



## PROVIDING SUPPORT THROUGH ORGANIZATIONAL TRANSITIONS

***Presented by:*** Futures Without Violence

***Presenters:*** Isa Woldegiorgis, Executive Director, Center for Hope and Healing  
Beckie Masaki, Independent Consultant

***Moderator:*** Jennifer White, Program Director for Curriculum Development &  
Program Design, Futures Without Violence

**September 20, 2018**



# Credit & Disclaimer

2

This webinar is part of a project entitled SOS Institute (Supporting Organizational Sustainability Institute), supported by the Department of Justice, Office on Violence Against Women.

This project is supported by Grant No. 2015-TA-AX-K047, awarded by the Office on Violence Against Women, U.S. Department of Justice. The opinions, findings, conclusions, and recommendations expressed in this publication/program/exhibition are those of the author(s) and do not necessarily reflect the views of the Department of Justice, Office on Violence Against Women.



# Presenters

3

**ISA WOLDEGUIORGUIS**, Executive Director of the Center for Hope and Healing since 2012. Prior to this, Ms. Woldeguiorguis has worked in the anti-violence field for twenty years, holding several statewide and national roles in the movement to end sexual and domestic violence.

Ms. Woldeguiorguis is a well-respected leader and national trainer in the field of children, domestic and sexual violence, systems change, policy and practice. She has authored several articles on topics such as family-centered practice in child welfare, racial and ethnic disproportionality and immigration.

**BECKIE MASAKI** was recently the Social Justice Capacity Building Director at the Asian Pacific Institute on Gender-Based Violence. She has worked in the movement to end violence against women for over thirty years. She co-founded Asian Women's Shelter (AWS) in San Francisco, and served as its founding Executive Director for over twenty-one years.

Beckie has extensive experience in providing multilingual, multicultural services to domestic violence and trafficking survivors and their children, innovative program development, prevention, community building, policy-making, and institutional advocacy. Beckie has provided peer-based training, technical assistance, and facilitation to groups on local, state, national, and international levels.



# Learning Objectives

4

As a result of this webinar, you will be better able to:

- Discuss organizational transitions using the “transition curve.”
- Identify how individual and organizational transitions can impact individuals differently, and best practices to manage transitions.
- Consider how to tailor supervision and/or peer support to address the needs of individual staff through transitions.



# Poll 1: What is your role at your organization?

5

- ☐ Executive Director
- ☐ Program Staff
- ☐ Board member (past, present, or future!)
- ☐ Other



# Why should we address transition?

We delight in the beauty of the butterfly, but rarely admit the changes it has gone through to achieve that beauty.

Maya Angelou



# Change or Transition?

7

- **Change is external**, a new situation, a shift.
- **Transition is internal**, personal, psychological, a new outlook/identity/mindset.
- Change affects organizations working on gender-based violence, their staff and services.
- There are steps and strategies you can take throughout the change to support people that you work with and yourself, through the transition.



# What happens to people?

8

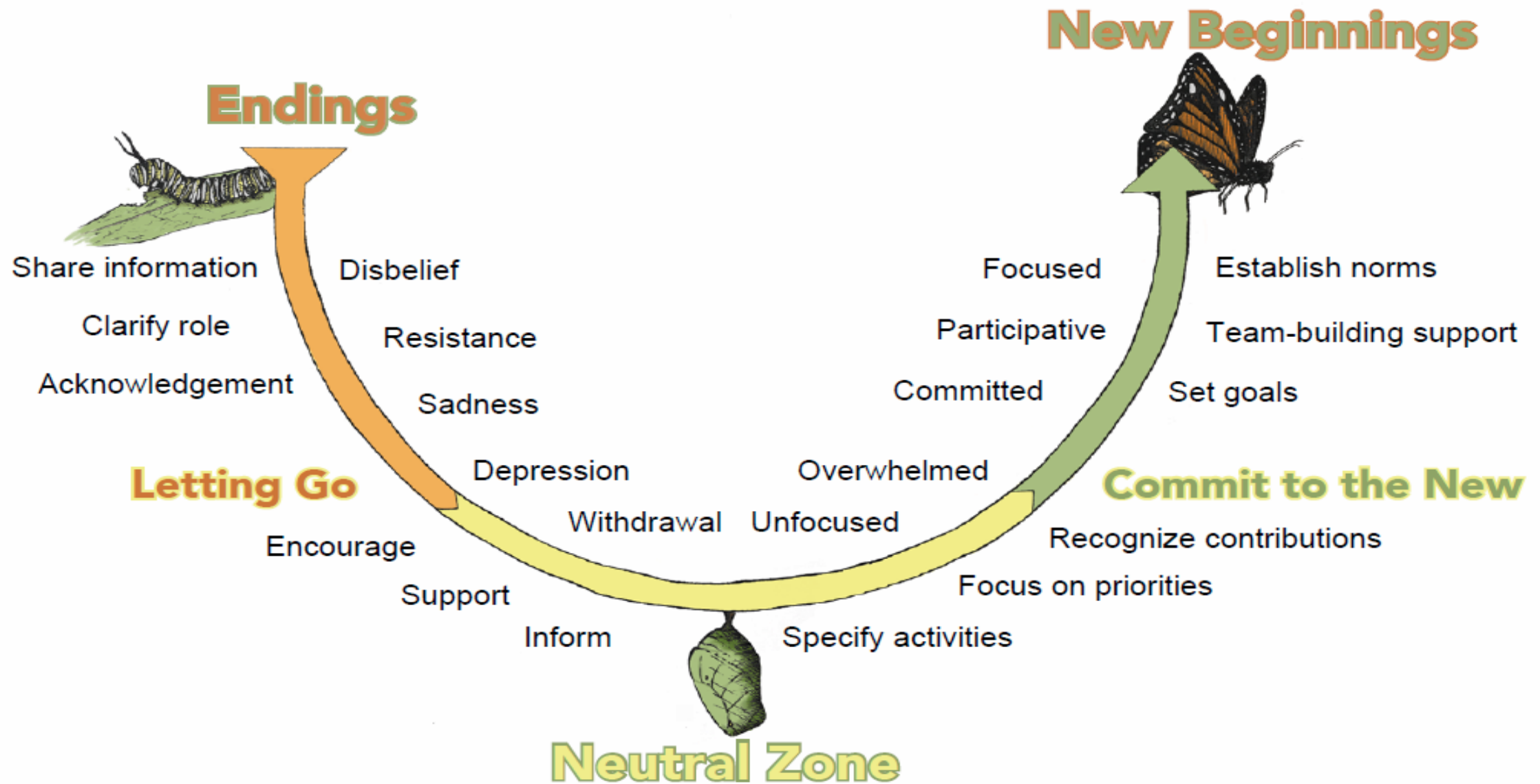
➤ People do not fear change, they fear loss

- Security
- Competence
- Relationships
- Sense of Direction
- Territory





# Transition Curve



This Transition Curve model was developed by Beckie Masaki and is an adaptation of the work of William Bridges, author of *Managing Transitions*, as part of the SOS Institute, a project of Futures Without Violence.

# Transition Curve

## Marks and Guides the Phases of Transition

10

**Endings:** Midst of change. People fear loss of security, competence, relationships, and may lack a sense of direction.

**Neutral Zone:** People are amidst shifting attitudes, practices, and roles; they may feel unfocused and frustrated.

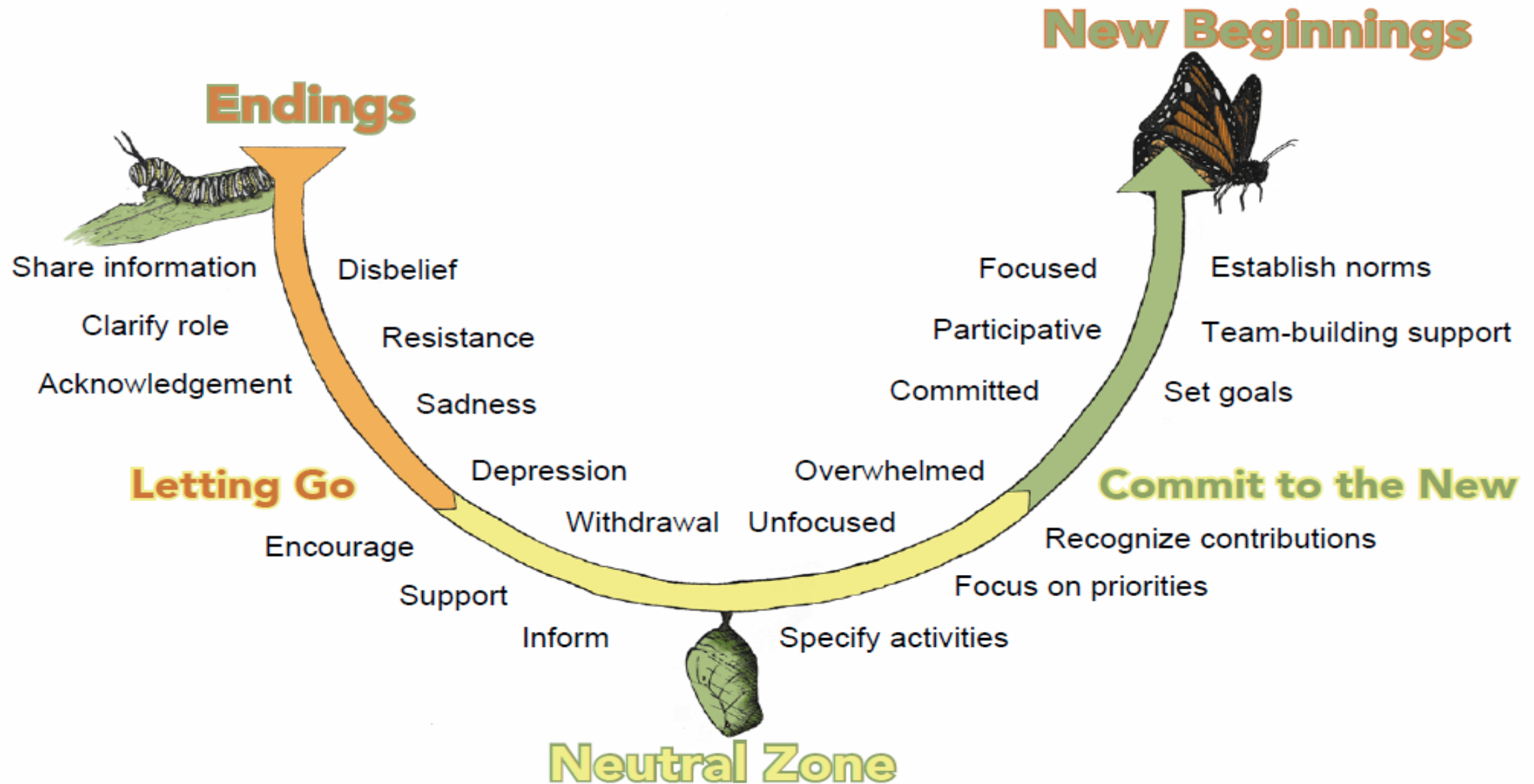
**New Beginnings:** People are actively engaged, with clear focus, engaged in planning and actions.

**Words inside the curve:** common feelings and reactions that people go through.

**Words outside the curve:** things we can do to support ourselves and others.



# Transition Curve



This Transition Curve model was developed by Beckie Masaki and is an adaptation of the work of William Bridges, author of *Managing Transitions*, as part of the SOS Institute, a project of Futures Without Violence.

# Using this Tool to Facilitate Transition

12

- Organize group reflections and sharing using the Transition Curve charts.
- Plan and support strategies to help manage transition.
- Follow-up on progress in moving along the curve towards **New Beginnings and successful transitions.**



## Poll 2: Think of a Transition in your Organization

13

Have you observed how the same transition has impacted staff very differently?

☐ YES

☐ NO



# Chat 1

14

Why the transition might have affected individuals differently?



# Transitions May Create Organizational Trauma

15

## **Organizational Trauma:**

Collective experience of an organization or agency that is experiencing overwhelming effects of transition, loss or change. Actions or events from both outside or inside, from a series of events that happen over time, or from the nature of the work itself (such as crisis work) can lead to this experience. (Vivian & Hormann, 2013)

[http://www.nsvrc.org/sites/default/files/nsvrc\\_publications\\_sadi-newsletter-winter-2015.pdf](http://www.nsvrc.org/sites/default/files/nsvrc_publications_sadi-newsletter-winter-2015.pdf)

# Organizational Change Impacts Each Individual Differently

16

- Professional experiences
- Personal experiences, trauma
- How close to the issue or person
- Size of the organization
- Role in the organization
- Other factors





# Chat 2: Strategies to Manage Transition

17

What strategies do you use to support staff during transition?



# Sample Practices to Manage Transition (1)

18

1. Reaffirm the organizational culture
2. Remain rooted in the mission and core values
3. Understand that each individual will experience transition differently
4. Acknowledge that emotions matter
5. Distribute leadership



# Sample Practices to Manage Transition (2)

19

## 6. Allow time for discussion



# Organizational Structures and Practices that Support Effective Transitions

20

The capacity to manage change and transition increases, when an organization has restorative leadership, staff-wellness practices, and a work environment that supports equity and resiliency.

- Use strengths to address challenges and weaknesses.
- Create breathing room and time for reflection.
- Build self-worth, respect, and equal treatment throughout the organization.
- Work from a generous, appreciative framework rather than a scarcity mentality.



# Leadership Qualities to Manage Transition

21

- Restorative leadership
- Strategic communication
- Facilitation capacity
- Emotional intelligence skills
- Mindfulness
- Self-awareness



# Supervision Strategies to Address Individual Differences Amongst Staff

22

- **Trauma-informed supervision** - *use* support strategies.
- **Emotional support** - Manage fear, fatigue and conflict as unforeseen issues arise, maintain trust and accountability.
- **Situational leadership** - depends of situation at hand – which type and strategies are best, associated to the task and needs of others.
- **Communication** - regular, transparency, encourage social networks, encourage team collaboration.
- Assess and incorporate the unique needs of each individual.



# Concluding Points

23

- Leadership through transition requires an understanding of how you and the people you work experience change.
- There are steps you can take to support people through transition.
- Transition is most successful when it is reinforced by an organizational culture that is rooted in the mission and core values.



# Use the resources included in toolkit:

24

- ✓ Transition Curve chart
- ✓ Transition Curve chart with list of words
- ✓ Toolkit guide
- ✓ Links to resources
- ✓ Instructional video with overview of Transition Curve:

<https://youtu.be/2GfZiK8j26s>





# Questions and Answers

25

Just when the caterpillar thought the world was over, it became a butterfly!

-Proverb



# Resources

26

[Managing Transitions: Making the Most of Change](#), William Bridges

[Managing Change and Transition](#), University of Victoria, Centre for Excellence in Learning (Tool Kit)

[Switch: How to Change Things When Change is Hard](#) (book)

[The Sanctuary Model, by Sandra Bloom](#). Trauma-informed method for creating or changing an [organizational culture](#).

[Trauma and Resiliency: Tips for building strong and healthy organizations](#) (NSVRC)

[Who Moved My Cheese?: An Amazing Way to Deal with Change in Your Work and in Your Life](#), Johnson, Spencer 1st edition (1998) (book)

[Who Moved My Cheese?](#) Video -story about adjusting attitudes toward change.

**Note:** We offer these resources as a reference. Their content does not represent the views of Futures Without Violence.



# Webinars

27

[Succession Planning Within Domestic Violence and Sexual Assault Organizations](#)

[Leading with Emotional Intelligence](#)

[Compassion Fatigue & Self-Care for Individuals and Organizations](#)

[The Benefits of Mentorship: Empower, Lead, Succeed in Organizations Serving Survivors of Violence](#)



# Providing Support Through Organizational Transitions

28

**THANK YOU!**

Please take a moment to take a short evaluation regarding today's webinar, and submit any questions. [Evaluation Link](#)

The recording of the webinar will be posted on the [FUTURES website](#) in the next few days:

For questions or additional information, please contact Monica Arenas: [marenas@futureswithoutviolence.org](mailto:marenas@futureswithoutviolence.org)



# Inspirational Quotes on Change & Transition

29

“Open your arms to change, but don’t let go of your values.” – Dalai Lama

“Change cannot be put on people. The best way to instill change is to do it with them. Create it with them.” – Lisa Bodell

“The only way to make sense of out of change is to plunge into it, move with it, and join the dance.” – Alan Watts

“Change does not roll in on the wheels of inevitability, but comes through continuous struggle. And so we must straighten our backs and work for our freedom.” – Martin Luther King Jr

