Georgia Tech | Human Resources

Temporary Solutions Activity

During change we often experience a period of time when we aren't doing what we used to do and we aren't doing what we are going to do. This is often called the "in-between" time or "neutral" period of change. During this time, it can be helpful to build a "bridge" to help your team transition from the old to the new. **Explicit temporary arrangements** targeting the needs of your group in the in-between state are typically needed.

Directions – Part A

> **Step 1** Identify gap-related problems that have already emerged or may emerge as you implement the change.

> **Step 2** For each problem you identify, brainstorm possible solutions.

Areas	Gap Related Problems	Possible Temporary Solutions
Policies/Procedures How do these need to be changed/aligned?		
Decision Making Clarify who makes what decisions in the interim.		
Performance Standards What should these be in light of the people learning new skills/processes?		
Priorities How should these shift?		
Roles/Responsibilities Revisit and clarify.		
Compensation & Reward Systems (Review to ensure these reinforce and align with the change)		
Reporting Relationships Clarify any interim relationships.		
Organizational Structures What needs to be addressed during the transition?		
Communication Systems What can you do to enhance/increase communication during this time?		
Staffing Do you need to hire any temporary staff to cover for people who are in training, etc.?		
Work Schedules How do these need to be modified to accommodate training, etc.?		

Once you've identified gap-related challenges and possible temporary solutions, start to build a plan to cross the bridge to the new beginning.

Directions- Part B

Using the table from Part A, take a few moments to expand upon your possible temporary solutions. Remember - you are building a bridge to help your team across to the new reality - it does not need to be a permanent solution.

Consider some of these questions:

- What conditions must be present for your temporary solutions to be successful?

- What are some barriers to possible temporary solutions?

- Who is critical to your plan?

- What other possible gaps may occur during the transition?

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* Source: Adapted from William Bridges and Linkage, 1998 & 2005

TIP: Resist the temptation to create permanent solutions in an effort to create stability. During the in-between period the new way may not yet be ready or sustainable. Trust that temporary solutions are just as important as permanent ones as you and your team make your transition.