

# Navigating Change

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# Session Success

- Step away from the technology
- Engage with the content
- Be open to new ideas
- Ask questions for clarity
- Be respectful of self and others



“The only joy in the world is to begin.”

-- Cesare Pevese, Italian writer



# Today's Conversation

- Understanding change
- Managing transitions
- Navigating the landscape



# A bit about me





# Understanding Change



# Where there's change, there's transition



**You can't avoid it, and you must manage it.**



# It isn't the changes that do you in, it's the transitions.

## CHANGE

- Situational in nature
- Can happen quickly
- Hinges on the new thing
- Spurs the transition
- Focus of reaction
- Can be polarizing
- Requires clarity

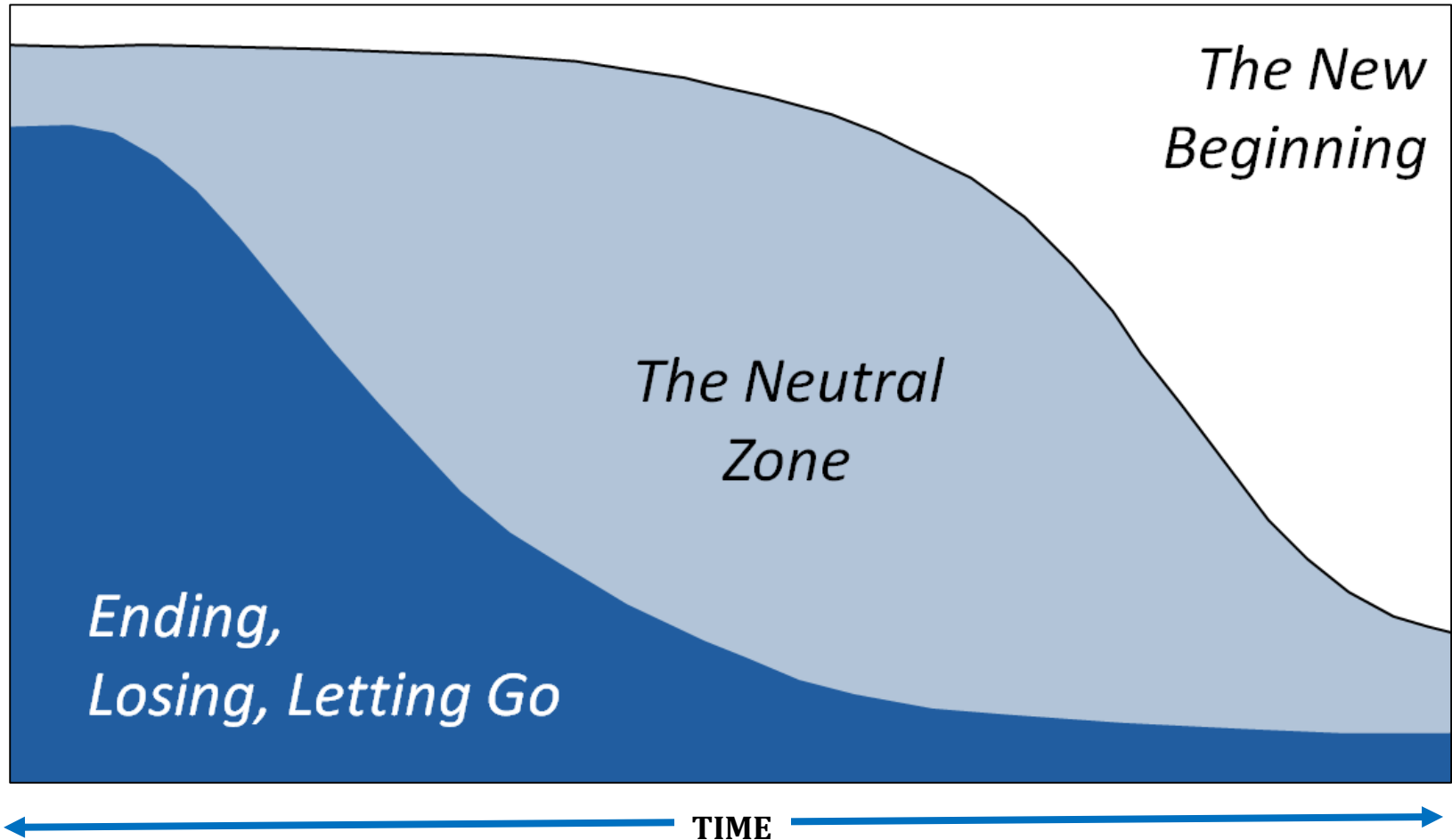
## TRANSITION

- Psychological in nature
- Typically takes time
- Depends on letting go of the old
- Starts with an ending
- Focus of resistance
- Can be disruptive
- Demands continuity.





# The Phases of Transition



SOURCE: *Managing Transitions* by William Bridges



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# Building Positive Paradigms

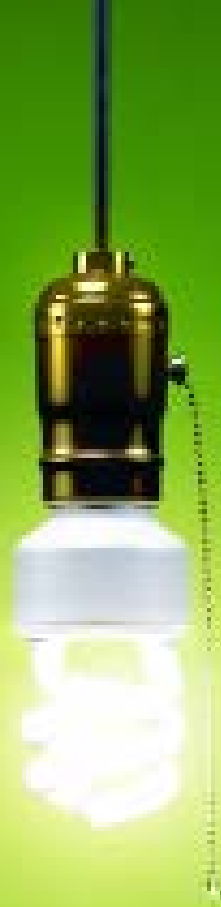


# Paradigm of Change



# Paradigm of Transition





# The Desired State

- Bright Ideas
- Engaged Energy
- Enlightenment



# Managing Transitions

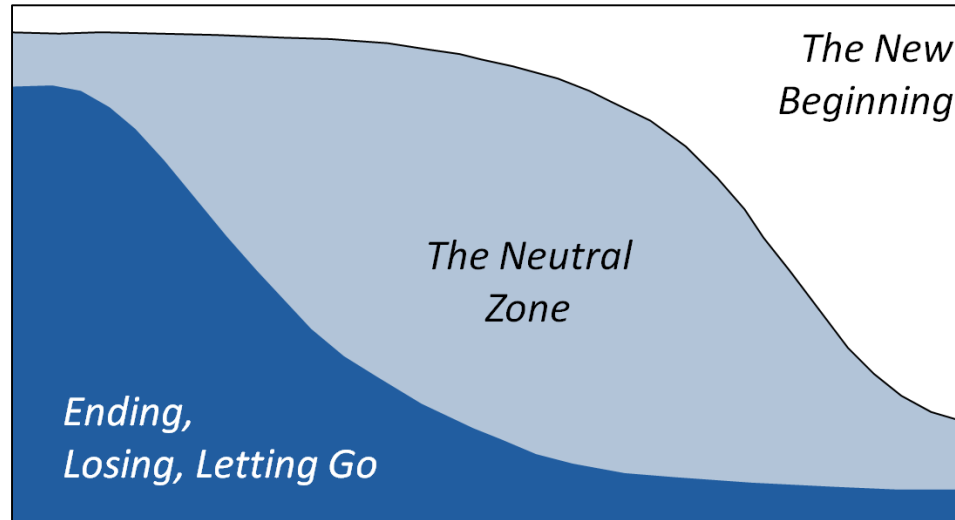


# The Process of Progress

- The first task of **change management** is to understand the desired outcome and how to get there;
- The first task of **transition management** is to help people leave home.



# The Different Actions of Transition



|                   | <b>Letting Go</b> | <b>Going Neutral</b> | <b>Getting Oriented</b> | <b>Starting Anew</b> |
|-------------------|-------------------|----------------------|-------------------------|----------------------|
| Employee Actions: | Grieving          | Understanding        | Choosing                | Progressing          |
| Leader Actions:   | Communicate       | Direct               | Engage                  | Coach                |





# Letting go

- Describe change in as much detail as possible
- Identify the ripple effects of change
- Identify who has to let go of what
- Notice intangible losses
- Notice whether there's something over for everyone.



# Moving to Neutral

- Don't ridicule the past
- Don't stamp out the past
- Do position the past as a positive legacy
- Do let people take something with them.



# New Beginnings

- Make it meaningful
- Address both individual and collective change
- Start with the people
- Consider the marathon effect.



# Navigating the Landscape



# Engage with Positive Intent

- Understand the role of trust and your part in building it
- Understand what matters and work to protect it
- Provide context, support, and purpose
- Clarify the new priorities, seeking examples to understand
- Be clear on what must be let go of at what point (and what can be held onto)
- Take stock of how it all happened and how to move forward.



# Use Your Influence

- Do what you say you will do. Mean what you say
- Give early warnings when you can't deliver on a promise
- Seek to understand, then to be understood
- Be patient, open, and honest (with yourself and others).





# Specific to Boards



# Transitioning Onto the Board

- Meet and Greet Recruitment
- Educational Onboarding





# Transitioning Off the Board

- Exit Interviews
- Volunteer Off-ramp
- Ambassador Corps
- Special Touches





# Moving Forward



# Reading Resources

- *Managing Transitions* by William Bridges
- *A Whole New Mind* by Daniel Pink
- *Man's Search for Meaning* by Viktor Frankl
- *It's Not How Good You Are, It's How Good You Want to Be* by Paul Arden
- *A Peacock in the Land of Penguins* by Barbara Hateley & Warren Schmidt
- *Winning from Within* by Erica Ariel Fox
- *Strengths Finder 2.0* by Tom Rath



# Continue the Conversation

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