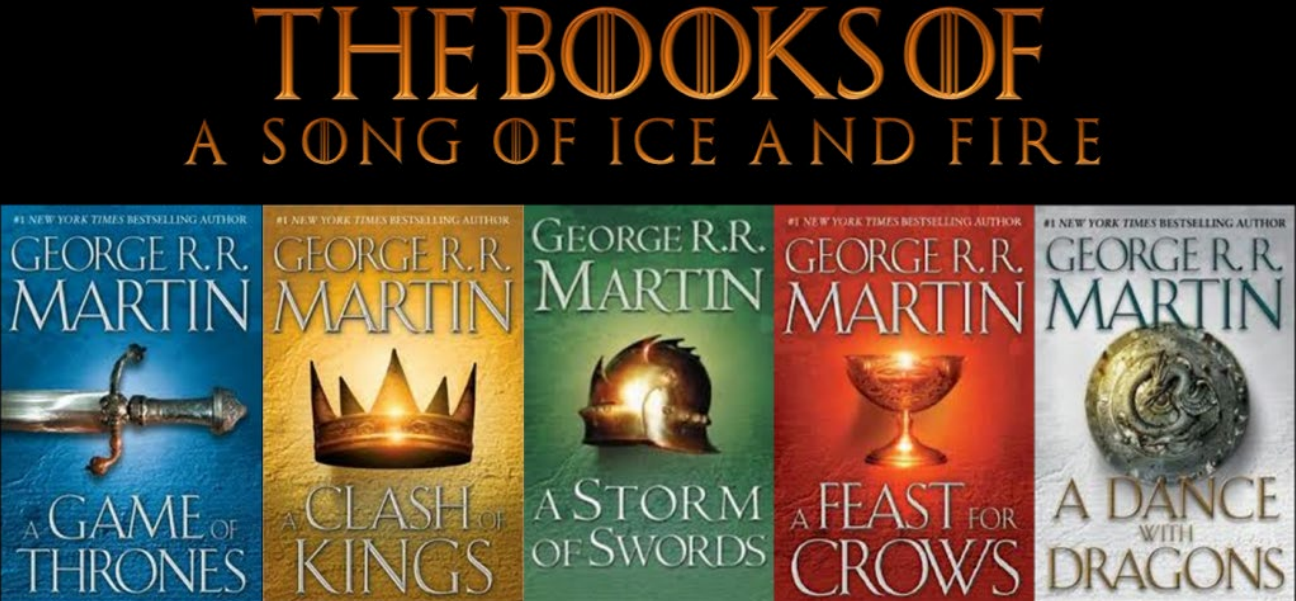
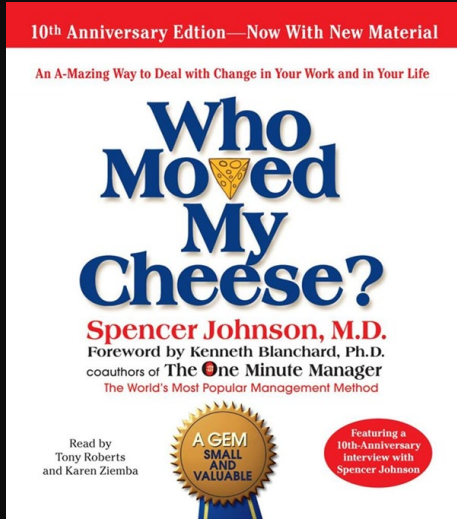
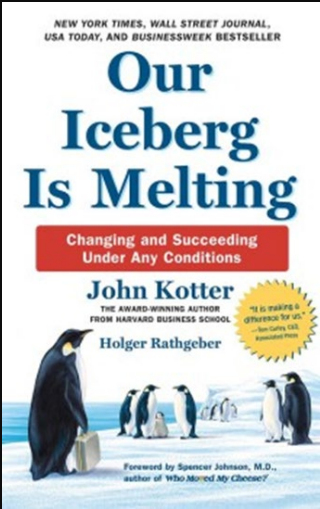
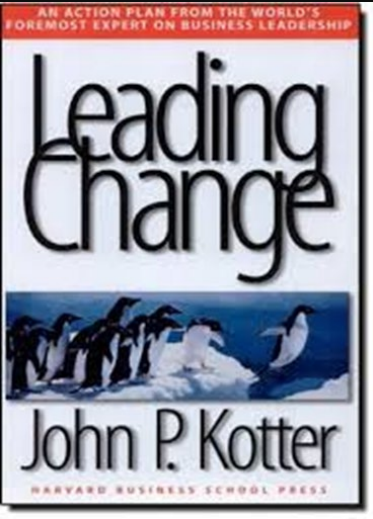
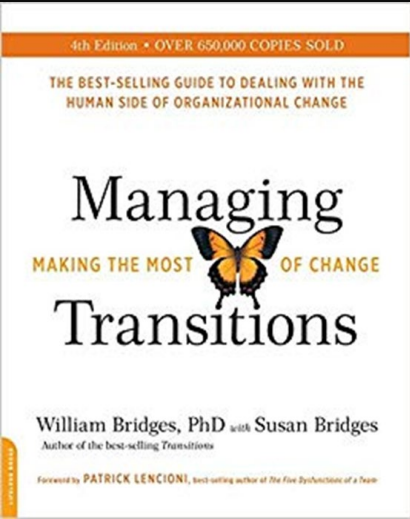
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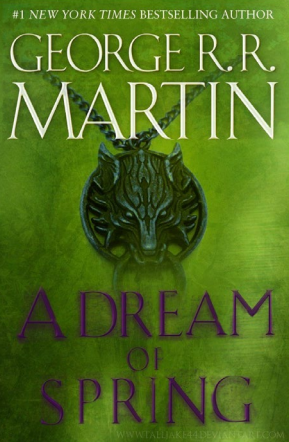
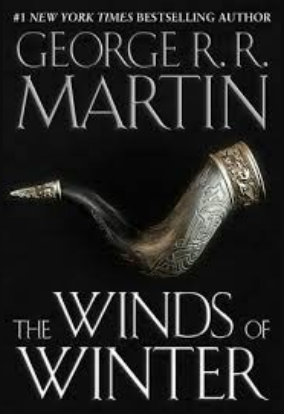
NO NO ~ SPENDS TIME WORKING AGAINST THE OTHERS AND THEIR SOLUTION



Suggested Reading



AND MAYBE SOMEDAY:



REFERENCES

BRIDGES, W. (2009). *MANAGING TRANSITIONS*, (3RD ED.). PHILADELPHIA: DA CAPO PRESS.

KOTTER, J. (2012). *LEADING CHANGE*. BOSTON: HARVARD BUSINESS REVIEW PRESS.

KOTTER, J. A. (2006). *OUR ICEBERG IS MELTING: CHANGING AND SUCCEEDING UNDER ANY CONDITION*. NEW YORK: ST. MARTIN'S PRESS.

CHANGE IS COMING:

UNDERSTANDING,
ACCEPTING,
AND
MANAGING CHANGE



CHANGE IS COMING

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