



SOCIETY OF WOMEN ENGINEERS GOVERNANCE SUMMIT

HARTFORD MARRIOTT ■ HARTFORD, CT

August 12, 2017

Facilitated by:

NAJERA
CONSULTING GROUP, INC.

Web Site: www.najeraconsulting.com

WELCOME TO THE SWE GOVERNANCE SUMMIT!

Dear SWE Colleague,

I would like to personally welcome each of you to the SWE Governance Summit. It's truly an exciting time for SWE as we continue to grow and adapt, motivated by and responsive to our membership while staying true to our mission. Our organization is undertaking many changes to react to the needs of our increasing & more global membership. The world of Engineering is an exciting area in which to work, and we'll continue to meet and bring inspired people together in forums like this, to ensure SWE remains at the cutting edge.

The SWE Governance Task Force has put in a lot of work to design an action packed agenda for today's summit. I'd like to give you an idea of what you can expect and what we hope to achieve during the SWE Governance Summit:

- Hear from SWE leaders regarding our SWE Governance Structure Implementation plan;
- Together, identify where additional resources or actions may be needed to ensure a successful transition;
- Go from "well-versed" in the governance changes to "expert", while contributing to the upcoming changes impacting the future of the Society. (This will also be helpful as you communicate the changes to others in your respective SWE groups!);
- Help the Society flesh out the details of the Implementation Plan and governance actions;
- Walk away with Governance Implementation Plan details and assignments.

I'd like to thank each of you for attending the SWE Governance Summit and bringing your expertise to our gathering. You, as SWE leaders, have the vision, the knowledge, and the experience to help us pave our way into the future. You are truly our greatest asset today and tomorrow, and we could not accomplish what we do without your support and leadership. Throughout this summit, we ask you to stay engaged, keep us proactive, and help us shape SWE's future.

My respect and thanks go out to all of you!



Jonna Gerken
President
Society of Women Engineers



Saturday, August 12, 2017 Governance Summit Agenda	
Approximate Time	Agenda Topic
8:00 – 8:30 AM	Breakfast
8:30 – 8:45 AM	<p>Welcome and Opening Remarks</p> <p><i>Jonna Gerken, President, and Penny Wirsing, President-Elect and FY17 Governance Task Force Chair, will provide opening remarks and set the context for the SWE Governance Summit.</i></p>
8:45 – 9:00 AM	<p>Overview of the Governance Summit Agenda: Purpose and Goals</p> <p><i>In this time slot, we will provide a high-level overview of each agenda topic including a presentation and discussion of the purpose, goals and intended outcomes for the SWE Governance Summit.</i></p>
9:00 – 9:45 AM	<p>Overview of SWE Governance Changes</p> <p><i>In this time slot, the SWE FY17 Governance Task Force will present an overview of the major governance changes and discuss key action steps of the SWE Governance Implementation Plan; including a discussion of SWE member feedback collected during the review of the draft plan and how this feedback is being addressed.</i></p>
9:45 – 10:00 AM	Break
10:00 – 10:30 AM	<p>SWE Governance Trivia Challenge</p> <p><i>During this timeslot, we will engage summit attendees in a team competition that will test your team’s knowledge of the SWE governance structural changes included in the SWE Governance Implementation Plan.</i></p>
10:30 – 11:00 AM	<p>High-Level Bylaws Changes Review</p> <p><i>This agenda item will focus on how the SWE Governance changes will be tracked and voted on; including a discussion of the proposed timeline for voting and implementation. During this timeslot, we will also address summit participant’s questions on bylaw changes.</i></p>



Saturday, August 12, 2017 Governance Summit Agenda	
Approximate Time	Agenda Topic
11:00 – Noon	<p>Group Discussion: FY18 Governance Structure Transition Efforts</p> <p>In this time slot, summit participants will have facilitated table discussions on the <i>following questions</i>:</p> <ul style="list-style-type: none"> • <i>What do you believe will be the most challenging aspects of implementing SWE’s Governance Implementation Plan?</i> • <i>What remaining information, if any, would help us reach a deeper level of understanding on and clarity about our Governance Implementation Plan?</i> • <i>What advice do you have for all of us, as SWE leaders, to help us work more effectively as we enact the Governance Implementation Plan together?</i> • <i>How can we support each other in taking the next steps? What unique contribution can we each make? Do you feel like you understand how your SWE leadership role fits into the Governance Implementation Plan?</i> <p><i>We will use PollEverywhere.com to capture each summit participant’s answer to the above questions using their smart phones, tablets or other web-enabled devices. We will show responses in real time in a PowerPoint presentation; then have a facilitated whole group discussion to reach consensus on next steps.</i></p>
Noon – 1:00 PM	<p>Working Lunch: Governance Implementation Working Group Considerations</p> <p><i>After lunch, each summit participant will be assigned to a Governance Implementation Plan breakout group for the afternoon. During lunch, participants will have the opportunity to provide comments and questions for Governance Implementation Plan breakout groups other than your own to consider in the afternoon breakout session.</i></p> <p><i>Each participant will place their feedback, comments, and questions (written on Post-It Notes) on the appropriate flipchart that will be situated in the meeting room.</i></p>



Saturday, August 12, 2017 Governance Summit Agenda	
Approximate Time	Meeting Topic
1:00 – 3:00 PM	<p>Breakout Session: Discussion and Refinement of Key Areas in the Governance Implementation Plan</p> <p><i>In this time slot, SWE Governance Implementation Plan Breakout Groups begin building on and refining the Governance Implementation Plan by focusing on the following areas that can benefit from additional detailed discussion:</i></p> <ul style="list-style-type: none"> • <i>Community Building</i> • <i>Leadership Pipeline</i> • <i>Bylaws Deep Dive</i> • <i>FY18 Action Plan</i> • <i>Section Support</i> • <i>MAL Structure and Support</i> • <i>Nominating Committee</i> <p><i>During this session, each breakout group will be given a set of questions for discussion.</i></p>
3:00 – 3:15 PM	Break
3:15 – 4:30 PM	<p>Presentation of Governance Implementation Action Plans</p> <p><i>In this timeslot, each Breakout Group will report on their breakout group discussion and give a brief overview of their proposed action plan that will contribute towards the successful implementation of SWE’s overall Governance Implementation Plan.</i></p>
4:30 – 5:00 PM	<p>Team Building Activity: Managing Transitions</p> <p><i>Organizational change can be challenging, even if it is one that we plan for. This facilitated team activity will help SWE cope in a positive way to the structural changes resulting from our Governance Implementation Plan.</i></p>



Saturday, August 12, 2017 Governance Summit Agenda	
Approximate Time	Meeting Topic
5:00 – 5:30 PM	Next Steps and Adjourn <i>In the closing session, the SWE Leadership team will review the outcomes of the summit and talk about next steps.</i>

NOTES:

SUMMIT FACILITATOR

GABRIEL NAJERA, PRESIDENT & CEO, NAJERA CONSULTING GROUP, INC.



Over his 40 + year professional career, Gabriel has held senior management and leadership positions in engineering, project management, manufacturing, oil field operations, strategic planning, marketing & sales, negotiations, management training, business consulting and international business development.

At the age of 5 years, Gabriel began working in farm labor camps with his family. These humble beginnings, combined with his professional experience at all levels of the work force, have provided him with a unique panoramic perspective of people at work.

Before forming Najera Consulting Group, Gabriel worked for 30 years in corporate America. Beginning in 1969 with General Motors and then with various divisions of Amoco Corporation in progressively more responsible positions.

His last ten years in corporate America were spent serving as the business unit manager for Amoco's Lubricants International Business Division. In this position, he was accountable for profit & loss, manufacturing, marketing & sales and the development and implementation of business unit strategies for Mexico, Russia, Poland and China markets. Gabriel concluded his corporate career as a faculty member of the Amoco Management Learning Center where he consulted and trained over 3,500 upper-level executives (including Amoco's board of directors) on business strategy.

Gabriel is a Co-founder and former president of the Chicago chapter of the Society of Hispanic Professional Engineers (SHPE). In 1995, he received SHPE's highest national honor, the "Jaime Oaxaca" award for his lifetime achievements and contributions to the Latino community and minority STEM (science, technology, engineering & math) initiatives.

Gabriel has a Master's in Business Administration from the University of Chicago and his Bachelor of Science in Civil Engineering from Michigan State University. He has written numerous articles and is a highly sought-after speaker, facilitator, and trainer for corporate and non-profit meetings, trade associations, colleges, and universities.

Gabriel and his wife of 44 years, Gloria, an attorney, reside in Hinsdale, Illinois. Gabriel and Gloria have two children (Gabriela and Manuel) and five grandchildren (Manuel, Abigail, Gavin, Emmanuelle, and Amelia).

GOVERNANCE SUMMIT PURPOSE AND GOALS

PURPOSE:

To bring together FY18 SWE leaders from many various parts of our Society who have a role in implementing the Governance Implementation Plan. It is an opportunity for us all to discuss the Society governance changes, and the associated Implementation Plan, and make sure we have consensus and understanding on the anticipated efforts and actions for each SWE leadership group in FY18 and beyond.

GOALS:

- Help the Society flesh out the details of the Implementation Plan and governance actions.
- Identify where additional resources or actions may be needed to ensure a successful transition.
- Understand everyone's role in the governance changes.
- Go from "well-versed" in the governance changes to "expert", while contributing to the upcoming changes impacting the future of the Society. (This will also be helpful as you communicate the changes to others in your respective SWE groups!)
- Come with ideas and any remaining questions you have about the implementation actions.
- Uncover new questions and discuss how they impact your group and others.
- Take a dive deep into the details of specific areas of the Implementation Plan and the associated actions.

NOTES:

OVERVIEW OF SWE GOVERNANCE CHANGES

Members of the SWE FY17 Governance Task Force will present an overview of the major governance changes and discuss key action steps of the SWE Governance Implementation Plan, including a discussion of SWE member feedback collected during the review of the draft Governance Implementation Plan and how this feedback is being addressed in the revised Plan.

NOTES:

SWE GOVERNANCE TRIVIA CHALLENGE

Are you ready to test your knowledge of the Implementation Plan and Governance work?

WINNING TABLE EACH GET A PRIZE!

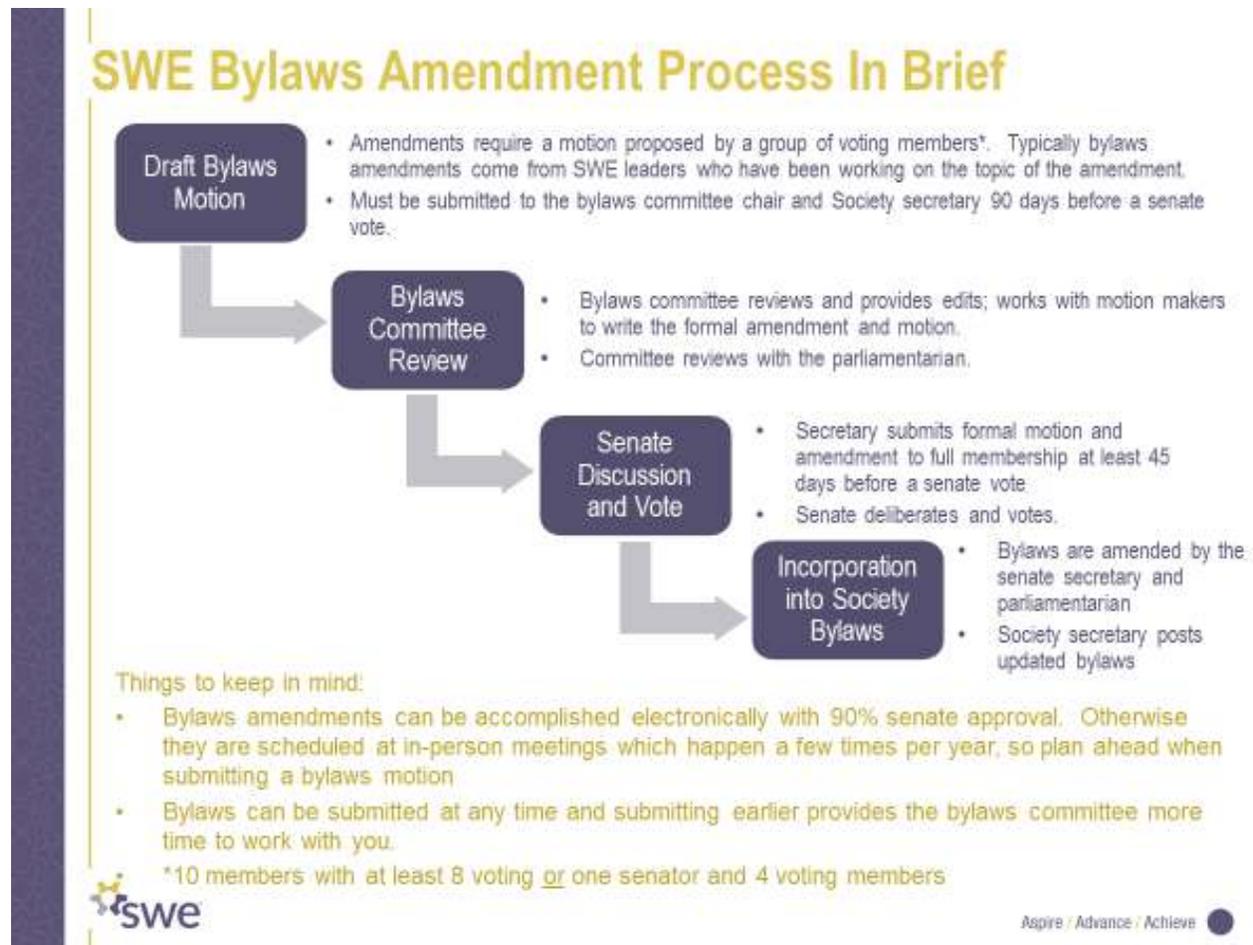
GOVERNANCE SUMMIT TRIVIA RULES:

- Each team/table will work together to answer each question
- Put any copies of the Implementation Plan away
- Please assign one scribe for your team/table
- Each correct answer is worth up to 5 points
- Governance Task Force members cannot participate

NOTES:

HIGH-LEVEL BYLAWS CHANGES REVIEW

This agenda focuses on how the SWE Governance changes will be tracked and voted on; including a discussion of the proposed timeline for voting and implementation. During this timeslot, we will also address summit participant questions on bylaws changes.



HIGH-LEVEL BYLAWS CHANGES REVIEW

NOTES:

GROUP DISCUSSION: FY18 GOVERNANCE STRUCTURE TRANSITION EFFORTS

Even after much research, study and planning by the SWE leadership groups over several years, challenges in implementing our governance transition plan will inevitably appear. Anticipating what these challenges may be can help us prevent them from becoming major impediments in our governance structure transition efforts.

We will take one more opportunity to consider reaction and thoughts of all governance summit participants. While everyone here ideally has the same end goal -- the success of SWE's Governance Structure Transition efforts -- finding one way there can be challenging.

GROUP SESSION INSTRUCTIONS:

1. We will be asking for your thoughts and ideas using an interactive polling application called Polleverywhere. You'll use your phones, tablet, or laptop to respond just like on American Idol. You'll participate by sending a text message or visiting the URL displayed on the screen in front of the room from any web browser. You don't need to download anything.
2. Take 20 minutes and engage in a small table discussion around the following questions:
 - a) *What do you believe will be the most challenging aspects of implementing SWE's Governance Implementation Plan?*
 - b) *What remaining information, if any, would help us reach a deeper level of understanding on and clarity about our Governance Implementation Plan?*
 - c) *What advice do you have for all of us, as SWE leaders, to help us work more effectively as we enact the Governance Implementation Plan together?*
 - d) *How can we support each other in taking the next steps? What unique contribution can we each make? Do you feel like you understand how your SWE leadership role fits into the Governance Implementation Plan?*
3. At the end of 30 minutes, each participant will submit their answer, insight, or perspective, using an interactive polling application called Poll Everywhere. It's OK to reach table consensus and place one answer per question per table.
 - If voting by text message, start a new message and put the five-digit code displayed on the screen in the "to" line. Type in the username followed by your answer in the body of the message,
 - If voting via the web, visit pollev.com/SWESummit. Wait for the poll and respond with a click.
4. During the remaining time of this session, our facilitator will lead a discussion to process your feedback and talk about next steps in the FY18 Governance Structure Transition process.

WORKING LUNCH: GOVERNANCE IMPLEMENTATION WORKING GROUP CONSIDERATIONS

After lunch, each summit participant will be assigned to a Governance Implementation Plan breakout group (see next section for breakout group assignments). Each breakout group will be facilitated by a SWE member who will lead the breakout group in a discussion prompted by pre-determined questions.

The goal of the breakout group sessions is the development of any needed refinements to the Governance Implementation Plan that are specific to their breakout group as follows:

- Community Building
- Leadership Pipeline
- Bylaws Deep Dive
- FY18 Action Plan
- Section Support
- MAL Structure and Support
- Nominating Committee

WORKING LUNCH INSTRUCTIONS

1. In this time slot, participants will have the opportunity to provide comments and questions for Governance Implementation Plan breakout groups *other than your own* to consider in their discussions.
2. Please refer to the prompt questions in the next section and respond to the following questions:
 - What question is missing from the “prompts for discussion”? In other words, If there was one question that hasn’t yet been asked but is needed to reach a deeper level of clarity, what would that question be?
 - What specific feedback or comment do you have for your fellow breakout group that you want to make sure are considered?
3. Write your responses on the Post It Notes provided. Please write one response or comment per Post It Note. If you are comfortable providing your name on the response, please do. It will allow the facilitators to follow up with you if they have questions.
4. Place your Post It Note(s) with feedback, comments, and questions – specific to a breakout group – on the appropriate flip chart as directed by the facilitator.

BREAKOUT SESSION: DEVELOPMENT AND ORGANIZATION OF GOVERNANCE IMPLEMENTATION ACTION PLANS

In this time slot, SWE Governance Implementation Plan Breakout Groups begin the process of developing any needed refinements to the Governance Implementation Plan actions for the breakout focus areas identified below.

It is not required for breakout groups to answer every one of their prompts. Each group should cover the questions that they think will help enable sufficient action for success of the Governance Implementation Plan.

Please respect breakout group assignments. If a breakout group is finished early, they may listen in on another breakout session.

Breakout Group	Facilitator	Group Members	Prompts for Discussion
Community Building	Natalie Vanderspiegel	Jonna Gerken Anne Russo Gail Dyer Genevieve Kane Kate VanDellen Nadia Bess Wendy Cocke Heather Wiest Adriana Porter Heidi Otten Jan Williams Kaitlyn Bunker Jessica Rannow Emily Anderson	<p>Discuss how we can facilitate community building within SWE as we implement the governance actions and discuss what communications and collaborations need to be prioritized</p> <ul style="list-style-type: none"> • What ways do we need to communicate with the general membership under the new governance structure, and what should we communicate? • How do we ensure members can still build communities (outside of sections) and find the support and resources they need from other SWE members? • What mechanisms can be used to allow SWE leaders and SWE members to communicate in the ways most meaningful to them? (Potential tools include: technology solution / new platform, social media, Leadership Summits) • What leadership roles within SWE that should be charged with community building, or should it evolve organically?

**BREAKOUT SESSION: DEVELOPMENT AND ORGANIZATION OF GOVERNANCE IMPLEMENTATION
ACTION PLANS, *CONT'D***

Breakout Group	Facilitator	Group Members	Prompts for Discussion
Leadership Pipeline	Stephanie DeCotiis	Karen Roth Casey Waggy Stephanie Foege Alexis Wasserman Liberty Schmidt Olivia LeBlanc Stephanie Yum Tasha Kamegai-Karadi Jenny Lynch Kim Miller Ruth Williams Karen Horton Stacey DeVecchio Pearl Yamaguchi	<p>Discuss how to better promote both SWE positions and high potential leaders under the new governance structure</p> <ul style="list-style-type: none"> • Is it clear how to gain leadership positions in SWE? • What is the best way to communicate and promote SWE leadership positions, especially committee and senate positions, within our membership? What information do members need about these positions that they don't get now? • Historically, how have you seen high potential leaders get promoted? Are there best practices that we should carry into the revised governance structure? • Oftentimes, many of our leadership positions go unfilled until members get tapped on the shoulder. How can we help alleviate that problem, especially with the number of nominated / elected committee leadership positions increasing? • How can we promote and discuss leadership positions to make the value apparent to potential leaders? • How can less formal SWE groups or communities be incorporated into the leadership pipeline?

**BREAKOUT SESSION: DEVELOPMENT AND ORGANIZATION OF GOVERNANCE IMPLEMENTATION
ACTION PLANS, *CONT'D***

Breakout Group	Facilitator	Group Members	Prompts for Discussion
Bylaws Deep Dive	Sandy Pettit	Amanda Weissman Margaret Adriatico Fran Stuart Marilyn Reeder Andrea Karalus Helen Patricia Alison Bergmann Colette Trohan	<p>Discuss and review in detail the proposed governance bylaws changes for accuracy and completeness</p> <ul style="list-style-type: none"> • Region changes to review – Changing the Director of Regions to director, designations for senators (e.g., collegiate, international), senate transition plan. • Collegiate changes to review - collegiate members being able to run for office, collegiate director elected by membership. • Committees changes to review - Revisions to standing committees, new chair-elects to be vetted and elected, selection of Nominating Committee revised body. • Competency changes to review – Inclusion of competency language for vetting of BOD, senate, senate leadership, and standing committee chair-elects.

**BREAKOUT SESSION: DEVELOPMENT AND ORGANIZATION OF GOVERNANCE IMPLEMENTATION
ACTION PLANS, *CONT'D***

Breakout Group	Facilitator	Group Members	Prompts for Discussion
FY18 Action Plan	Andrea Clewley	Ingrid Arambula Lisa Rimpf Philip Thakadiyil Sherry Williams Cherie Cain Hope Toole Schwalls Kelsey Harper Dianne Beever Elizabeth Hurley Sarvenaz Laussermair Abigail Wendt Kristine Barnes Jessica Anderson	<p>Discuss priorities for FY18 to set up a successful transition and ensure SWE leaders have all the resources needed to execute for the fiscal year</p> <ul style="list-style-type: none"> • What do you hope to see the Leadership Summit Task Force produce? Are there other owners for the region summits other than LCC or HQ that should be considered (new committee, etc.)? • What do you hope to see from the WE Local Awards Task Force? Are there alternate ideas regarding regional awards outside of WE Local that should be considered? • Is there any outstanding information that needs to be addressed concerning the transition away from regions? • How should we communicate the transition of collegiate to voting members to the broader membership? • Do volunteer SWE leaders have the resources they need to implement the FY18 governance actions? What gaps exist, if any?

**BREAKOUT SESSION: DEVELOPMENT AND ORGANIZATION OF GOVERNANCE IMPLEMENTATION
ACTION PLANS, *CONT'D***

Breakout Group	Facilitator	Group Members	Prompts for Discussion
Section Support	Libby Taylor	Karen Horting Heather Doty Michele O'Shaughnessy Kim O'Rourke Lisa Schmalhurst Cecelia Breda Jen Brooks Dhanu Thiyagarajan Jamie Tylicki Lucero Lopez Rachel Tranel Darcie Maffioli Leslie Griffiths Christine Copa Heinrichs	<p>Discuss the proposed changes to section support, including the LCC and HQ support responsibilities, and identify any focus areas that require additional emphasis and planning to ensure the successful transition of section support away from regions</p> <ul style="list-style-type: none"> • How should the LCC coaches communicate with sections going forward? What does section reporting look like? • What type of support are you most concerned will be overlooked and why? How can we address it? • How can we clearly communicate the responsibility breakdown for section support between LCC and HQ to sections? • What steps for the HQ path forward to take on administrative tasks still need to be addressed or clarified? • What additional functionalities or communications are needed at HQ to facilitate this transition and increase overall confidence that HQ is responding to inquiries?

BREAKOUT SESSION: DEVELOPMENT AND ORGANIZATION OF GOVERNANCE IMPLEMENTATION ACTION PLANS, *CONT'D*

Breakout Group	Facilitator	Group Members	Prompts for Discussion
MAL Structure and Support	Alexis McKittrick	Rachel Morford Emily Ongstad Grace Devine Debbie Jacklitch-Kuiken Jen Tibble Colleen Layman Maureen Masiulis	<p>Discuss potential changes to the MAL group structure and identify ways for MALs to be supported and involved without region councils or Region Governance teams</p> <ul style="list-style-type: none"> • What are the most important SWE groups for MALs to be engaged with? How can interaction with these groups be facilitated going forward? • What leadership positions will be included in the MAL structure going forward? What new positions might help with communications and support going forward? • Where will the MALs fall organizationally, as their leadership is now considered somewhat equivalent to the region leadership?

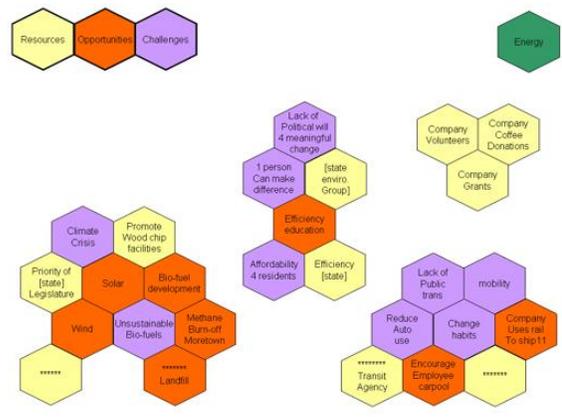
**BREAKOUT SESSION: DEVELOPMENT AND ORGANIZATION OF GOVERNANCE IMPLEMENTATION
ACTION PLANS, *CONT'D***

Breakout Group	Facilitator	Group Members	Prompts for Discussion
Nominating Committee	Dayna Johnson	Kate Hull Rainia Washington Cassi Janakos Leslie Crissup Paige Bowling Stephanie Chin Inaas Darrat Lindsay Kammeier Kerrie Greenfelder Janie Robinson Kalyani Mallela	<p>Discuss how to communicate the operations and importance of the Nominating Committee to SWE members and what additional resources or election pathways may be needed as the workload and responsibilities of this group increase</p> <ul style="list-style-type: none"> • How can the Nominating Committee process be better communicated to, and understood by, SWE members? What do you think is misunderstood about this process now? • Given the increase in responsibility for the Nominating Committee going forward, what additional transparencies are needed for members to feel comfortable with the election process? • How can we best accommodate for and receive feedback on skills gained outside of SWE? • How will the identified competencies for each year be developed? What groups outside of the Nominating Committee will be involved? • Given the increase in the number of leadership positions that will be vetted by the Nominating Committee, does it make sense to have more than one Society election ballot? • What can we do to increase member voting?

BREAKOUT SESSION: DEVELOPMENT AND ORGANIZATION OF GOVERNANCE IMPLEMENTATION ACTION PLANS, *CONT'D*

INSTRUCTIONS TO BREAKOUT PARTICIPANTS:

1. Your facilitator will lead you in a 5 to 10 minute brainstorming discussion on each of the questions listed in your “Breakout Group Prompts for Discussion” in the previous section,) plus any additional questions and feedback generated during our earlier agenda discussions.
2. After your 5 to 10 minute discussion, you are going to quickly generate as many challenges, opportunities, and resources as you can that are related to the prompts for discussion as defined below:
 - a. **Challenges** are problems related to the prompt for discussion (write these on red Post It Notes);
 - b. **Opportunities** are potentially positive outcomes of addressing the prompt for discussion (write these on green Post It Notes);
 - c. **Resources** are things you can leverage directly or indirectly to positively impact the prompt for discussion (on blue Post It Notes).
3. Write one item per Post It Note —legibly!
4. Each item must somehow relate to the focus issue, each item must be specific (use concrete examples where possible), and each participant can create an unlimited number of items—the more, the better.
5. Post your Post It Notes on the appropriate Flip-chart.
6. After you have posted all your items, you should start connecting elements into common theme clusters. See the graphic to the right.
7. **WHAT'S NEXT?** Use the output to seed a storyboarding process, where your breakout group creates possible stories about what's happening now and what the desired future looks like, and how your group might initiate actions to make that future happen.
8. Using group consensus, come up with 2-3 actions that will help support Governance Implementation Plan Actions. This can also be suggested modifications to existing actions in the Implementation Plan.



**BREAKOUT SESSION: DEVELOPMENT AND ORGANIZATION OF GOVERNANCE IMPLEMENTATION
ACTION PLANS, *CONT'D***

SWE GOVERNANCE IMPLEMENTATION ACTION PLAN TEMPLATE

For each action identified during your breakout session discussion, use the following action plan template to describe the context for the proposed action, timing and assignments.

Action Title, Description and Expected Results (Describe the action, why it was developed, expected results, and how its success will be assessed):	
Related SWE Governance Category (Select the SWE governance Category this project will help to support):	
<input type="checkbox"/> Community Building <input type="checkbox"/> Leadership Pipeline <input type="checkbox"/> Bylaws Deep Dive <input type="checkbox"/> FY18 Action Plan <input type="checkbox"/> Section Support <input type="checkbox"/> MAL Structure and Support <input type="checkbox"/> Nominating Committee	
Timing:	
Assigned to:	
Measures of Success:	

BREAKOUT SESSIONS REPORTS

This session allows each of the breakout groups to report on their discussions. Each breakout group's presentation should last about ten (10) minutes: five (5) minutes of presentation and the developed or modified actions and five (5) minutes of questions.

SUGGESTED BREAKOUT SESSION REPORT FORMAT

- What are the 1 – 2 most important things learned during this action planning discussion?
- The 2 – 3 key actions under consideration.
- Brief description of your actions. (Refer to your action plan template).
- Q&A

NOTES:

MANAGING TRANSITIONS: HOW SWE IS COPING WITH CHANGE

“MANAGEMENT IS ABOUT COPING WITH COMPLEXITY; IT BRINGS ORDER AND PREDICTABILITY TO A SITUATION. BUT THAT’S NO LONGER ENOUGH – TO SUCCEED ORGANIZATIONS MUST BE ABLE TO COPE WITH CHANGE. LEADERSHIP, THEN, IS ABOUT LEARNING HOW TO COPE WITH RAPID CHANGE”

Organizational change can be difficult, particularly when the change is not one we anticipated. The transition model developed by William Bridges will help us understand the psychological impact of change and the behaviors that change causes.

According to Bridges, change is not the same as transition.

1. **Change**— is situational. It can be described for example as the new organization, the new manager, the new team roles or the new procedure.
2. **Transition**— is psychological. It can be described as the behavioral changes one goes through to make change happen.

It is important to recognize the difference between change and transition.

Change is something that happens to us. It is externally driven. Change is mechanical and incremental.

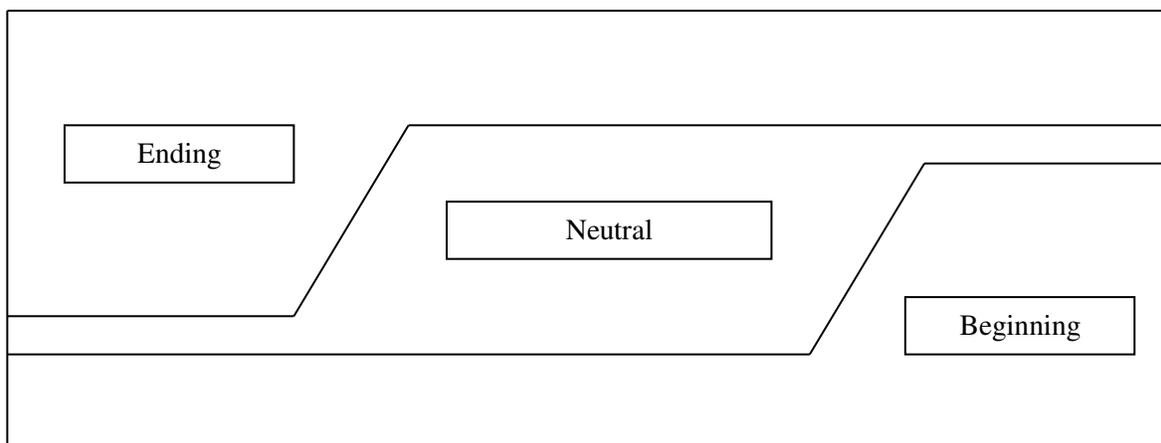
Transition is the psychological process that we go through to come to terms with the change. Transition is internally driven and is a response to change.

Examples of Change and Transition:

Change	What is the Transition?
<i>Graduating from College</i>	
<i>Getting Married</i>	
<i>Getting a Promotion</i>	

The Bridges’ three-phase model of transition is shown on the following page. This is not a linear process. You may want to think of it as more fluid, as three currents where we ebb and flow from one stage or zone to the other stage or none and possibly back again. Let’s look at each stage in more detail.

MANAGING TRANSITIONS: HOW SWE IS COPING WITH CHANGE, *CONT'D*



- **Ending**—Unlike change, which begins with a focus on the outcome that the change will produce, transition is different. The starting point for transition is not the outcome but the ending that you will have to make to leave the old situation behind. Transition starts with an ending and it begins with letting go of something.
- **Neutral**—The second step is understanding what comes after letting go. This is the Neutral zone. Bridges calls this the no-man’s land between the old reality and the new.
- **Beginning**—The last step in the transition process is the new beginning. You can successfully make a new beginning only if you have first made an ending (let go of the old) and spent some time in the neutral zone.

Unless this transition process occurs, change will not work. Change may happen but it will not work as expected. It is also important to recognize that people move through the phases of transition at different speeds and sometimes get stuck in one phase. In the extreme case, they may never leave that phase they’re stuck in.

MY QUESTIONS FOR YOU:

1. What notable change has been imposed on you and SWE by the Governance Implementation Plan?
2. What has ended for you?
3. What transition zone are you in?
4. How can we support each other through this transition?

NEXT STEPS AND ADJOURN

NOTES:

DISCLOSURE STATEMENT

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