UCPath represents a significant transformation in the way UC works and handles human resource administration and payroll services.
Build Commitment

Current State

Future State

Leadership

create vision
build commitment

execute change
sustain change
Three States of Change

**current state**
Requires employees to 'unfreeze'
Overcome inertia and change existing mindset
Employees will often defend the current state... it is the most comfortable and certain

**transition state**
This is where the change occurs
Marked by confusion and transition... crossing into unknown territory
Employees are aware they have to leave the current state but are not certain yet what the future holds

**future state**
Requires employees to 'refreeze'
New mindset crystallizes and the future becomes more known and comfortable
Employees demonstrate renewed commitment and demonstrate new, desired behaviors
Dealing with Transition: Awareness

**see**
- Curious
- Excited
- Fearful
- Anxious

**hear**
- What’s happening?
- Why?
- If it isn’t broke, why fix it?
- It’s about time they decided to do something!

**do**
- Share information about what is happening and why (business case)
- Communicate the vision
- Let people know what you know... and what you don’t know
- Share the change plan
- Share your enthusiasm for the outcome of the change
- Hold regular team meetings
- Maintain accountability for performance
## Dealing with Transition: Denial & Avoidance

<table>
<thead>
<tr>
<th>see</th>
<th>hear</th>
<th>do</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insecurity</td>
<td>I don’t believe this is really going to happen</td>
<td>Solicit employee reactions</td>
</tr>
<tr>
<td>Caution</td>
<td>I’ll keep a low profile and wait until this thing blows over</td>
<td>Listen to and accept employee reactions (don’t have to agree)</td>
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<tr>
<td>Focus on the past</td>
<td>If I ignore it, maybe it will go away</td>
<td>Be visible and honest about benefits and pains of change</td>
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<tr>
<td>Feelings of betrayal</td>
<td>This too shall pass</td>
<td>Acknowledge losses as real</td>
</tr>
<tr>
<td>Lower productivity</td>
<td>I can’t believe they are doing this to me/us</td>
<td>Honor the past while focusing on the future</td>
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<tr>
<td></td>
<td></td>
<td>Provide timely communication</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hold regular team meetings</td>
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<tr>
<td></td>
<td></td>
<td>Maintain accountability for performance</td>
</tr>
</tbody>
</table>
Dealing with Transition: **Resistance**

**see**
- Complaining
- Blaming
- Gossip
- Decline in quality and productivity

**hear**
- They don’t know what they’re doing
- You want me to do what?
- How do they expect me to do this?
- Why are they doing this?
- Maybe I should start looking for another job or role here
- They are about to really mess things up
- When are they going to fix other functions

**do**
- Exhibit your own commitment to change
- Create safety nets
- Bring people together to share concerns
- Clarify roles/responsibilities
- Continue to communicate
- Set short-term goals
- Look for opportunities for employees to participate
- Encourage innovation
- Reinforce positive movement
- Maintain accountability for performance
Dealing with Transition: Acceptance

**see**
- Frustration with what’s not working (good sign)
- Beginning to problem solve
- Beginning to see some benefit of change

**hear**
- The way they have us doing this is so ridiculous!
- I could have figured out a better way!
- If we did it another way, it would work better!
- You know, there are some good things that are coming out of this.

**do**
- Acknowledge frustration – things aren’t perfect yet
- Bring people together to identify problems to be solved, prioritize them
- Get employees engaged in problem solving
- Encourage innovation
- Communicate your confidence and enthusiasm for future state
- Communicate clear performance requirements
- Hold regular team meetings
- Maintain accountability for performance
Dealing with Transition: Commitment

**see**
- Renewed energy
- Enthusiasm
- Finding possibilities
- Higher productivity

**hear**
- How can we make this work?
- Maybe we could try...
- I’m seeing the potential...
- It’s making more sense now...
- I wouldn’t want to go back to the old way of doing things!

**do**
- Reinforce the new behavior
- Engage the group in establishing new processes and metrics
- Communicate your confidence in your team’s capability
- Raise the bar on performance expectations
- Sell your acceptance of change to others and to senior leaders
- Celebrate accomplishments
- Hold people accountable for performance

Thank you!