

# INSPIRING LEADERSHIP CONVERSATIONS

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## CHANGE AND TRANSITION



**INNOVATIVE**  
CONNECTIONS



# THE POWER OF CONVERSATIONS

The journey you are about to embark upon will **illuminate the power of conversations**.

Consider the conversations in your meeting rooms, at your kitchen table, on your neighborhood walk or at your favorite coffee shop. These rich conversations are generated by different perspectives, curiosity, and questions that matter. They become our catalyst for sharing our collective personal experiences that shape our future while supporting our human nature to stay in relationship with one another.

This trust activity ignites meaningful conversations. Capture the richness of sharing perspectives and insights as you explore these conversations inside your organizations and throughout your community. Challenge yourself to use these conversations to propel your growth as an individual, leader, and/or leadership team.

**Rules for these conversations? There are none.** This concept is built on the assumption that people are naturally creative, resourceful, and whole. The answers are within each of us.

This activity is intended to widen your lens with additional perspective. As you talk with others or think about your experiences, capture your thoughts and reflections in the

space provided. Feel free to circle, highlight, or underline anything you are curious about or those words which resonate with you.

Next, find a partner, teammate, colleague, family member, friend, or leader to share your thoughts with and discuss your key takeaways. If possible, move the conversations to small groups/teams and then on to larger groups/teams. The format provides a consistent process for expanding your conversations and capturing what is on everyone's mind.

## Enjoy!

### As you engage in your conversations, please remember to:

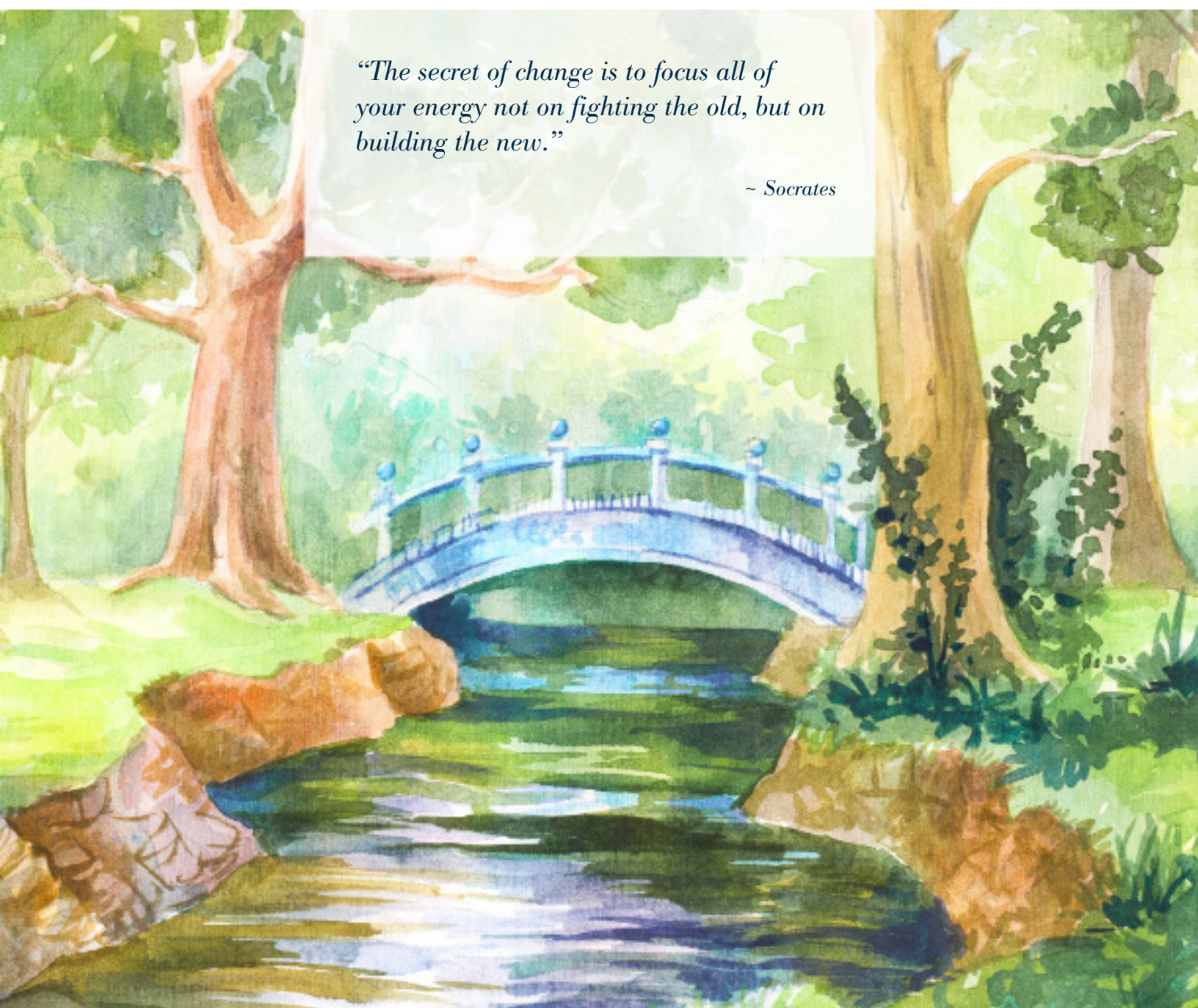
- Listen deeply.
- Speak from your voice.
- Take a risk.
- Put it out there.
- Encourage contributions.
- Connect diverse perspectives.
- Listen together for patterns and insights.
- Capture the conversation with words, illustrations, symbols, or any other device possible.



# CHANGE AND TRANSITION

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Leading change and transition is a critical success factor for any organization and an essential competency for leaders at all levels. It is important to understand both the technical and the human side of change and transition if we are to lead it effectively. In addition, our very nature is often to resist change and hold onto those things that are familiar to us. The fear of the unknown forces us to cling to the familiar. Yet, our organizational environments and communities require us to be resilient and change-hardy. And, let's be honest, talking about being resilient and change-hardy after the sheer amount of transition and change we have experienced over the past few years can be exhausting. But there are two things we know for sure: change is constant and change is required.



*“The secret of change is to focus all of your energy not on fighting the old, but on building the new.”*

*~ Socrates*



**Change and transition, at the core, is defined by uncertainty.** Whether it is a massive overhaul or a simple change in a process or procedure, there will always be a certain amount of resistance and inherent obstacles that can hinder progress. This results from feelings of loss over something ending that we felt connected with, or it can be from fear of an uncertain future. Either way, dealing with these feelings can help us free up energy, thereby allowing us to move more effectively through the change and transition. When we can deal with the “letting go”, we begin problem-solving, and see positive possibilities in something new.

Change management is a binary system consisting of two parts.

First, it requires a high-quality **solution** that solves the right problem in the right way.

Second, change management requires **commitment**. It calls for favorable emotional support from individuals involved in the change, people who are able to accept, embrace and implement the solution.

$$\mathbf{S \times C = E}$$


**Solution x Commitment = Effectiveness**

When we develop both components, we prepare, support and equip our leaders and our teams to move successfully through change. However, one without the other most often leads to failed change efforts.

As a leader, one of your greatest challenges will be to gain buy-in for changes the organization has deemed necessary. Research confirms that at least 70% of change initiatives in organizations fail. Given the time and effort we put into new strategies, processes, and projects, a 70% failure rate is costly, both financially and energetically for your people. Especially in today's environment, our need to lead change successfully is increasing and our ability to do so is declining.

Often, leaders spend a great deal of time (and are highly successful) at planning the change and understanding all the right things to do to ensure the actual change is correct. However, what we often fail to acknowledge and plan for is the human side of the transition.

- How do we create a sense of urgency for the change so everyone feels the need to do something different?
- How do we help people let go of their past ways of doing things?
- How do we help them see the vision for the future, especially when we are not clear?
- How do we ensure others can navigate the ambiguity of our current organizational realities?

A full-page background image featuring a vibrant, multi-colored sky transitioning from deep purple and blue at the top to bright yellow and orange near the horizon. A single, dark silhouette of a tree stands prominently in the lower center of the frame against the colorful backdrop.

*“Fear is about control.  
Or rather the perceived lack of  
control. The minute we assume  
control and ownership for our  
circumstances, the less we remain  
in fear; the second we take  
responsibility for our situation, the  
less fear we will experience.”*

*~ Dr. Laurie K. Cure*

## Change vs. Transition

It's important to understand that change and transition are not the same thing.

### Change is a single event. It is:

- Situational
- Outcome-focused
- External in that it often takes place outside the individual (e.g., a restructure, a new process, technology adoption, etc.).
- Visible

### Transition is:

The internal process people go through in relation to the change. It is deeply personal—it will be different for everyone. This is based on what we perceive we have to win or lose as a result of the change. Some will happily integrate and jump on board right away, while others may feel sadness or reluctance and need time to adapt. And some people may never be able to accept the change. Transition is a pivotal phase where we need to be understanding with each other's levels of resilience, willingness, and ability to change.

## Embracing Change

Effectively managing change is a delicate and elusive process. Following are questions that can help us clarify our own feelings about change as well as help our teams through change.



- **NAME** it. What change are you facing?
- Get **CURIOUS** about it. Are you resistant, angry, and in denial, or accepting, eager and enthusiastic about the change?
- **FEEL** it. What emotions does this change evoke? Anger, frustration, hope, joy?
- **THINK** about it. How did you first react? What are your thoughts about it now?
- **UNDERSTAND** it. What might you lose through this change? What might you gain? What if you keep an open mind?
- **SEEK** clarity. Do you have all the facts about the change? What other perspectives should you consider?
- **MANAGE** your responses. What is within your control? Your influence?
- **OWN** it. What immediate actions do you need to take? How can you be a leader in this situation?

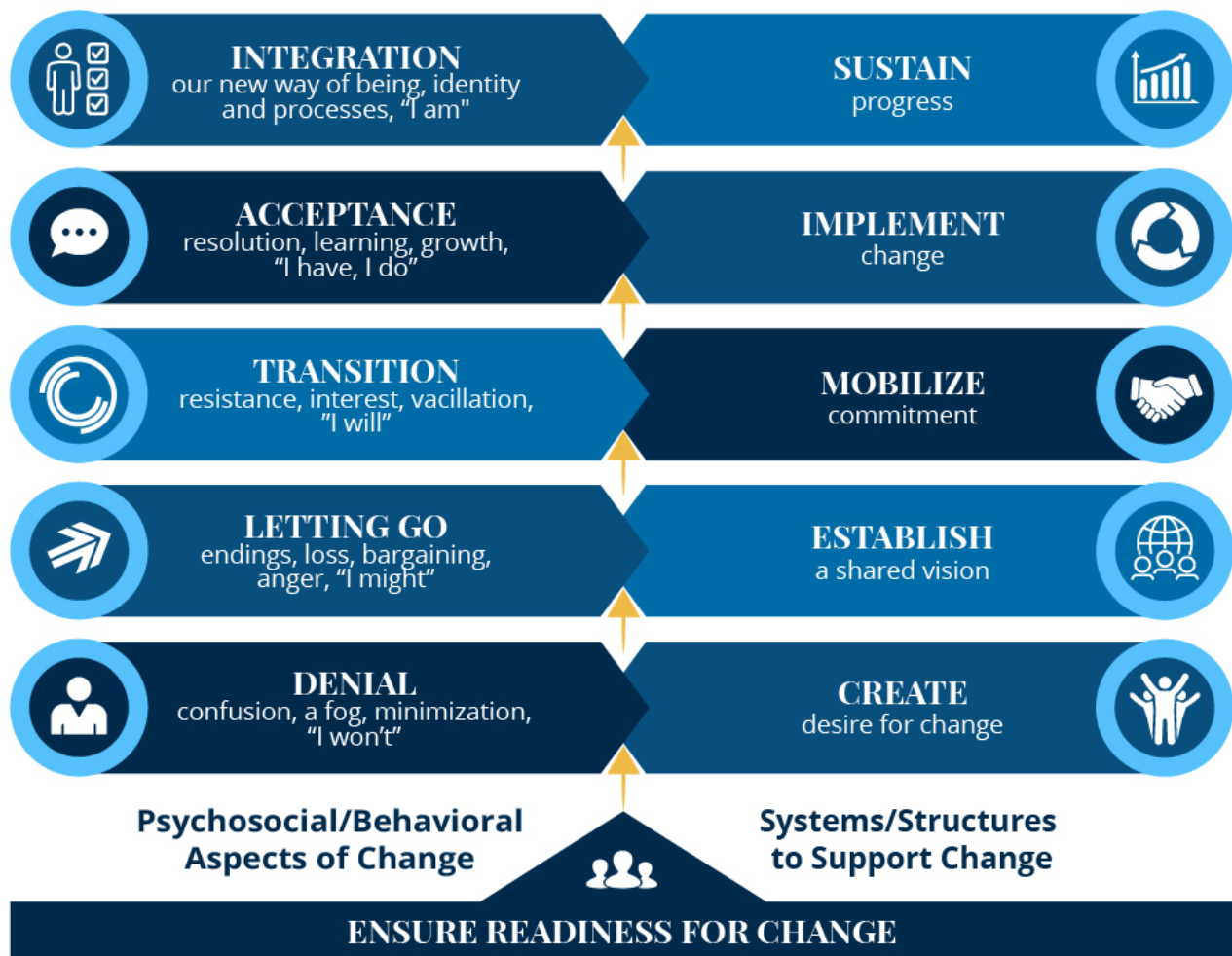


## A Model for Change

There are many theories about how to “do” change. What we find is that most change models incorporate the same basic elements. They might use different names and place them in a different order, but at the core, the concepts are similar. Remember, effective change and transition requires two key elements:

- Solution
- Commitment

Organizations spend a great deal of time creating the best possible solution. Where we often fall short is promoting an understanding of the change and incorporating elements that increase commitment to the change. Innovative Connections’ change management model incorporates the transition (psychosocial and behavioral) aspects of change AND the process elements needed to support change.



It takes time and deliberate planning to ensure successful change. When you plan carefully and build the proper foundation, implementing change can be much easier, and you'll improve the chances of success.







What are some changes happening around you right now?

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What do you notice about your organization's, your team's, and your own ability to navigate change?

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What structures and processes support change and transition in your organization, team, and environment?

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Think about changes that you/your team are responsible for leading vs. changes that are out of your control. Do they feel different?

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What is one concrete step you can take towards change and transition (e.g. our team, organization, ourselves, etc.)?

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## TAKEAWAYS

What new insights did you get from having your conversations?

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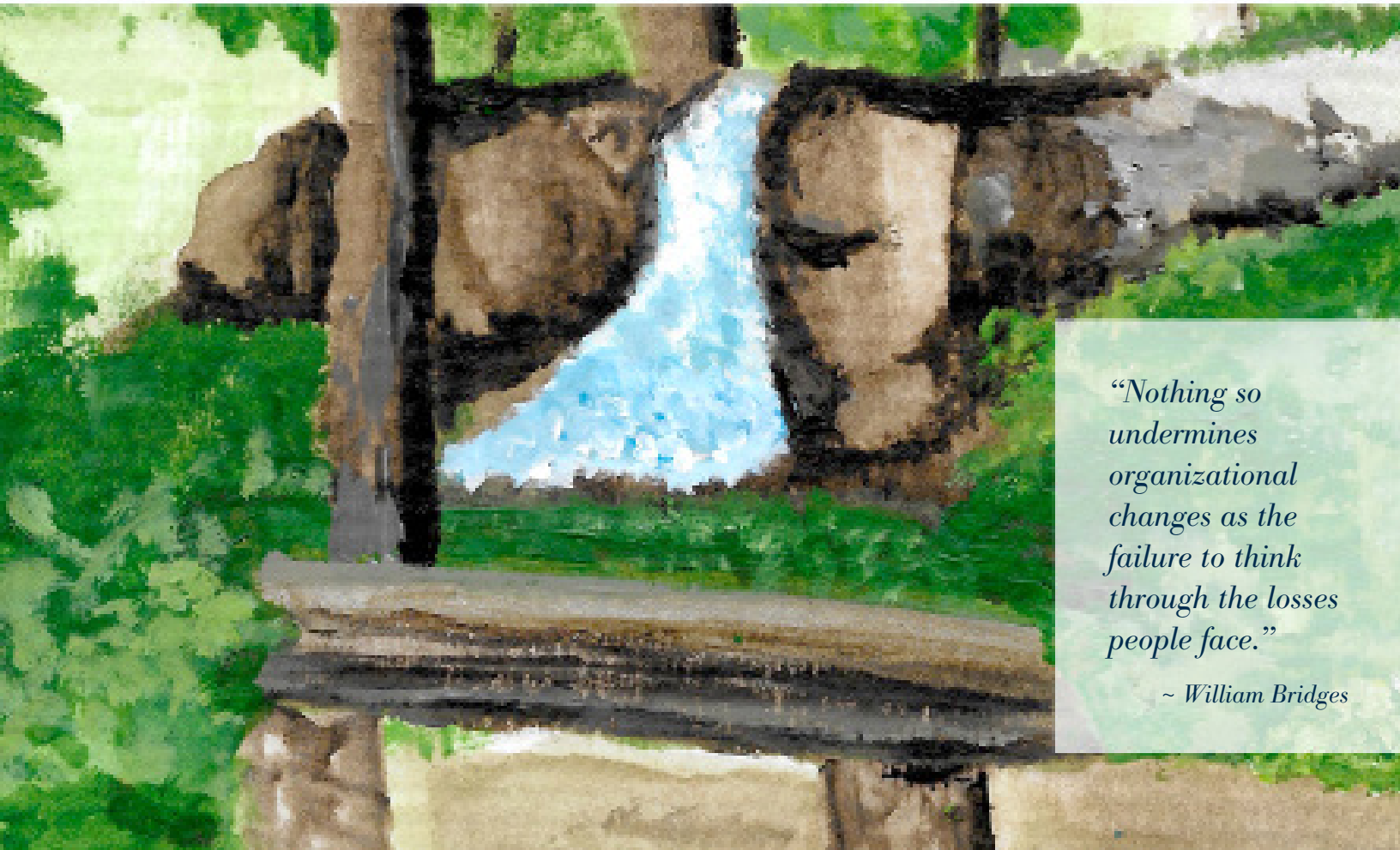
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What is one takeaway you want to remember from your conversations?

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*“Nothing so undermines organizational changes as the failure to think through the losses people face.”*

*~ William Bridges*

# NOW IS THE TIME TO MAKE YOUR MOVE

If you are experiencing difficulty achieving strategic outcomes, disharmony or fear among employees, poor team dynamics, trouble recruiting the right talent, or other team or organizational issues, we will help you unleash new possibilities and potential that result in sustainable change.

Through our processes and programs, you will find your voice, see your vision, and imagine what the right action for the future could be for you, your team, and your organization.

You will realize profound, sustainable transformation—both individually and organizationally—that starts now, and remains for years to come.



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