

# “Challenge of Change”

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“Change is the law of life. And those who look only to the past or present are certain to miss the future.”

– John F. Kennedy

# Definitions/Terms

## **Merger:**

One plus one makes three. The two together are more valuable than the two separate companies.

## **Step Family:**

Marriage or long-term cohabitation of two individuals, when one or both have at least one child from a previous relationship.

## **Change:**

Make or become different, to replace with another.

# Five most significant changes in air travel since 9/11

1. **Fees** - “ancillary revenue” checking a bag, selecting a seat - top passenger gripe
2. **Shrinking workforce** - employees, laid off furloughed downsized since 9/11, outsourced aircraft maintenance
3. **Congestion** - Planes are fuller, taxiways, runways, airways, resulting in flight delays and cancellations
4. **Security** - Security screenings, effectiveness is debated “Hassle Factor”
5. **Shrinking Industry** - Fourteen major mergers since 2001, reshaped the US Airlines industry

(Bill McGee *USA Today* 6/27/2012)

# Step Families

1. One out of two Western marriages ends in divorce
2. 60% of second marriages fail “US Census Bureau”
3. 50% of children (US) have their parents divorcing before they are 18
4. Approximately 50% of all Americans are involved in some form of step relationship
5. Since 2000, more Americans have been living in step families than in nuclear families

# Dynamic Changes

1. **Mergers/Step Families** - Result from a loss, end of a long-term relationship (grief)
2. **Personnel/Children** - Members of two organizations/family
3. **Supervisor/Step Parent** - status unclear, authority, involvement, discipline
4. **Supervisor/Step Parent** - Roles before emotional bond
5. **Organization/Step Family** - Cope without side influences and ongoing change

# Individual Challenges

1. **Where do I belong?** Seniority/Birth order
2. **Emotional Conflicts** - Loss/grief, anger, trust, loyalty
3. **Are there new rules/Policies?** What? Who will enforce them?
4. **Supervisor/ Step Parent** - Who? Acceptance
5. **New Traditions/Rituals** - Climate, milieu, demands of others

# Where do I belong?

- 1. Atmosphere/ Pattern of Relationship** - Competitive/Cooperative, Friendly/Hostile, Orderly/Chaotic
- 2. Values** - Safety, Respect, Power and Right
- 3. Seniority/Birth Order** - Senior/First born, Middle/Middle, New Hire/Youngest
- 4. Peers/Step Siblings** - Conflict/Adjustment



# Emotional Conflicts

1. **Grief/Loss** - Sadness, Mourning, Familiar, Predictability
2. **Anger** - Lack of control, Lack of power, Complain/Argue with supervisor/step parent
3. **Loyalty Conflict** - Old vs New, Strangers/Step siblings
4. **Rejected** - What is my value/meaning? Will I be furloughed, laid off? Do I matter?
5. **Meaningless** - What does all of this mean? Purpose, significance

# Supervisor/Step Parent

1. **Goals** - Define and recognize short- and long-term goals, values, focus energies, finances.
2. **Rules** - Agree on acceptable behavior and consequences for non-acceptable behavior. Does everyone understand their role?
3. **Concentrate on Positive** - Identify strengths, interests, be aware of favoritism
4. **Communication** - Use the same language, don't take it personally, hurt feelings are often a misunderstanding
5. **Expect the Unexpected** - Flexibility

# Organizational/Family Challenges

1. **Define Plan** - Formulate, define
2. **Communicate Often and Openly** - Discuss changes
3. **Recognize Emotional Conflicts**
4. **Recognize Different Managerial Styles**
5. **Address Conflict Directly**

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