



EFL “Brieflet”: Engaging with Change

The Siblings of Transition©		
Change: Make or become different	Transformation: Marked change in form, nature or appearance	Crisis: A time of intense difficulty or danger <i>Lexico Dictionary</i>

Thanks to all who provided their input (overleaf) to this **EFL Brieflet**. Herewith the response themes:

What do you want to know about <u>change</u>?	Why? How long will it take? What form does it take? How does it affect me?
What advice would you give about <u>change</u>?	Be authentic Define; Prepare; Explain; Communicate; Implement fully Be self/compassionate It's constant

Further to these common themes, is the increasing realisation that Change, whether at work or outside, is deeply personal. Yet how often does one view the details of the impacts upon, and influences from, individuals in organisational Change strategies and research? How often do leaders, or their followers, consider the level to which common life-events outside work can significantly affect our ability, motivation and time to engage with Change or its siblings - Transformation and Crisis?

Factors that are regularly experienced as influencing their ability to lead or engage with Transition by Coachees who work with me include: menopause, ageing, bereavement, children (presence/absence), parents, social belonging, health, existentiality, physical accessibility, financial demands, housing, career plans, sleep. We need to value the significance of these experiences. Yet how often do we discuss, or even recognise, how deeply they influence our, or our colleagues', lives? Whilst often personal, these experiences are an indivisible part of an organisation's journey with the Siblings of Transition. If we don't talk about them, or at least anticipate their influence upon an individual's engagement with Transition, then we risk our survival and growth.

Although nearly 30 years' old, *Bridges' Transition Curve*¹ helpfully conceptualises one's *internal* journey with the Siblings of Change. Whereas engaging with Change tends to focus on outcomes, engaging with transition focuses on starting with the *ending* that is required in order to leave the past behind:

- **Ending** - letting go, e.g. of attachments, turf, future, meaning, control
- **Neutral Zone** - for the critical psychological re-alignments to occur
- **New Beginning** - developing a new identity and a new sense of purpose

Some questions to engage with your personal transition might include:

- What's *different* about what I am experiencing today?
- What's my level of *control* of this transition?
- What more do I need to *know* about it?
- How might this be an *opportunity* to enhance who I am?
- Do the right *people* know about it? What more do they need to know about it?
- What can I *choose* to do? And what am I *willing* to do?
- *When* will I do what's important to me?

¹ from Hall, L. (2015). Coaching in times of crisis and transformation: how to help individuals and organisations flourish

Contributor	One Question	One Advice
Rosemary Johnston Founder My Future Career Acad.	I've always been curious as to how others adapt and feel about change.	Be the person you are, everyone else is taken ... However, like the hermit crab that changes shells over its lifetime, so we change ...
Martin Strickland The Tea Tree Orchard	Are you really committed to this change you are proposing ... how will you sustain that?	Make it real not superficial and ensure it is embedded properly before moving on to the next thing.
Anon Humanitarian	How long does it take for a 'change' to feel 'normal' again? ... would it be easier ... if you [knew]?	I ... like to know why a change needs to be made, rather than simply being told ... If I don't understand the reasons ... I'm more easily frustrated/ unsupportive of the change.
Lyn Fox CEO, Parnell Trust	How can we support and accept change but not consider it as a weakness?	Put one foot in front of the other and be kind to yourself and others.
Lucy Hardy-Allen Vol Devt Mgr, FENZ	... environment ... dates, times, factual information ... how will that affect me; what's in my control?	Look to the long term ... Put your emotional and mental energy into sustaining what you value.
Pam Elgar CEO, Make-A-Wish	What's the impact of biological changes on wellbeing: as a woman ages, the impact of hormonal changes on ability to manage?	It's constant ... whether it's incremental or monumental ... [It] may not be big enough to recognise ... But overtime you get worn down or you end up reacting to something quite small ...
Gilli Sinclair CEO, Cerebral Palsy Soc	How to increase motivation in times of change?	Communicate!!
Raymond Stein Fac'y Suppt Serv Mgr Univ Auckland	'We often judge others by their actions but ourselves by our intentions'... is this the dilemma ...?	MUST/HAVE TO be implemented properly and through to completion: incomplete implementation can be the undoing of a correct decision to change.
David Friend Surgeon, Mukinge Hosp	Is there any hint of pride in the proposed change?	Consult with those at the coal face before you make the change.
Ahadu Gebreamiak MD, Centre for African Leadership Devt	How desperately do you need the change?	Define the attitude and practical drill needed to be effective in the change situation and follow through.
Nicole Spratt CEO, Netball Northern Zone, Northern Mystics	Why is there so much change? Why are things in the world not working?	Define what the success of the change is before you start ... and test those elements at an agreed time ... Any change programme should have a post implementation review
CEO Not-for-Profit	Is there a change-o-meter that we can do as a team?	Break all big "change" down into small "iterations" and constantly show these ... on a curve/ arrow pointing to the big goal, being specific about how people have contributed individually ...
CEO Not-for-Profit	Is this a big deal?	If the change is a big deal – then there will always be a degree of grief for what was, even if the change is good. Acknowledging grief up front helps the process of moving on ...
Kathryn Jackson Author	How will my life be if: I <u>don't</u> change this; or this doesn't change?	... examine curiously [the] parts of change you are MOST comfortable with ... which bits cause you concern ... Use strategies ... where you are most comfortable to support [areas] where you aren't ...
Sue Brewster ED, Auckland Medical Research Foundation	What is the best way to [contextualize] the change speed to the actual change size [so that all can cope]?	Don't change things for change's sake or to try and make yourself look good ...
Rich Easton CEO, Neurological Foundation	What value does this change bring the customer ... staff and business – is it really worth it? Have you really understood the full benefits / costs?	Make sure you take everyone on the journey. It's so easy as leader to be at the forefront of leading change. [B]y the time [it's implemented] you're already onto the next thing [but staff] 3 layers down are hearing it for the first time.