



June 2016 - In This Issue:

[Quotable Quotes](#)

[The Organization's Transition and Growth](#)

[Tools and Resources](#)

[Reflections - Mine and Yours](#)

[Choose To](#)

[Joyful Observances](#)

[Administrivia](#)

Quotable Quotes

"This is the only country in the world where today's employee, is tomorrow's employer." ~ Marco Rubio

"Your dreams and the dreams of your company may be different, but they are in no way incompatible." ~ Stan Slap

"Organizations that remain vital show there new employees that they are needed. At the same time, they never forget the value of their long-service employees. And they always give both a second chance." ~ Unknown

Dear Jean,

Last month I offered some thoughts on onboarding new employees and explored the concept of mid-boarding for those individuals in the middle of their careers with an organization. This month requires a shift to a focus on the organization and its transition and growth stages. As an employee of a few companies during my career, twice I experienced companies purchased by another organization. From my perspective neither of those purchases and subsequent transitions was smooth. It certainly was the hope of the company making the purchase to have a smooth sale and transition. In both instances the companies went from being a small organization to a larger one. The reality -- for an organization to remain viable, strong, and solid for its employees, the organization must experience growth. It is inevitable that the organization will experience the stages of transition that come with change. The growth and transition may not be a result of being purchased by another company and yet the challenges and opportunities during any change

may create some angst and trepidation for the employees. If you have been touched by a similar experience, please share what the organization did right and what they could have done better. We can all learn from our shared learning.

With Joy,
Jean

The Organization's Transition and Growth

We know that human beings change, develop and grow and as people make up organizations, it only stands to reason that organizations will experience change and require development and growth to survive. Organizations, like us will be challenged with change from internal and external sources. Economics, resource accessibility and availability, technology and a global climate are just a few forces that will cause and even accelerate change.



There is a belief that companies go through phases as a lifecycle much like an employee does within their employment of choice. One resource (see link for *Stages of Organizational Growth* below) propose seven stages. These seven stages are described as 1) new venture, 2) expansion, 3) professionalization, 4) consolidation, 5) diversification, 6) institutionalization and 7) decline. Stages 2, 3 and 4 require a stronger focus on resources, systems, including management systems and the corporate culture. Stage 5, Diversification, identifies an interesting critical development area as the "replication of the cycle." Thus, change - organizational realignment, new products, new markets, new leadership - take your pick - it could be any one of these or other initiating events.

With change, comes the opportunity for new development and growth. In addition to this opportunity for an organization to develop and grow also comes the angst and the unknowns for the employees. Some of us are naturally resistant to change while others embrace and are ready for the new or new way of work. There is plenty of research out there that speaks to the early adopters and the laggards. Personally, I am okay with change if there seems to be a good reason for it. I can be flexible and adaptable and I need a bit of convincing that an intended change is for the common good. More importantly, I need increased communication and to be in the know. How about you? What makes change comfortable for you?

Change in any organization will be difficult for some. There are ways for an organization to make the change and the transitions for the employee go smoothly. It starts with a plan and preparation as well as engaging the employees. Author George Root III lays out the following steps for a smoother transition for an organization. His steps include:

- 1) Defining roles - consider the types of managers needed throughout the transition
- 2) Identifying need - paint a compelling business picture for the change
- 3) Transition team - who on the management team and among the staff will lead the transition?
- 4) Lay out the plan - blueprint it, document it

- 5) Get input - build consensus and increase the investment for your employees
- 6) Finalize the plan - how it takes place, how it impacts everyone, timetables, vision and buy in
- 7) Clear the path - remove the barriers, design what needs to be new
- 8) Milestones - track your progress, transition complete, evaluate

Key to the successful implementation of these steps above are having the right people in front and others pulled in along the way. An organization exists because there is work to be done and there are people able and ready to do the work. As your organization grows and develops, your employees will be required to grow and develop as well. The challenge and the opportunity for successful organizational growth comes from the organization's ability to change as needed and align their people with the change. It just might mean that you must ensure your people are growing and developing with the organization.

Tools and Resources FROM THE BOOKSHELF

[Growing Pains, Building Sustainably Successful Organizations](#) (2015) by Eric G. Flamholtz and Yvonne Randle. Proposing a framework for organizational change, transition and the impact of leadership in the organization's evolution.

[LeaderShifts: Mastering Transitions in Leadership & Life](#) (2014) by Joseph W. Walker III.

[Managing the Transition to a Sustainable Enterprise: Lessons Learned from Frontrunner Companies](#) (2013) by Rob van Tulder and Rob van Tilburg. "In combining practice and theory, this textbook provides a management perspective on the 'business case' for sustainability. Drawing on examples from 20 frontrunner companies located in the Netherlands, it builds upon a unique research project in which CEOs and middle-managers gave access not only to their decision-making process, but also revealed how their perceptions shaped the transition process."

THE INTERNET CONNECTIONS

[Stages of Organizational Growth](#)

[Evolution and Revolution as Organizations Grow - Harvard Business Review Article](#); and the [.pdf version](#)

[Steps to Manage Transition from Old Organization Structure to New One](#) - George N. Root III, Demand Media

[Leadership Transition Planning - 10 Best Planning Practices](#)

Reflection

Are you the change agent, the change initiator, the transition coordinator, the change champion, the change enthusiast, or the change implementer in your organization. It takes many types of management to successfully see a change fully executed into the culture of an organization. You are an employee and even if you are not a manager within an organization, you can be a leader of change.

Is your organization going through a change now?

What is your role? What do you want your role to be?

If all you could do in your organization is to offer suggestions for improving the transition plan, what 5 suggestions would you offer to your leadership?

And when will you offer those changes and to whom?

Here is your chance to support your organization's growth and development as well as supporting your own growth and learning.

Choose To

Learn about the change ... become engaged ... ask for more communication ... be on a transition team ... provide input when asked ... help to remove barriers that get in the way of an organization's growth and development ... learn from the organization's transition and explore your own path in the change ... be bold ... do your part ...communicatecommunicate ... communicate.



June Joyful Observances

Beautiful in Your Skin Month

[Country Cooking Month](#)

National Camping Month

[National Rose Month](#)

[Women's Golf Month](#)

Great American Brass Band Week (June 4-7)

Nursing Assistants Week (June 11-18)

National Flag Week (June 14-20)

Meet a Mate Week (June 21-27)

North American Organic Brewers Days (June 25-28)

Festival of Popular Delusions Day (June 5)

[Banana Split Days](#) (June 12-13)

Recess at Work Day (June 18)

Let it Go Day (June 23)

[Take Your Dog to Work Day](#) (June 26)

Administrivia

My Constructive Choices Audience...

* Professionals wanting to be at choice in their career and daily work,

- * New managers (and aspiring leaders) transitioning to establish a leadership role in their communities,
- * Individuals wanting to sort through the choices, build a more fulfilling life, live their voices, and...
- * Coaches who choose to step out, show up, and say - YES, it IS all about YOU!

Copyright 2016, All Rights Reserved Constructive Choices, New Mexico, LLC.

<http://constructivechoices.com>

Phone: [505-286-4079](tel:505-286-4079)

You may have received this newsletter from a very thoughtful friend and I invite you to pass it along to others. I only ask you to include copyright, subscription information and the newsletter in its entirety.