



What is the Same About Organizational and Personal Transitions?

Organizational and personal transitions have three things in common. First, both use your inner toolkit to guide you through. Knowing what to pay attention to, what is driving your responses and decisions, combined with awareness of what is going on internally (in self) and externally (in terms of the climate, tone, style) will make it easier to be comfortable when navigating the messy areas where chaos reigns. Your inner toolkit engages the ability to do the following:

1. Listen for the answers that lie beneath the surface.
2. Ask questions that compel creativity versus contraction.
3. Access and trust your gut instinct/feeling, or intuition, as your guide.
4. Silence the chatter and discern what is a logical from an intuitive message.
5. Learn from objectively observing and reflecting on your experience.
6. Forgive others.
7. Let go of what no longer serves . . . typically, old beliefs or old useless wounds.
8. Use your energy to serve you, so that you bite off what you can chew.

You want to have your heart and head working as a team and set a pace that fits your personal rhythm. This is two ideas in one: energy as an informant on do-ability; enthusiasm as an indicator of how much to change and at what speed.

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November, 2003

1

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Second, both organizational and personal transitions demand paying attention to people as human beings, with both a head and a heart, or, to put it another way, with the ability to think and feel. As Daniel Goleman noted in his 1998 book *Working with Emotional Intelligence*: “Emotion and motive share the same Latin root, *motere*, ‘to move.’ Emotions are, literally, what moves us to pursue our goals; they fuel our motivations, and our motives in turn drive our perceptions and shape our actions. All attention is selective, and what matters to us most is what we automatically scan for—if we value results we look for ways to do things better, if we value relationships we look for ways to connect. Great work starts with a gut feeling.”

Organizations and group processes that fail to recognize the emotional impact of change, fail to get the most out of their employees, who resign themselves to the next reorganization, restructuring, or latest adjustment to their work environment. Resignation can give the illusion of everyone being on side, but it often translates into people going through the motions in a half-hearted way.

At a personal level, most of you will have noticed that the logic of a change is not what makes it work. It is the commitment to overcoming obstacles, the desire to achieve, the motivation and inspiration *combined with* the perspiration. Telling yourself that a career change is a good thing will not eliminate the emotional process that accompanies such a change. Understanding the steps involved in moving from a house you have lived in for twenty years to a different living space, even in the same city, does not eliminate the experience of letting go emotionally from both memories and familiar territory.

Third, organizational and personal transitions are both guided by a clear picture of the destination. You have to know what you are trying to achieve, not in airy-fairy terms but through an image that holds meaning for those on the ride. Getting there is made up of the underlying fuel that takes you there, otherwise known as *spirit*,

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November, 2003

2

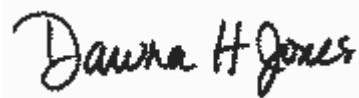
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combined with paying attention to the emotional dynamics which tie personal values to organizational performance.

Organizationally, it is a given that the immediate feedback on whether a change initiative is understood *and* accepted, will come from the emotional response. If the organizational climate is a safe one and a healthy one for communication, the entire process can be discussed, negative impacts identified and mitigated. If the climate is unsafe, resistance to the change will surface quickly.

In all situations, how individuals lead themselves, how the leaders lead themselves, what style of leadership is modeled, and how things are communicated will combine to make it difficult or easy, temporary or lasting, short or long, rough or real. Each person has a role to play and an opportunity to identify what the pressures are that influence their response. Each person brings a strength in how they think and how they bring their spirit to work in influencing the well being of those around them.

Spirit can be understood as that energy that fuels possibility thinking over negativity, and also as the knowledge that you can bring and contribute who you are at work and be real. It is also about having that sense of control over being able to *create* within the context of a community where diversity of thinking works for the best. To know what thinking style and personal spirit you bring to the equation, go to <http://www.onesmartworld.com/> and test-drive their 4D-i profile.

A handwritten signature in black ink that reads "Dawna H. Jones". The signature is written in a cursive, flowing style.

Dawna H. Jones
Improving Personal and Organizational Ability to Profit from
Uncertainty

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November, 2003

3

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Do you want to direct your personal growth or your company's growth to release hidden and untapped potential? Contact Dawna Jones to arrange a preliminary discussion. Call 1-866-605-0880 or email: dawna@FromInsightToAction.com

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To guide your own growth use the life skills in "*The Octopus Way: Eight Simple Steps to Get What You Want From Life*" at www.theoctopusway.com

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