



Change and Transition

According to William Bridges, change is a situation that people must go through a psychological transition to accept.

Stages of Transition

When faced with a change, individuals go through stages of transition to acceptance that relates to the five steps in establishing a green cleaning program:

1. **Understanding** – Individuals must first develop a level of understanding for the basis for change, and its intent. This relates to the Step One—Groundwork portion of the Five Steps to a Green Cleaning Program toolkit.
2. **Acceptance** – After understanding, the individual can decide whether or not to accept the change. To help ensure acceptance, the changes should demonstrate a positive benefit to the individual and stakeholder groups. This relates to Steps One through Three—Groundwork, Assessment, and Planning.
3. **Commitment** – Lastly, it is clear that change has been successfully implemented when the changes are incorporated and the individual is committed to the change. The individual realized the change impacts them in a positive way and is integral to their interests and goals. This relates to Steps Four and Five—Implementation and Evaluation.

Dynamics of Change

When faced with change, people may have emotional and individualized reactions, including:

- A feeling of awkwardness and uneasiness with the change;
- Nervousness and obsession on what they will have to give up;
- The individual will feel alone even though others will be going through the same changes.

Managers must remember that:

- Individuals have different limits to the amount of change they can handle at one time;
- Each individual is at a different level of readiness for change;
- Individuals may be concerned that they might not have enough resources available to adapt to the change; and
- Not applying enough pressure on individuals to make the change will result in the return of behaviors previous to the implementation of change.

Components for Effective Change Management

In Change Process Guide, Linda Ackerman describes seven components within the change management process.

1. **Leadership Mindset about change** involves creating conditions of success and demonstrating continuous sponsorship for and support of the change effort.
2. **Purpose of Change** involves communicating what the organization wants to accomplish as a result of the change.
3. **Change Process** involves activities such as articulating a vision, creating an implementation plan, implementing the change, monitoring and analyzing the impact, and fine-tuning the change process.

4. **Predictable Forces Set in Motion** involves identifying the potential resistance points to change, establishing ways to manage resistance, recognizing that performance may be temporarily impacted, becoming attuned to the politics of change, and acting as a catalyst for change.
5. **Structures for Managing Change** is the nuts and bolts of implementation and is the area where organizations most often fail when managing change.
6. **Sustaining Energy for Change Over Time** requires leaders to be highly visible and personally involved throughout the change process.
7. **Personal Response to Change** involves attending to the “people” part of change and being tuned in to how people respond to change.

Three Main Strategies for Managing Change

1. **Leadership**

A person with a leadership mindset should have the following characteristics and behaviors according to FEMA's *Leadership and Influence* course:

- Is credible and influential;
- Acts as a catalyst instead of controller;
- Balances organizational and individual needs;
- Removes fear of change by focusing on the opportunities presented;
- Is helpful, visible, and personally involved;
- Walks the talk by backing up words with consistent action; and
- Listens to employee concerns.

2. **Trust**

Trust can be built by doing what you say; respecting other's knowledge, skills and abilities; keeping interactions unguarded; and avoiding trust-reducing behaviors.

3. **Communication**

According to William Bridges, communication of the “Four Ps” is the basis for effective communication.

1. *Purpose*
2. *Picture*
3. *Plan*
4. *Part to Play*



**For additional information, visit the
New York State Green Cleaning Program website at:
Greencleaning.ny.gov
Or contact the OGS Environmental Services Unit at:
518.408.1782**