

The 4 "P" strategy for New Beginnings:

There is an easy strategy to apply during new beginnings and it is called the 4 P process. **The first P is Purpose.** A clear and appropriate purpose is key for successful new beginnings:

- Purpose focuses on the idea behind what the change is and what is happening. It is critical that the purpose behind the new beginning is clearly explained.
- The purpose should be connected to the interests of each group within an organization.
- There are important aspects of purpose that are necessary for a groups connection and buy-in, including:
 - Purpose must be real and not make believe
 - The purpose grows out the actual situation and previous problems and finally
 - Purpose grows from the will and resources of an organization

Purpose Example:

An example of a conversation about purpose might go something like this:

The UO is a residential campus, and we have many employees on campus supporting students. To support our employees, the dept. will operate on a hybrid schedule of work starting in September.

The next P is providing the picture of how the outcome will look and people need to be able to imagine how it will feel to be a participant in this.

- The picture of the new structure or organization can help people to refocus energies and bring people out of the neutral zone
- To create a new zone the following things, need to be described:

- How people will get work done and how they will interact with one another
 - How a day is organized
 - What feeling they will have from being there
 - What people will experience that is different
- It is always good to use visual aids to help people imagine!

Picture Example

An example of a conversation about what this new picture looks like might go something like this:

We see you working in the office using teams and attending meetings via Zoom or in person when appropriate. You will work from your office and may occasionally see other members of our dept. when you are in the hallways. Masks are required when you are not in your own office. Working in the office will look like working at home. We will follow the university's COVID-19 guidance. How does this sound to you? It may be a little lonely, but we think this will get better soon. If you run into any issues, please let me know as soon as possible so we can problem solve.

The next P is the plan. This lays out a step-by-step plan of the actual transition.

It is key that this plan is very detailed, and addresses change on a personal level.

- It is also oriented to the process and not just the outcome.
- What is key to this plan is that it starts with where people are and works forward step by step through the process of leaving the past behind and emerging with new attitudes, behaviors, and identities.

Plan Example

A conversation around the new plan for my position might go something like this:

Based on our previous conversation about returning to work, the plan is for you to work M,W, and every other Friday in the office, from 8AM-5PM. We plan to continue to meet as a team on Wednesday mornings via Zoom. We will continue our 1:1 every

other week. We will be communicating in the office as well as on Zoom. I want to ensure your transition is smooth. Please continue to manage the HR Partner meetings and trainings on Zoom, work with our EAP over the 21/22 AY to support our employees and attend and participate in the committee work you have been assigned.

The final and most critical P is ensuring people participate in the new

beginning. Until this is provided people will feel left out and find it difficult to make a new beginning.

- People need to see their role and their relationship to others in the new scheme of things
- People also need a role in dealing effectively with the transition process itself - including roles on planning committees, problem solving circles, and helping to survey their colleagues
- Giving people a part to play does the following:
 - Gives people new insight into the real problems an organization is facing
 - It aligns leadership and employees on one side with the problem on the other side
 - It gives people first-hand knowledge and practice in solving problems

Participation Example:

An example of a conversation about participation for my position might sound like this:

It is important for our department to be on campus because we want to be on campus to support our employees. I see your role working with HR Partners and new employees as critical to the success of our transition. I want to know where you have pain points, where we can do better, and what seems to be working with the new schedule and new environment.

We hope you find the transition model and 4 P strategy helpful as you consider ways to support your employees during our "Path to Fall."