Healthy Leadership for Organizational Change

Feminist Therapist, Trainer and Consultant

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- Black Intersectional Feminist Therapist
 Consultant and Educator
- Specializing in healing responses to trauma, marginalization, and oppression and best practices working with survivors, communities, & agencies
- National trainer and consultant on trauma informed responses, survivor advocacy/support, sexual and intimate partner violence and organizational transition and trauma/resilience

Goal:

- To help support the Leadership in applying SADI concepts, including a Trauma Informed lens to organizational change.
- To offer practical tools for managing change and improving collaborative efforts to increase wellness, healthy communication, and inclusion within the agency's organizational culture, programs, and services.

Communication Agreements

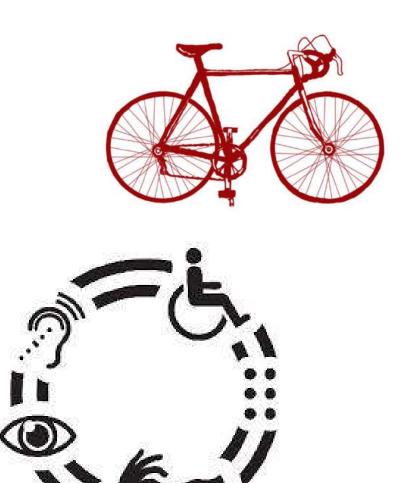
Communication Tools

Signal

Bike Rack







Transitions 101:

Change vs.
Transition

CHANGE



We've all gone through changes in our lives.

We switch schools, move to a new place, start
a new friendship, end a relationship. These
are all changes.



Change is Situational and EXTERNAL to us.

Something stops.

Something starts.



EXAMPLES OF CHANGE

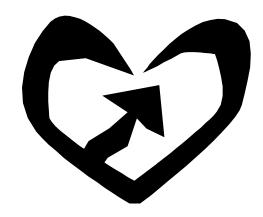
- "New job or loss of job or role in organization
- "Ongoing impact of oppression
- "Historical & Generational trauma
- Moving to new place or community
- " Illness
- "Trauma
- Death or Birth of a friend, relative or pet
- "End of a tradition or event
- "Reorganization or policy change

Transition is Different ...



It's what happens inside of us as we adapt to the change. It is triggered by the change.

Transition is the <u>INTERNAL</u>, emotional or psychological process of coming to terms with the effects of change.



Change

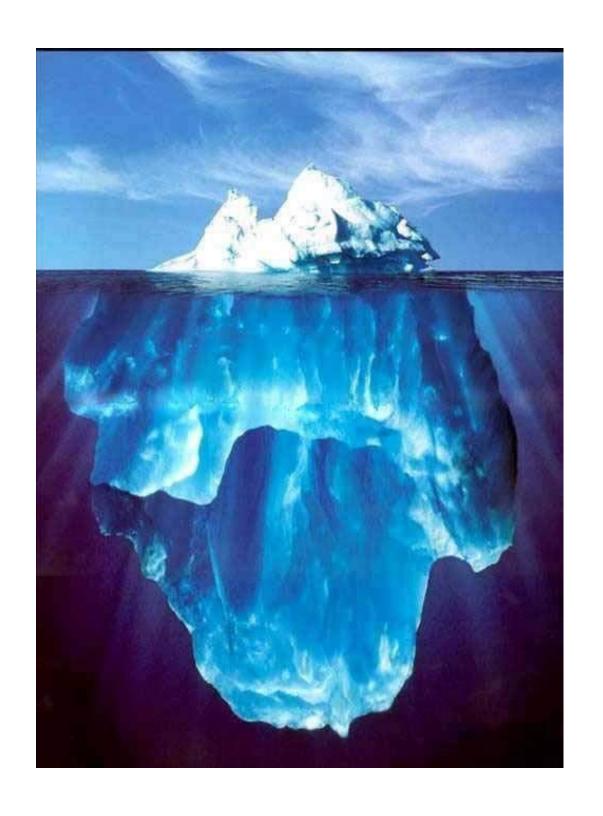
Events
Situational
Outcome – focused
Relatively quick

Transition

Experience
Psychological
Process based
Gradual and slow

Transitions 102:

The 3 Phases of Transition



The Difference between

CHANGE

and

TRANSITION

William Bridges Three Stages of Transition

New Beginnings

Being "with it"

The new chapter

Neutral Zone

- In-Between Time
- Wilderness
- Chaos/Anxiety
- Creativity
- Conflict

Endings

- Loss
- Letting grade
- Gettir
- Saying §

Understanding Endings

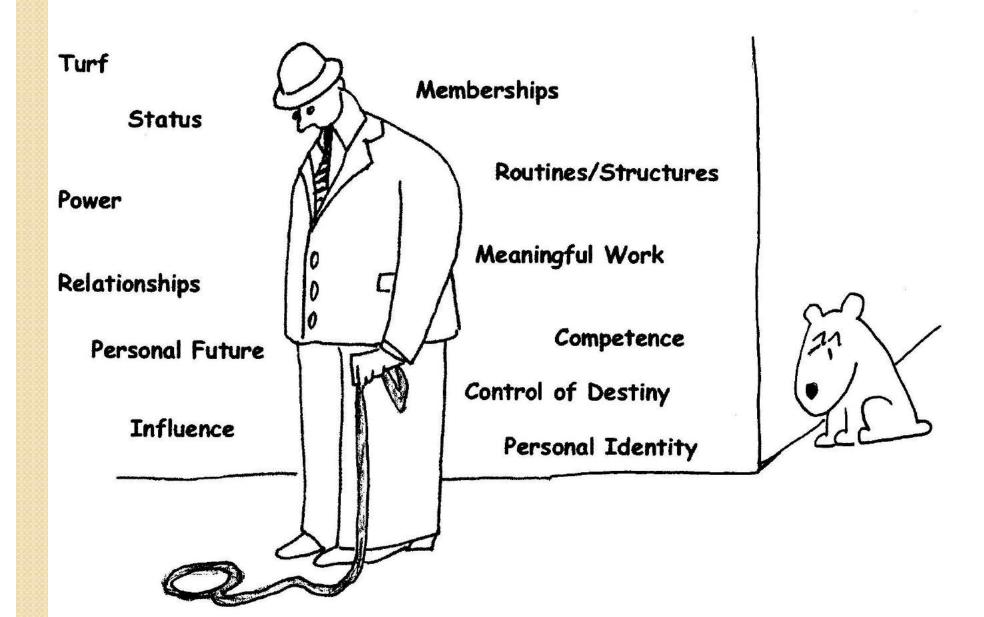
- 1. You have to end before you can begin.
- 2. You have to go back before you can go forward.

Pay Attention to Endings

 If we do not give proper attention to our endings, they often appear in some other part of our life.

 Minimizing, denying, avoiding or ignoring endings is not an effective or healthy strategy for managing change.

Who stands to lose what?



Neutral Zone

The Neutral Zone is that time when the old way is gone, but the new way doesn't feel right either. Nothing seems to make sense. It can feel confusing and lonely.

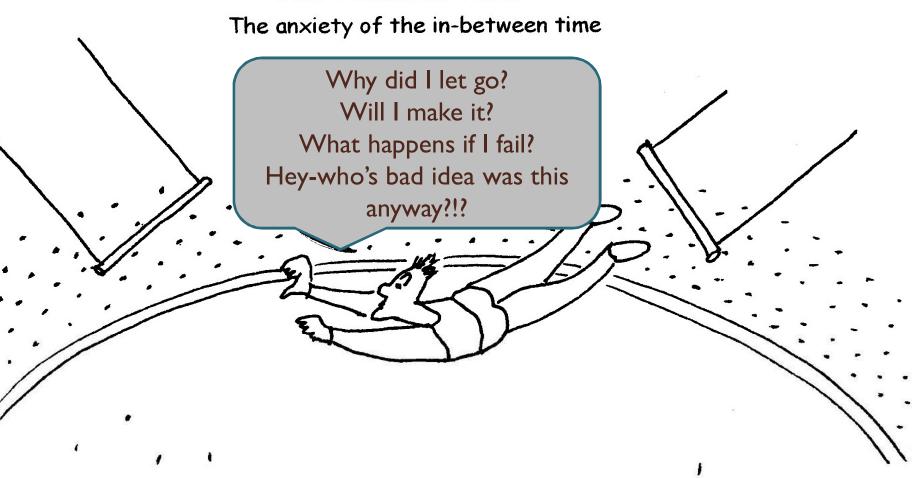


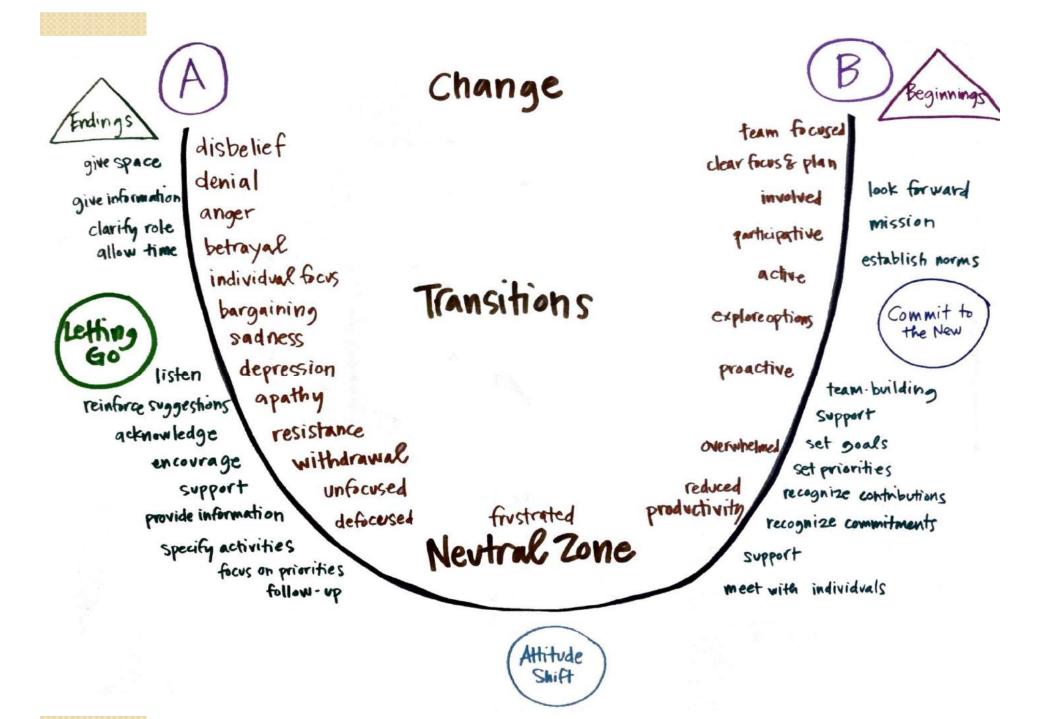


Since everything feels like it's up for grabs, this can also be a time to try new things—new hobbies, relationships, or behaviors.

This is a time to explore.

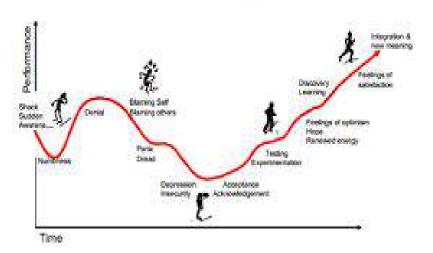






Organizational Assessment

Transitions Curve





Group Work

Form groups of 3-5 people who are focused on similar change efforts

Name a change you are trying to bring about and discuss why this change is important

As a group, draw a picture of:

- I. Change: What does the current reality look like and what would it look like if you accomplished this change?
- 2. Transition: Where are the majority of people/stakeholders in the transition process associated with this change?

Marathon Effect

 Everyone moves through transition at different speeds

 Our emotional experience of the "race" toward the change does not match up with others, which can lead to scapegoating, blaming, and misunderstanding



Natasha Santos...

Youth Writings on Transition (Represent Magazine, Youth Communication)



"Last year I had to make a typical transition: switch from one school to another because I wasn't doing well. To the people around me it was a practical decision.

But for me it symbolized rejection and failure. It reminded me of when my old foster mother made me leave her house when I was 12, and it seemed to prove that I'll feel forever alien to the people around me."

Resistance

It's the transition, not the change that people often resist.

- Loss of their identity and their world
- Disorientation of the in-between-time
- Risk of failing in a new beginning

Resistance

- What have been some of the ways you or other people have resisted change?
- What impact does resistance have on your current change effort?
- What can you learn from resistance that will assist me in managing transition?

Navigating Transitions



What is the difference between Change Management and Transitions Management?

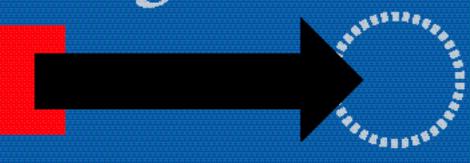


starts with the outcome



Transition Management

starts with wherever people are



Badly planned or implemented change creates painful transitions

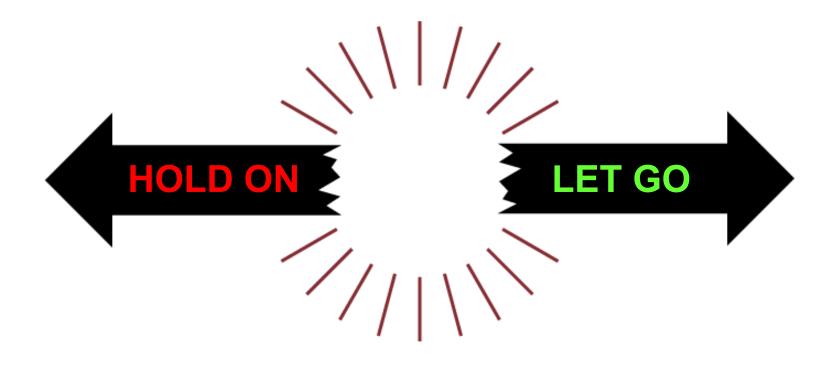
Change

Unmanaged transition makes change less likely to work

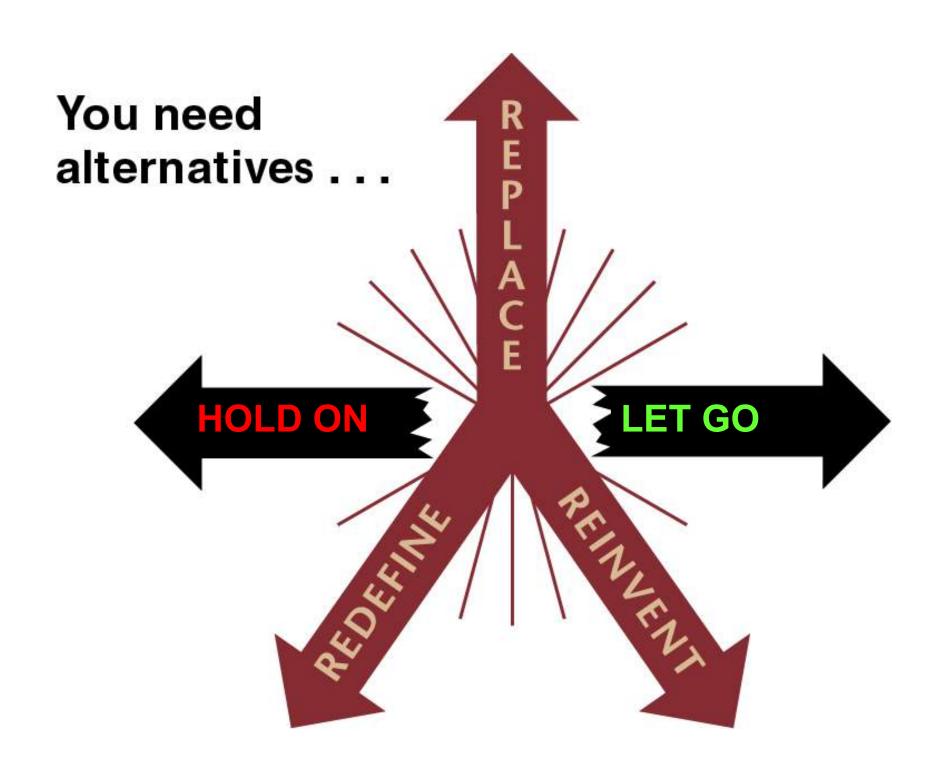
Transition

What does this mean for you?





Tug of War • Stalemate • Polarization



Trauma informed care is:

- Collaborative, supportive and skill-building
- Promotes empowerment
- Creates safety, consistency and choice
- Avoids re-traumatization/victimization
- Provides an individualistic response, based on that person's identity, circumstance and needs

A trauma informed <u>Supervisor</u>

- Every part of the organization—board, administration, directors/supervisors, front line staff, volunteers and interns are involved
- All service delivery systems and the agency culture is assessed
- Modifications made to avoid potential trauma triggers, disempowerment and retraumatization

What strengths do I have? What support do I need?

- Trauma Informed Care in supervision is a team effort
- Reinforces using TIC with participants/survivors in your program
- Ongoing process—to help staff continue multiple transitions

Applying your Strengths to TIC

Leaders' strengths often include:

- Executing
- Influencing
- Relationship Building
- Strategic Thinking
- What are your other strengths as a supervisor or supportive peer??

Managing Endings

KEY THEMES:

- Sell the Problem Without Denigrating the Past
- 2. Acknowledgement
- 3. Soften or Replace Losses
- 4. Provide Information
- 5. Ceremonies or Symbolic Events

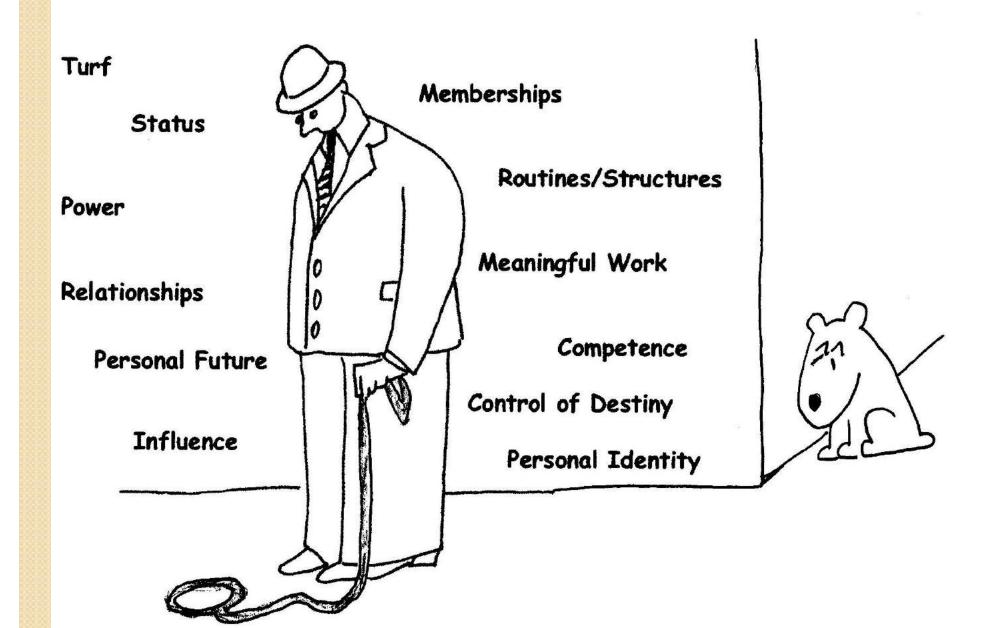
Sell the Problem

- Have you built the case for change? It is important to sell the problem before you try to sell the solution.
- Don't make people feel bad about their participation/loyalty to the old way of doing things.
- Sell the problem but DO NOT denigrate the past.
- Illustrate the impact or possible outcomes of doing nothing. What is the motivation?

Acknowledgement

- People recover faster when everything is out on the table, even when it is difficult to discuss. Unacknowledged loss FESTERS and refuses to heal.
- Leaders are often afraid to call attention to obvious losses for fear of making things worse. As leaders we must understand and accept reactions like grieving or being triggered, as natural and necessary.

Who stands to lose what?



The most important role leaders can play during times of change is:

"putting into words what it is time to leave behind and what will stay the same."

But those words need not necessarily be your own. When the loss belongs to the community, it is the responsibility of the leader to draw from the group at-large the words to describe the loss as clearly as possible.

Soften or Replace Losses

- How can we soften the changes' impact on people and protect their interests?
- Be sensitive to the small issues. Sometimes people miss the small aspects of what was lost more that the larger important aspects.



PROVIDE INFORMATION

- People who are losing something CRAVE information. You can't give them too much!
- During Transition, people don't assimilate information well so they need to hear it again and again and again.



Ceremonies & Symbolic Events

- In our personal lives, we gain closure on chapters in our lives through rituals like: setting up an alter, prayer, meditation, or confirmation, funerals and wakes, burning old love letters, reading over old diaries or viewing family photo albums
- In organizational life, what similar symbolic actions can we take to mark the "ending"?

With your group...

- I. Who are all the stakeholder groups that will be impacted by your plan?
- Complete a loss analysis worksheet for these stakeholders
- 3. How can these losses be acknowledged, softened or replaced?

Navigating the Neutral Zone

Do everything you can to repair the things that have been impacted by endings:

Control
Understanding
Support
Purpose



Managing the Neutral Zone by Encouraging Creativity

- I. Encourage experimentation, innovation and risk taking.
- 2. Enhance trust.
- 3. Study the organization's situations or events for clues.
- 4. Expose people to diverse perspectives, industries, and disciplines.
- 5. Provide settings that teach, encourage, and reward creative techniques and processes.

Build in "Time Outs"

- Constant change is exhausting. Don't layer on too many changes all at once pace yourself, the organization and your community efforts.
- Remember to choose changes that are:

"Big enough to matter but small enough to work"

Key Communication Goals for ALL Stages of Transition Management

- Accomplish the 2 C's
 - Maintain Connection
 - Show <u>C</u>oncern

Key Communication Goals for ALL Stages of Transition Management

- Communicate the 4 P's
 - Explain the Purpose
 - Show/co-create the Picture
 - Lay out the Plan
 - Allocate the Part

Seven Principles of Transition Management

- 1. You have to end before you begin.
- 2. Between the ending and the beginning, there is a hiatus.
- 3. That hiatus can be creative.
- 4. Transition is developmental.

Seven Principles of Transition Management

- 5. Transition is also a source of renewal.
- 6. People, groups, and communities go through transition at different speeds ("the marathon effect").
- 7. Too many unfinished transitions all at once can lead to "transitions burn-out."

Common Ground

One thing I'm taking with me from today is...

• One thing I appreciate about the group is...

 One thing I commit to do based on what we discussed today is...

