

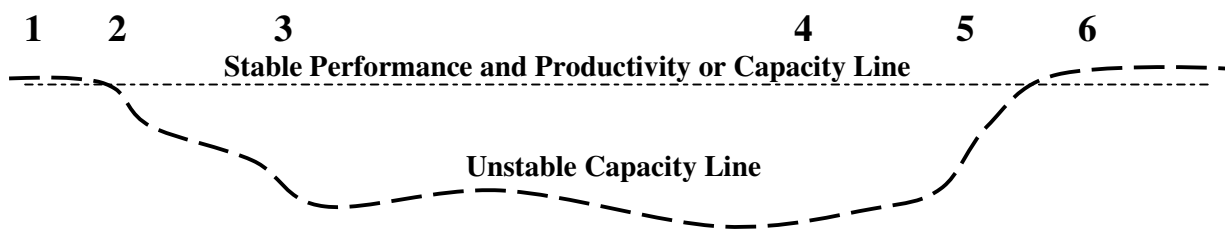
Organization Transitions

A. The Alcoa Model.

In the 1950's Alcoa Aluminum did a significant amount of research on transition as it applied to leadership/management changes, but the findings have had further influence. The implications were so significant that the U. S. Army adopted the leadership transition and used it for decades, perhaps it continues in use to this day.

The concept is simple:

1. Organizations are somewhat stable in terms of their performance and productivity.
2. As an announcement of significant change is made, the workforce reacts with an automatic slowdown based on uncertainty during which workers try to resolve important issues.
3. The slowdown continues at length because of the hesitancy the change initiative introduced.
4. The slowdown period normally lasts for six to twelve months. The duration and depth of this slowdown is dependent upon a number of predictable factors.
5. Before stability is resumed (potentially at a slightly higher level) a slow and steady increase in productivity begins to show progress.
6. A new stability is achieved - until the next transition.



The Alcoa model, above, pertains to any organizational disruption that creates workforce uncertainty.

B. The Managing Transitions Model.

The William Bridges Transition Model adds further detail to the Alcoa research by defining the phases that the workforce must transition through from the beginning to the end of the impacted period. He defines these periods as: **1-3** Ending, Losing, Letting Go, **3-5** The Neutral Zone, and **5-6** The New Beginning. This model treats transitions in a broader context than that of leadership/management alone. In this context, it has greater utility for accelerating the transition.

C. The RGB Technology as an Effectiveness Accelerator.

The RGB Technology acts as a catalytic accelerator to any transition by identifying those "threads" that cover the entire period (actually before and beyond) that permit hanging on to the stability. The application of RGB during transition shortens the period of turmoil, and further develops latent potential during what might otherwise be a period of enormous performance and productivity (capacity) loss. Here are the techniques to be used:

1. Create and refine the "parallel organization" as a capacity multiplier.
2. Develop the *ProZones* (relationships) needed to better focus on the potential capacity.
3. Learn how to use *CapacityWare™ Software* as a repository of workforce information.
4. Develop the habits that promote data-driven recommendations and decisions.
5. Create essential organization unity by applying a viable alignment structure.

D. Award(s) and Recognition(s).

There are three phases of transition during which distinction can be achieved.

1. Departure. During phases 1, 2, 3, and 4, activities that help people through the ENDING of what used to be may be of invaluable assistance.

2. The Journey. During phases 3, 4, and 5, unique or distinctive activities that help people get ready to engage in the "new" organization culture effectively are worthy of consideration.

3. Arrival. In the final phases 5 and 6, any activity design that highlights evidence the organization has arrived and will likely sustain culture patterns heralding the way things ought to be are viable candidates for consideration - especially those that are "team" oriented.