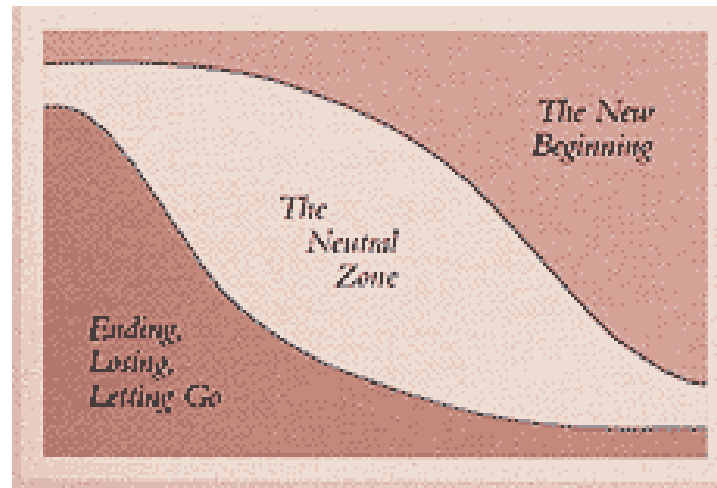


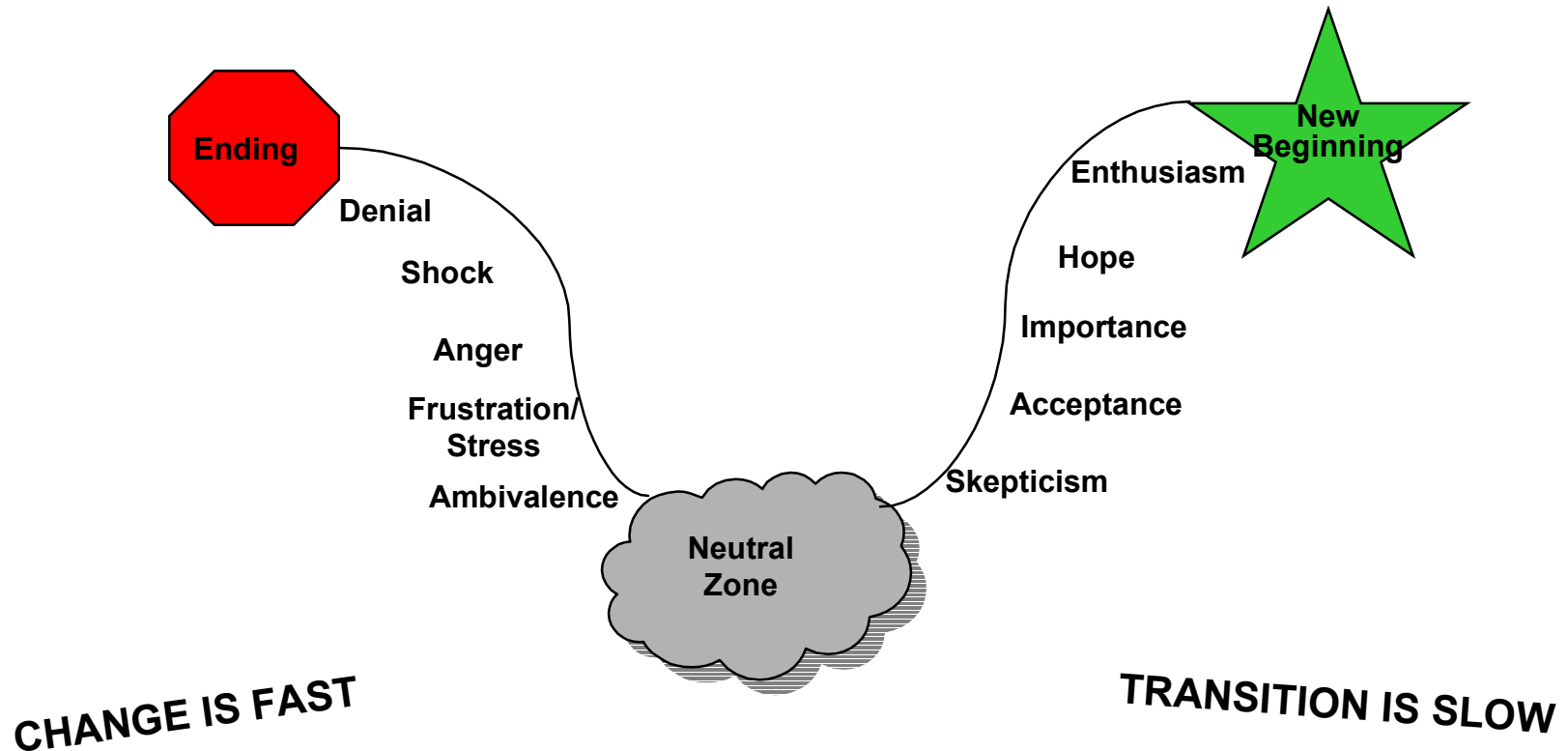
“Managing Transitions” by William Bridges



Brief summary of key points

Change vs. Transition (pg. 4)

- **Change** is situational and happens without people transitioning
- **Transition** is psychological and is a 3 phase process where people gradually accept the details of the new situation and the changes that come with it



Interventions to Help Transition (pg.15)

- Communicate individual behavior change
- Identify & understand who will lose what
- Sell the problem
- Get employees in touch with clients
- Talk to employees and ask what problems they have with the change
- Talk about the transition and let people know its human to feel
- Hold regular team meetings even before the change

Do's and Don'ts of Managing Transitions (pg.15)

DO:

- Rewards/Compensation
- Implement temporary systems until cutover
- Use ambiguity to continuously improve
- Make group space changes
- Use symbolic logo
- Benchmark 1st hand
- Offer a comprehensive training plan with a motivational speaker
- Develop a change manager role

DON'T:

- Explain change through a memo or org chart
- Turn change over to an individual contributor and ask them to develop the whole plan
- Break change into smaller stages
- Pull a model team together to show others how
- Make threats

Communicating During Transition (pg.32)

- Don't rationalize not communicating
- The grapevine already has the news
- You told them once but it won't sink in
- Supervisors are in transition themselves- don't rely on trickle-down communication

**Say what you know, say what you don't know and
commit to a time to give them more information**

Considering Endings

- Consider what they are letting go of:
 - How happy are they with the way things are?
 - What behaviors are being rewarded now that will change or need to change?
 - How can we get employees to embrace the change, eliminate their fear and develop a new identity and sense of purpose in it?
 - What communication and strategies are needed to get them there?

Encouraging Endings (pg. 25)

When encouraging people to “let go”:

- Describe change in as much detail as possible
- Identify the ripple effects of change
- Identify who has to let go of what
- Notice intangible losses
- Notice whether there’s something over for everyone

Endings- Accept Subjective Losses (pg.26)

Acknowledge losses openly and sympathetically!

- If you don't it will stop open dialogue and you won't learn more from them
- Loss is subjective, your point of view is irrelevant
- They'll think you don't care about what they think or feel if you force your opinion

Mark the Endings (pg.38)

The last thing a company needs is an incomplete ending that requires a whole new round of losses to finish the job before people have had time to heal!

This is the first task of transition management

Endings- Respect the Past (pg.34)

- Don't ridicule the past. It negates people's self worth.
- Position the past as a positive legacy that paved the way for the new
- Don't stamp out the past like an infection
- Let people take something with them

Dangers of Neutral Zones (pg.40-43)

- Anxiety rises & motivation falls. People become:
 - Resentful and protective
 - Self-doubting
 - Less productive
 - Absent more often
- People are overloaded, mixed signals and confusion are high, important tasks go undone, turnover is high
- People become polarized- some rush forward, others stay back and hang on
- Old weaknesses re-emerge
- The organization becomes vulnerable to competition

Managing Neutral Zones (pg.45-52)

People can deal with understandable change if its part of the bigger one. Unrrelated, unexpected changes may be the straw that will break the camel's back.

- Review policies and procedures
- Develop temporary roles
- Set short term goals so people feel achievement
- Don't overpromise output during this time
- Set the bar low and celebrate small wins
- Provide training on teamwork, problem solving, etc.

What can consultants and leaders to do spark creativity in the Neutral Zone?

New Beginnings (pg.58-60)

4 P'S

Purpose- explain why

Picture- share vision of how it will look and feel

Plan- lay out a detailed, step-by-step plan

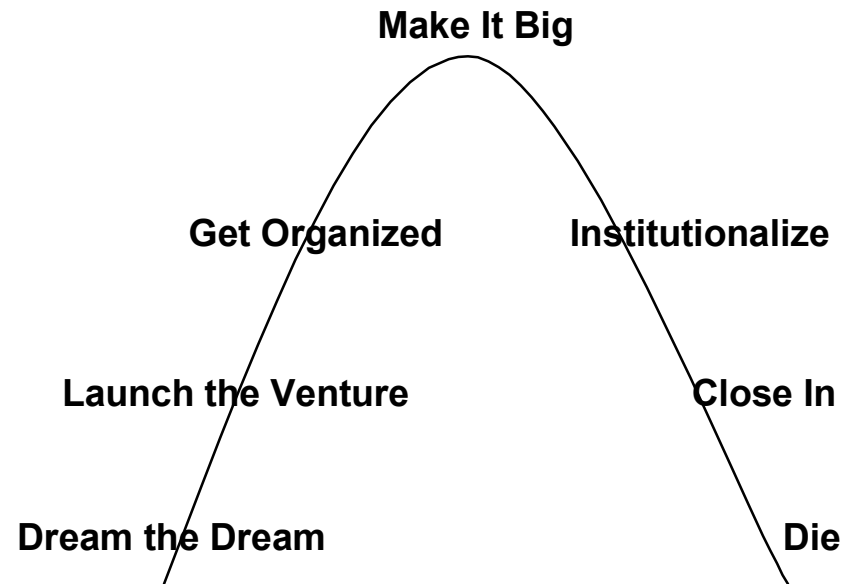
Part- give people a part to play in the transition and the new beginning

Starts involve new situations, beginnings involve new understandings.

Managing the New Beginning (pg.69)

- **Be consistent**
- **Ensure quick successes**
- **Symbolize new identity**
- **Celebrate successes**

Organizational Life Cycle (pg.78)

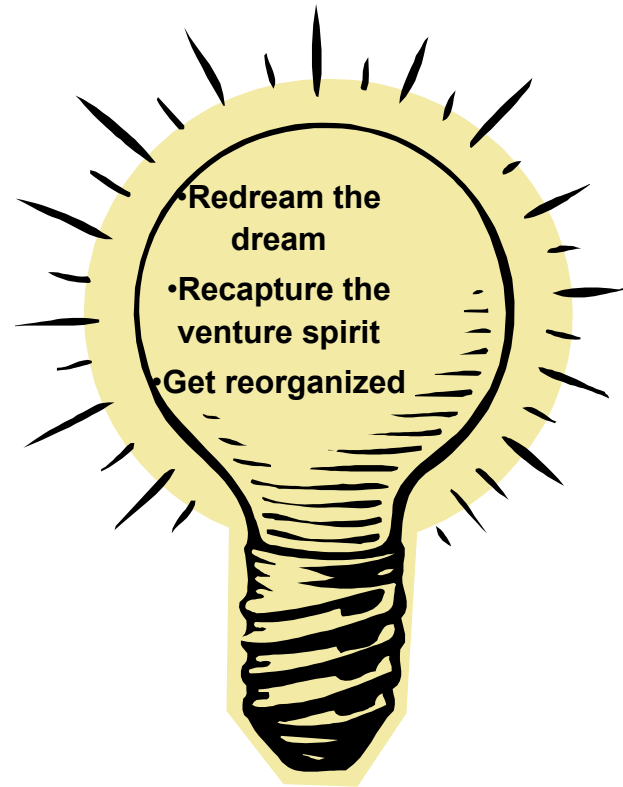


Laws of Organization Development:

- The people most comfortable in one phase experience the most setbacks in the next phase
- The things that made one phase the most successful are usually those that have to be let go in the next phase
- When you see pain in an organization people are probably going through an organization transition
- Don't go half way

Organization Renewal (pg.89-91)

“Every status quo is just a temporary way until a better way to do things has been discovered.”



“There is really nothing developmental about most OD, it’s really just organizational repair.”

Managing Non-Stop Change (pg.103)

Help people stay ahead of change and
balance all the plates by:

- Postponing additional unneeded change
- Conducting environmental scanning
- Forecasting
- Making change the norm
- Planning contingencies
- Rebuilding trust
- Healing old wounds
- Selling the problem, not the solution
- Challenging & responding

“It’s not by competing but by capitalizing on the rapid pace of change that today’s organizations thrive.”

The Leader's Role in Managing Transitions

Endings Emotions: (Denial, Shock, Anger, Frustration/Stress)	Neutral Zones Emotions: (Ambivalence, Skepticism, Acceptance)	Beginnings Emotions: (Impatience, Hope, Enthusiasm)
(During all Stages) Check in with employees and ask: How are you doing? What are you thinking? What are you feeling? How can I help?		
Leaders Can Help By:	Leaders Can Help By:	Leaders Can Help By:

The Consultant's Role in Managing Transitions (pg. 115)

Transition able companies have in place...

- Policies
- Roles
- Culture
- Leadership
- Structure
- Resources
- Histories

that provide an environment for successful transitions.