

Navigating Transitions for NYS IT Professionals

Resources & Tools for Managers and Supervisors

Articles/Internet Links..... 2

If you are interested in further exploring the topic of organizational change there are a myriad of resources on the Internet that can help you deepen your understanding

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There are many books written on the subject of leading and managing organizational change. Here are a few you may find interesting.

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Articles/Internet Links

1. Link to the GOVERNING website with an article by Russ Linden, entitled "Creating a Line of Sight." Russ is a GOVERNING contributor, management educator and author.
<http://www.governing.com/columns/mgmt-insights/creating-line-sight.html>
2. Link to Edelman, an organizational consulting company, "Comprehending Change 3.0," a booklet on change and employee engagement. The setting is private sector but "crosswalking" to public sector is not difficult.
<http://www.edelman.com/insights/special/change3.0.pdf>
3. Link to Mindtools, a skills training site that offers tips and techniques on topics such as leadership development, change management, project management, decision making, succession planning, team development, etc.
<http://www.mindtools.com>
4. Link to Turner Change Management, Inc., an organizational change consulting firm. There are many short articles to read including "*The Law of Organizational Change*," "*The Fallacy of Resistance to Change*" and "*Change Communications*."
<http://www.thinktransition.com/organizational-change-articles.html>
5. Link to an online library created/maintained by Authenticity Consulting, LLC as a free community resource. It contains articles to develop yourself, others, groups and organizations.
<http://managementhelp.org>
6. Link to the website of John Kotter, Harvard professor and well known expert on leadership and management. His "8 Steps for Leading Change" is considered a classic in the literature on change.
<http://www.kotterinternational.com/KotterPrinciples.aspx>
7. Link to Linkage Inc. a training and organization development company and an e-newsletter. Provides articles available in pdf form for reading and downloading, many of them related to aspects of organizational change. For example, "12 Questions for Change Communicators," "Change Happens in Powerful Conversations," etc.
<http://www.linkageinc.com/thinking/linkageleader/Pages/Linkage%20eNewsletter.aspx>
8. Business balls is a free ethical learning and development resource for people and organizations, run by Alan Chapman, in Leicester, England. You can search by topic or "wander" the website with hyperlinks to take you to information on various business topics.
<http://www.businessballs.com/changemanagement.htm>

9. Link to William Bridges website with several articles about change, especially "The Three Questions"
<http://www.wmbridges.com/articles/articles.html>
10. Link to William Bridges website with a printable assessment tool
[http://www.wmbridges.com/articles/assessment tools.html](http://www.wmbridges.com/articles/assessment%20tools.html)
11. Link to an online library created and maintained by Authenticity Consulting, LLC as a free community resource. It contains articles to develop yourself, other individuals, groups and organizations.
<http://managementhelp.org>

Textbook Suggestions

- Bridges, William. *Transitions*. Addison-Wesley Publishing Co., Inc., 1980
- Cohen, Dan. *Heart of Change Field Guide: Tools and Tactics for Leading Change in Your Organization*. Harvard Business School Publishing, 2005
- Collins, James C. and Porras, Jerry I. *Built to Last: Successful Habits of Visionary Companies*. Harper Business, 1994, 1997
- Deems, Richard, S. Ph.D., *Making Change Work For You*. American Media Publishing, 1995
- Fullan, Michael. *The Secrets of Change: What the Best Leaders Do to Help Their Organizations Survive and Thrive*. John Wiley & Sons, Inc. 2008
- Fullan, Michael. *Leading in a Culture of Change*. Jossey-Bass, 2001.
- Goldsmith, Stephen and Eggers, William D. *Governing by Network: The New Shape of the Public Sector*. Brookings Institute Press, 2004
- Harvard Business School Press. *Harvard Business Review on Change*. Harvard Business School Publishing, 1991
- Heifetz, Ronald A. *Leadership Without Easy Answers*. Harvard University Press, 1994.
- Kegan, Robert and Lahey, Lisa Laskow. *How The Way We Talk Can Change the Way We Work: Seven Languages for Transformation*. Jossey-Bass. 2001.
- Kotter, John P. *Leading Change*. Harvard Business School Press, 1996
- Labovitz, George and Rosansky, Victor. *The Power of Alignment: How Great Companies Stay Centered and Accomplish Extraordinary Things*. John Wiley & Sons, Inc., 1997
- Loehr, Jim and Schwartz, Tony. *The Power of Full Engagement*. Free Press, 2003
- Miller, Ken. *Extreme Government Makeover: Increasing Our Capacity to Do More Good*. 2011.
- Osborne, David and Hutchinson, Peter. *The Price of Government: Getting the Results We Need in an Age of Permanent Fiscal Crisis*. Basic Books, 2004
- Polsky, Lawrence and Gerschel, Antoine. *Perfect Phrases for Communicating Change*. McGraw-Hill, 2010

Questions for Staff

Managers and supervisors need to be aware of their staff's concerns and issues. The best way to know what your staff is thinking is to ask them. The following questions will give you information which can help you manage the change more effectively. When asking your staff these questions, be sure to emphasize the answers are to be used to increase *your* effectiveness. You may wish to add other questions relating specifically to your organization.

1. What do you want to gain from the change?

2. What do you fear you are losing or may lose because of the change?

3. What are your major concerns?

4. What can management do to help everyone deal more effectively with change?

5. What actions can you take to help yourself and others deal with change?

Stop, Start, Continue, Change

Purpose and Goals

Stop, Start, Continue, Change (SSCC) is a simple and useful technique for engaging staff in identifying potential ways to improve. Use of this approach helps evaluate existing programs, services and offerings, as well as other offerings and initiatives and helps decide whether or not they should be stopped, started, continued or changed. The SSCC approach enables an agency to better focus its direction, energies and resources. Teams can also use the SSCC approach to develop a list of action items or uncover hidden issues. Honest communication and collaboration improve processes, advance team learning, and provide opportunities for developing shared vision.

Facilitative Process

- Make 4 newsprints with the appropriate headings (Stop-Start-Continue-Change).
- Depending on what the desired organizational change might be - ask participants to write anonymous responses on post-it pads (one response per post it) to answer the following question: "What would I like to see stopped, started, continued or changed that would improve the work of this unit?"
- During a break, read through the notes and cluster them under broad thematic categories. (You may want to invite one or two volunteers to assist.) *A SSCC Worksheet can also be used to summarize the responses (see next page).*
- After the break, ask the larger group to divide into smaller groups and select one idea or group of ideas that they want to process, asking themselves the following questions :
 - What would be the benefits of doing this?
 - How would we implement it?
 - What might get in the way?
 - What resources would it take?

Have each small group (where applicable) report out, charting the answers to these questions.

Stop, Start, Continue and Change Worksheet

Use the SSCC worksheet below to:

- List three things that we are currently doing in our unit/division that should STOP.
- List three things that we should START doing that would improve our unit/service.
- List three things we are currently doing in our unit/division that should CONTINUE.
- List three things we are currently doing in our unit/division that should CHANGE.

| | |
|-----------------|--|
| <i>STOP</i> | |
| <i>START</i> | |
| <i>CONTINUE</i> | |
| <i>CHANGE</i> | |

Evaluating Ideas Worksheet

Idea:

What would be the benefits of doing this?

How will we implement it?

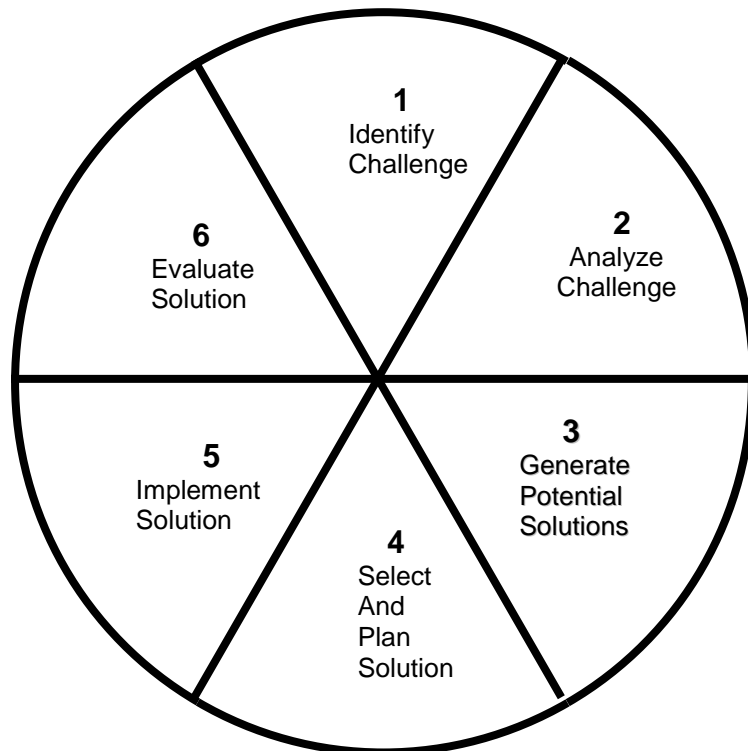
What might get in the way?

What resources would it take?

Searching for Solutions – The Problem Solving Process

Using a systematic approach can help individuals and groups to avoid some of the pitfalls while searching for solutions. Some of these pitfalls that can be avoided through the use of search for solution processes may include the following:

- Jumping to a conclusion before analyzing all aspects of the problem
- Failing to gather critical data about either the problem or the solution or both
- Trying to address problems that are beyond the control or influence of the group/individual
- Working on problems that are too general or not well-defined
- Failing to develop an adequate rationale for the solution
- Failing to involve critical people
- Failing to plan adequately for the implementation and evaluation of the recommended solution



The Six Steps of Searching for Solutions

1. Identify the challenge
 - State the problem clearly
2. Analyze the challenge
 - Gather and review all relevant information
 - Is this a unique, as opposed to a recurring or routine, problem/situation?
3. Generate potential solutions
 - Use any and all laws, policies, and procedures that apply
 - List possible solutions
 - Analyze the solutions
 - Identify those that are viable
4. Select/plan solution
 - Select the “best” solution
 - Plan implementation
 - Gain approvals, if necessary
5. Implement solution
 - Take appropriate action
6. Evaluate solution
 - Close the loop – is the problem solved?

