

LEADING CHANGE

Leading through change and complexity

RESOURCE KIT

CLGM Society of Local
Government Managers

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THE THREE STAGES OF CHANGE

(Adapted by William Bridges)

1. The Ending - Letting Go

- 1. Take your time to assess and define the change.**
- 2. Identify who is losing what.**
- 3. Accept the reality and importance of people's losses.**
 - Identify the change in as much detail as you can - foresee as much as you can.
 - What is going to change: short, mid and long-term? Are there any secondary changes?
 - What is your long-term vision and desired outcomes for this change?
 - What does this mean for your organization? Its clients and its stakeholders?
 - Who has to let go of something? What is over for everyone? For specific teams or units? Or stakeholders?
 - Accept people's reality and subjective experience of the change.
 - Don't argue with what you hear and don't diminish it.
- 4. Do not be surprised by overreaction and acknowledge the losses openly and empathetically.**
- 5. Expect and accept the signs of grieving and loss.**
 - People need to react to their losses and how past losses affect their perception on the current loss.
 - It's normal and you need to let people grieve. Don't rush them through it - it will go on during the neutral zone.
 - This requires enlarging your holding tank and allowing for emotion. It also requires self care.
 - Expect a wide range of emotion: sad, angry, anxiety, confused, forgetfulness, insecurity, fear, tiredness, and depression. And denial! Also watch for bargaining.
 - Stay grounded so you can stay steady through the resistance.
- 6. Compensate for the losses, wherever possible.**
- 7. Give people information - communicate, communicate, communicate.**
 - Ask what can be given back to compensate for the losses, e.g. status, turf, recognition, team recognition, feelings of control or competence? And then do it, if possible.
 - Give people information again and again. They need to know and now.

- Do not expect information to flow down the lines. Consider your multiple sites and different ways and points in time to deliver the same message over and over. Animate your message. Say it again and again.
 - Even if you don't know all the decisions, still continue to communicate.
- 8. Clearly define what is over and what is not.**
 - 9. Mark the endings and treat the past with respect.**
 - 10. Demonstrate that endings ensure continuity of what really matters - give meaning to the change!**
 - Endings cause confusion so define what is over and what is not, e.g. people may not stop the old way as they add in the new; they may make decisions about what to discard or toss everything out.
 - Mark endings and create actions and activities that dramatize them, e.g. throw out manuals, have a final team celebration, do a ritual, etc.
 - Never denigrate old or past ways of doing things.
 - Let people take a piece of the old with them, literally or metaphorically.
 - Many endings provide the only way to protect the continuity of something bigger or more important - remind people of this - the end vision! Continue to do this whenever you can.

2. The Neutral Zone - No Man's Land or The Time of Pregnancy

- 1. Normalize this period** - help people understand it is a normal part of change: it is difficult but also a time of creative possibilities and experimentation.
- 2. Redefine this phase so it has meaning.**
 - A time of necessary reorientation and redefinition is taking place.
 - Old habits pass away as new ones take shape.
 - Ambiguity increases and so does the need for answers - it can result in following people who seem to know.
 - Formulate a common set of values.
 - Let people understand that it is normal and give it meaning, e.g. use metaphors, e.g. last voyage of the ship vs. we're sinking!
- 3. Create temporary systems to give structure and strength during this time of unknowing and ambiguity.**
 - Give structure to people and protect them from further changes as they regain balance (delay or head them off).
 - Review policies, procedures and systems to ensure they are adequate - explore operational implications and address them.
 - Consider new roles and reporting structures to support change during the neutral zone and beyond.

- Set short range goals and checkpoints - that aim towards longer-term desired change outcomes (tied to the longer vision).
- Recognize productivity is lower now so keep goals manageable.
- Find out what managers and key players need to function successfully (support, training, resources, etc.).

4. Strengthen teams and intergroup and program connections.

5. Use a transition monitoring team.

Places of uncertainty are lonely. People need to be connected.

- Build a sense of identification and interconnectedness with the group, staff teams, shared initiatives, e.g. weekly lunches with the manager, an event, e alerts (e.g. Transition News), newsletters, forums and meetings, etc.
- Transition monitoring teams can access the impact that decisions and actions are having, review plans and communications, access to the grapevine to correct misinformation.
- Representation on the team should be broad and across the organization and make sure the mandate of the group is clear!
- The team needs access to the organization's leadership and the team's concerns should always be visibly responded to.

6. Create space for creativity and innovation

- This is the time to capitalize on the opportunity to do things better and differently.
- Opportunity for innovation is great during this stage - gap between old and new.
- Create time to reflect and be creative: retreats, policy reviews, surveys, suggestions campaign, innovations training, etc.
- Encourage experimentation - and be open to risks. Encourage dialogue and constructive conflict.
- Create brainstorming opportunities and use lateral thinking strategies - and then act on them.
- Be clear about your plans going forward - this is the time to create and finalize your plans.

3. Launching New Beginnings

1. Consider the timing of new beginnings.

- People want and yet fear new beginnings. Old anxieties can be triggered from the ending period.
- Some people do not want come out of the neutral zone.
- Beginnings need to be designed carefully and nurtured.
- Beginnings are organic and the timing - cannot be forced - rather encouraged, supported and reinforced.
- You need to explain the purpose of what you are doing, paint a picture, layout a plan, and outline people's role.

2. Clarify and communicate the purpose of what you are doing regarding the change - in a way that it *has meaning* to people.

- What is the idea behind what we are doing: why are we doing this?
- What was the problem? Who said so and on what evidence?
- What would have happened if no one acted to solve the problem?
- What would have happened to the organization if that had actually occurred?
- The purpose needs to be real and it needs to grow out the problem and from within the organization: its will, abilities, resources, and values.

3. After defining the purpose, create a picture or image.

- Ideas are ambiguous. People need something to see - a picture of the outcome in their imagination. You need a new organizational picture to replace the old one:
 - a. What is the outcome going to look like?
 - b. What will the day look like? How will programs run?
 - c. What are we going to experience?
- Use pictures to convey the new reality. Keep them simple and easy to access. Remember you may have been living with picture longer than others, so be patient!

4. Create a transition plan for the change.

- A plan of getting from here to there.
- You need a change management plan for the changes and a *transition management plan for the transitions*, e.g. steps and schedule when people will receive the information, training and support they need to make the transition:
- Is focused on the process and not just outcomes.
- Lays out the nature and timing of key events that mark the phases of the transition, e.g. ceremony for closure, creation of transition team, scheduling to visit another site, training commences, intergroup lunches, retreats, etc.
- Starts with where people are at and works forward, step by step - based on what needs to change and gear it to action
- Includes a focused communication component with key markets.
- Depends on diversity.

5. Define the part that everyone needs to play.

- You need to attach names to actions in the plan and make it clear who is doing what - involve everyone.
- Show them their new role and responsibility in relation to the outcome and to the transition process itself even if it's indirect (e.g. planning task group, problem solving team, monitoring team, etc.). This will:
 - Give people insight into the problem and what is happening and implicate them in the solution.
 - Put everyone on the same side and engage them in problem solving.
 - Reinforce the new beginning.

6. Reinforce the new beginning - again and again.

- Deliver a consistent message - not conflicting ones - to all key stakeholders.
- Be consistent in your own actions.
- If you preach teamwork, reward team work; if risk tasking, support mistake making; if feedback then reward criticism, etc.
- Ensure quick and easy successes, e.g. small tasks, and little wins.
- Symbolize your new identity, if you can - symbolism is important.
- Celebrate successes.

7. Monitor progress and continually improve.

8. Take lessons forward into new change processes.

- Assess your progress and continually enhance your process against your desired outcome and change management and transition management plans.
- Use a common set of metrics.
- Continuously create a learning culture where people are encouraged to experiment and learn and grow.

Ensure you set aside time and a process to take lessons forward. This requires

Types of Leadership Styles

The Six Leadership Styles

Source: Daniel Goleman

According to Daniel Goleman, there are six leadership styles which are associated with the various elements of emotional intelligence in different combinations.

Affiliative – Here there is a focus on people, teambuilding, bonding and forging alliances. This style is useful in creating teams or for healing dysfunctional relationships.

Visionary – This style focuses on the goal or vision of the future and inspires others to follow. This is appropriate when a new direction is required or a clarification of the goals needed to be achieved.

Coaching – This style focuses on helping to improve people’s strengths and is especially useful in building skills to develop managers and future leaders.

Coercive – This is the dominant “macho” leadership style. It is appropriate in emergencies and severe situations, but otherwise will tend to disempower and disillusion subordinates.

Democratic – This is a useful style to adopt when attempting to involve a wide range of people in decision making or building a consensus.

Pace Setting – Using this style, the leader sets an example by working to extremely high standards of performance. This is useful to raise the stakes when a competent and motivated team is working well.

The art of leadership is to master all of the styles and use each style appropriately as the circumstances demand, just as a multilingual person would speak in the language appropriate to the country or audience.

“Leadership is about helping others to be the best they can as a result of your presence and for that impact to last in your absence.” Sheryl Sanberg

The Six Leadership Styles

Source: Daniel Goleman

Style of Leadership	How They Operate	The Style in a Phrase	Emotional Intelligence Competencies	When the Style Works Best	Overall Impact on Climate
Affiliative	Creates harmony and builds emotional bonds	People come first	Empathy Building Relationships Communication	To heal rifts in a team or to motivate people during stressful circumstances	Positive
Visionary	Mobilizes people toward a vision	Come with me	Self-confidence Empathy Change catalyst	When changes require a new vision or when a clear direction is needed	Strongly Positive
Coaching	Develops people for the future	Try this	Developing Others Empathy Self-Awareness	To help an employee improve performance or develop long-term strengths	Positive
Coercive	Demands immediate compliance	Do what I tell you	Drive to Achieve Initiative Self-Control	In a crisis, to kick-start a turnaround or with problem employees	Negative
Democratic	Forges consensus through participation	What do you think	Collaboration Team Leadership Communication	To build buy-in or consensus, or to get input from valuable employees	Positive
Pace Setting	Sets high performance standards	Do as I do, now	Conscientious Drive to Achieve Initiative	To get quick results from a highly motivated and competent team	Negative