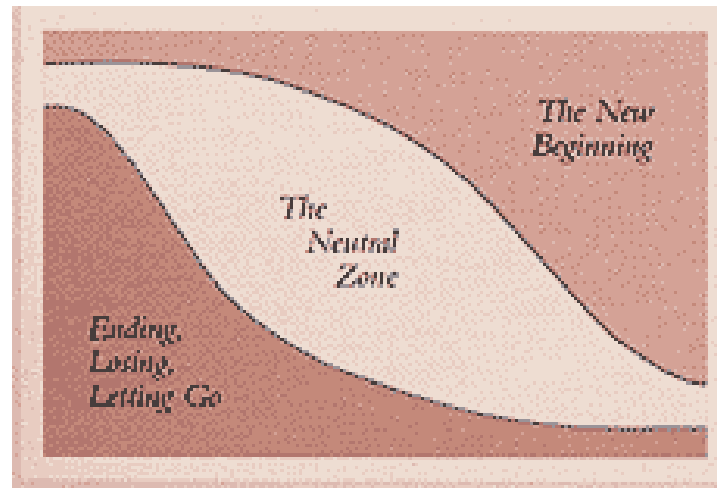


# “Managing Transitions” by William Bridges

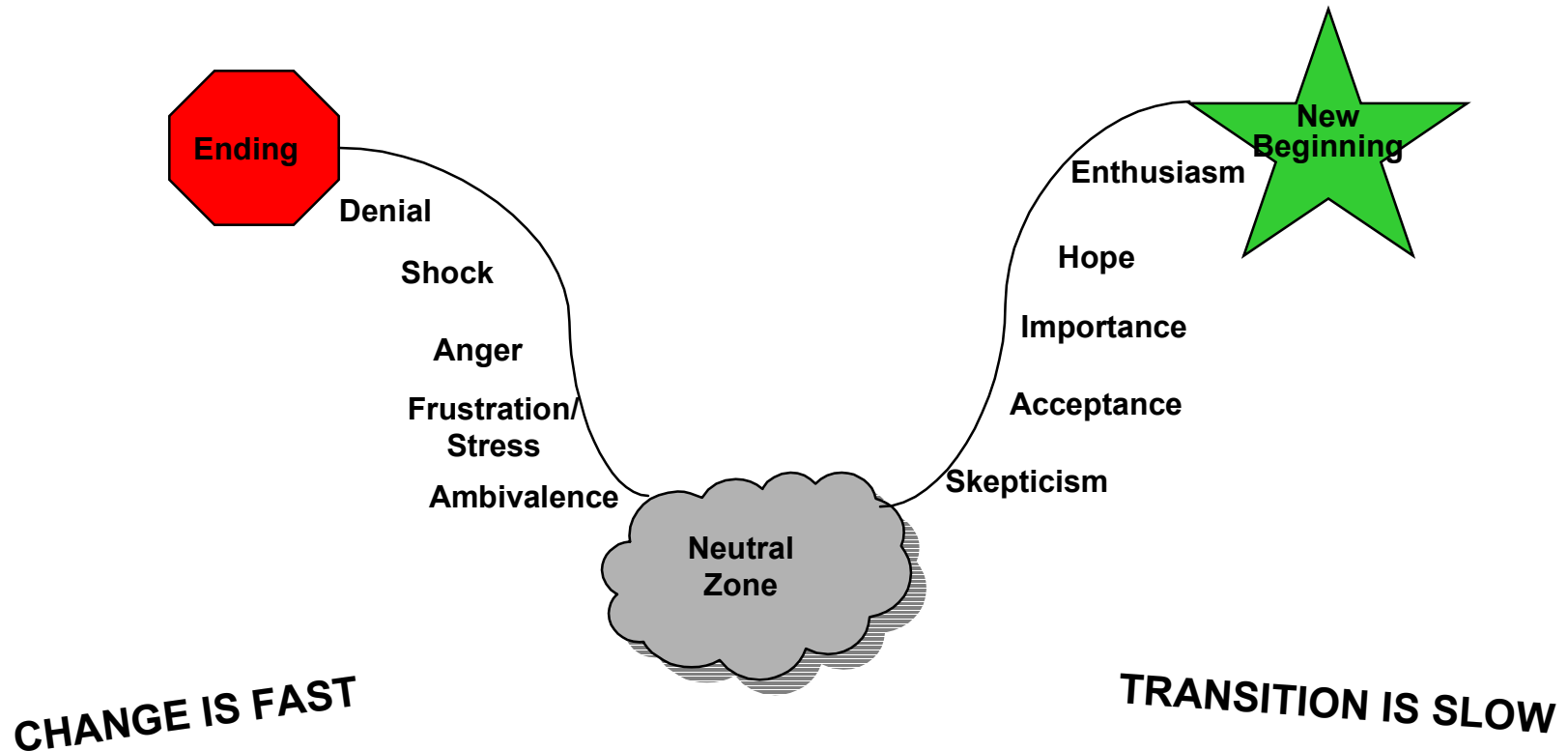


Brief summary of key points

# Change vs. Transition (pg. 4)

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- **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)

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- 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)

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## DO:

- Rewards/Compensation
- Implement temporary systems until cutover
- Use ambiguity to continuously improve
- Make group space changes
- Use symbolic logo
- Benchmark 1<sup>st</sup> 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)

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- 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

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- 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)

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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)

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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)

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- 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)

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- 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)**

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**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)

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## 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

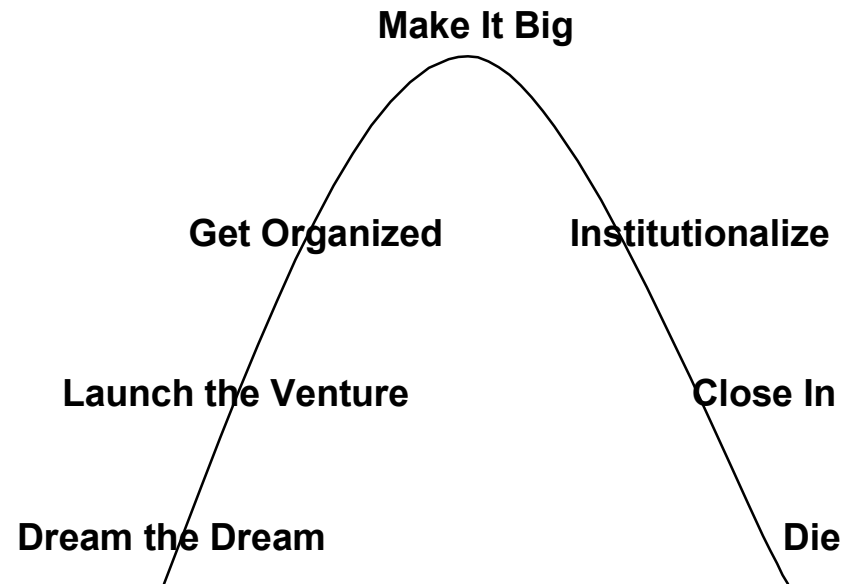
**Starts involve new situations, beginnings involve new understandings.**

# Managing the New Beginning (pg.69)

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

# Organizational Life Cycle (pg.78)



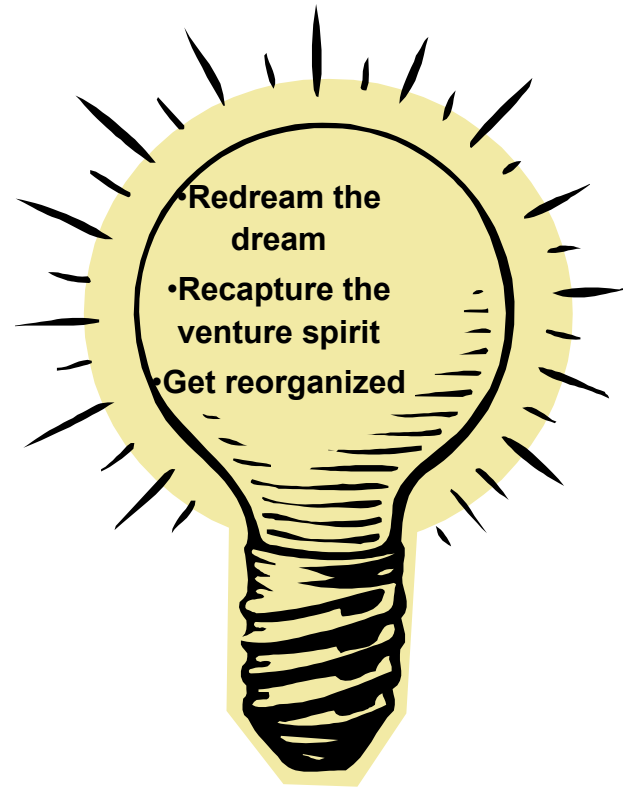
## **Laws of Organization Development:**

- 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)

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**“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)

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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

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<b>Endings</b> <b>Emotions:</b> (Denial, Shock, Anger, Frustration/Stress)	<b>Neutral Zones</b> <b>Emotions:</b> (Ambivalence, Skepticism, Acceptance)	<b>Beginnings</b> <b>Emotions:</b> (Impatience, Hope, Enthusiasm)
<b>(During all Stages) Check in with employees and ask:</b> 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)

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Transition able companies have in place...

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

that provide an environment for successful transitions.