

PLANNED MANAGEMENT OF THE PHASES OF THE CHANGE TRANSITION CURVE

Transition Phase	Facilitation for Transition Phase
<i>Shock</i>	<p>Prior preparation for change</p> <p>Communications Pack</p> <p>Consultation and involvement in prior decision making and planning</p> <p>Communications is formal and ritualistic</p> <p>The announcement follows a strict structure: introduction; background; proposal; next steps</p> <p>Consultation but no dialogue (as this draws predictable anger)</p> <p>Allow time away from the work area for the message to sink in</p>
<i>Denial</i>	<p>Conflict is handled through formal consultation</p> <p>A personal copy of the announcement should be issued</p> <p>Update communications on a regular basis, even where there is 'no news'</p> <p>Repeat the change message</p> <p>Draw attention to evidence and examples</p> <p>Keep to the timetable</p> <p>Take early action to demonstrate the new reality</p> <p>Overt denials should be challenges but in a supportive manner</p> <p>Concentrate efforts on delivering the 'day job'</p>
<i>Depression</i>	<p>Consultation agreed or exhausted</p> <p>Support from a third party for those exiting</p> <p>Support for extreme cases of depression</p> <p>Acknowledge feelings</p> <p>Informal communications focused on listening</p> <p>Provide space to grieve</p> <p>Provide further information about the new reality</p> <p>Help identify options and benefits</p> <p>Recovery plan to be agreed by the relevant management in detail</p>
<i>Acceptance</i>	<p>Remove symbols of the past</p> <p>Mark the endings with respectful rituals</p> <p>Formal communications focus on the benefits of the new future</p> <p>Performance targets set as challenging but achievable</p> <p>Highlight deadlines</p> <p>Eliminate the symbols of the past</p> <p>Bring the best from the past forward to the future, but lose the rest</p> <p>Let people take souvenirs and mementoes</p>

<i>Testing</i>	<p>Formal communications focused on listening, e.g. focus groups</p> <p>Recovery planning and actions undertaken by management – small new beginnings, e.g. small investments, new messages via new communication channels, training</p> <p>Provide space and time to test the new</p> <p>Promote creative thinking</p> <p>Encourage experimentation</p> <p>Avoid punishing mistakes</p> <p>Mentoring</p> <p>Praise success</p> <p>Provide feedback</p>
<i>Consolidation</i>	<p>Formal communication focused on dialogue and engagement to explore how to benefit from the new future, e.g. joint working parties</p> <p>Review performance and learning</p> <p>Recognise and reward performance</p> <p>Get people to help each other</p> <p>Broadcast successes</p>
<i>Internalisation</i>	<p>Implement new working arrangements arising from joint working parties</p> <p>Review change process and apply new learning for the future</p> <p>Conduct post-implementation reviews</p>