

# *Managing*

*Making the Most of Change*

# *Transitions*

*By: William Bridges, PhD with  
Susan Bridges*

Intro & Part One: The Problem

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*Presentation By:*

*Jennifer Tagaban, Jerry Smith & Bryan Doak*

# Introduction

1

Advancement in technology has led to undeniable changes within work organizations.

2

Success of transitions during such changes lies in the ability to get people to stop doing things the old way and get them to do things the new way.

3

Keys of transition management:

- Maintaining personal connections between employees and the organization
- Acknowledging the impact the change has on employees

## Change vs. Transition

***“It’s not the changes that do you in, it’s the transitions.”***

–William Bridges, p. 3

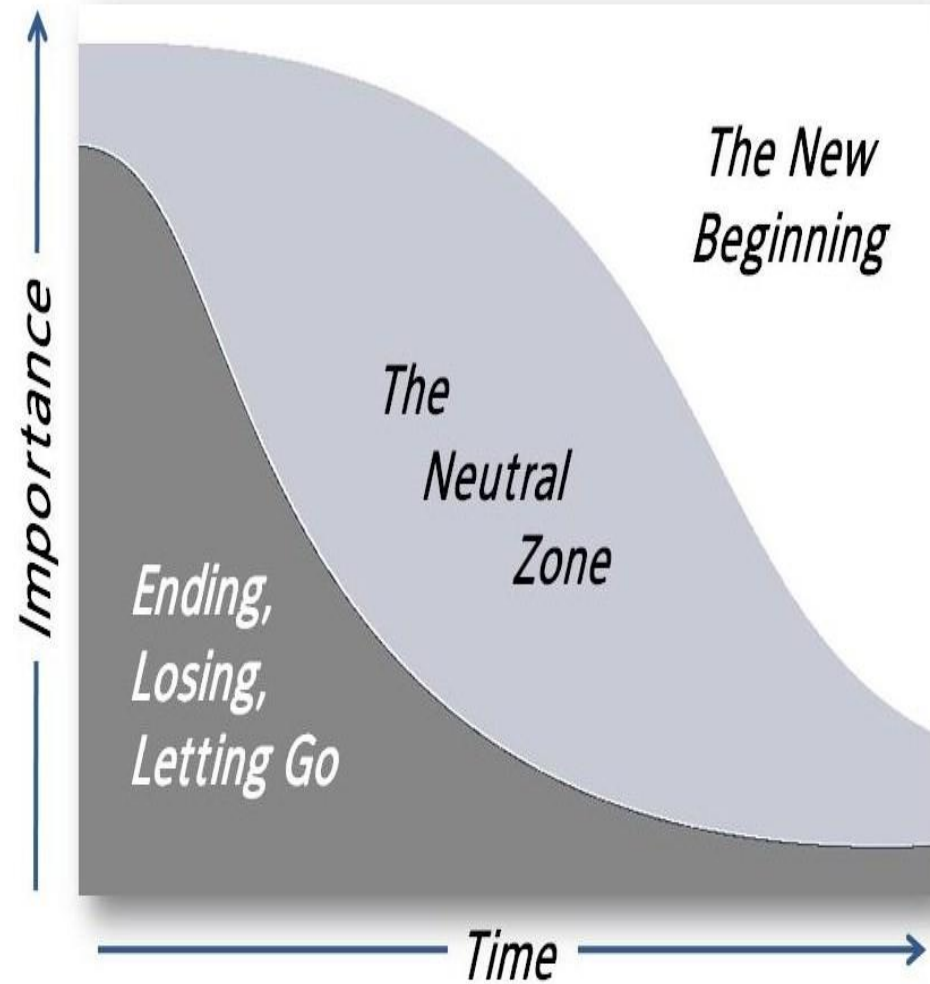
### **Change:**

- Something in the external environment changes
- Situational and happens without people transitioning
- Change is fast

### **Transition:**

- A three phase psychological process people go through to come to terms with a new situation
- Is required in order for change to be successfully implemented
- Transition is slow

# The Three Phases of Transition



Transition Phase	What's Happening	How to Make the Change Work
Endings/Letting Go	Emotional upheaval, fear, denial, anger, a sense of loss, resistance.	Expect and accept a variety of emotions, communicate fluidly, clearly define what is over and what is not.
Neutral Zone	Confusion and possible resentment towards change. Low morale and productivity. Opportunity for innovation and ingenuity.	Offer guidance and direction, share success stories, give feedback on performance, support team work and ownership.
Beginnings	The new situation is accepted. People are committed to new ways. Energy is high and there is a sense of purpose.	Align personal goals with organizational goals, create opportunities for success, paint a picture of the future.

Figure 1.1, page 5

# Interventions to Support Transition

1

–Communicate individual behavior change

2

–Identify & understand who will lose what

3

–Sell the problem

4

–Get employees in touch with clients

5

–Talk to employees and ask what problems they have with the change

6

–Talk about the transition and let people know it's human to feel

7

–Hold regular team meetings even before the change

## Dos and Don'ts of Managing Transitions

### DO:

- Determine exactly what changes in existing behavior and attitudes will need to happen
- Ask individuals the right questions to find out the true problems
- Hold regular team meetings-talk about the transition
- Ensure everyone is aware of the problems that are in need of change
- Implement temporary systems during neutral zone
- Use ambiguity to continuously improve
- Physically make group workspace changes

### 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

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## *Part Two: The Solution*

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*Presentation By:*

*Linda Elliott-Nelson, Peggy Locklear, & Travis Mitchell*

# Let It Go



Transitions require changes that bring about endings, which nobody likes



Changes to protocols, teams, environments, and chains of command make things unfamiliar and uncomfortable



It's not necessarily the changes themselves, but the feeling of loss and the 'Neutral Zone' that they resist



Try to understand who is losing what, and why it matters to them— including secondary and tertiary effects (and losses)



There will be overreaction from those who feel they were treated unfairly previously, who are feeling a larger symbolic loss, or who feel undervalued



Acknowledge the loss. Expect the six stages of grief: Anger, Bargaining, Anxiety, Sadness, Disorientation, and Depression



# Communication

## The Past

- Communicate what is being left behind
- Be specific
- Create actions or activities that dramatize the past
- Do not be critical of the past
- Honor the past for its accomplishments
- Create a “Wall of Fame”

## The Future

- Do not be secretive
- Utilize various communication methods; for example, large meetings, one-on-ones, email, website stories, and Facebook
- Do not assume that information trickled down from the top
- Release information as it becomes available

# Neutral Zone

| between the old ways and the new  
ways |

During this time:

- Anxiety rises
- There are mixed signals
- People become polarized

BUT, it is also a creative time

Actions

- “Normalize” the neutral zone
- Time for reorientation and redefinition
- Create temporary systems with checkpoints and short range
- Strengthen intragroup connections
- Use transition monitoring team
- Time to step back and take stock
- Encourage learning in discovery and innovation
- Look for opportunities

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*Part II: The Solution II*

Launching a New Beginning & Transition,  
Development, and Renewal

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*Presentation By: Angie Creel & Steve Moore*

# Introduction

1

*Beginnings versus Starts:*  
Beginnings mark the birth of a new entity, whereas Starts are less complex and illustrate differences in the established norms

2

*Transitions:* Change Process

3

*Development:* Cycle of Growth

4

*Renewal :* Re-Dream or Die

# Beginnings vs. Starts

***Beginnings are “expression of a new identity”***

–William Bridges, p. 65

**Beginnings:**

- Beginnings can both cause anxieties and excitement for positive change.
- It is the attitudes, feelings, connections with previous people and supervisors, that make up true beginnings.

**Starts:**

- Starts, are less complex and are simply the point at which things are different.

Beginnings  
must be  
“encouraged,  
supported, and  
reinforced” -  
Bridges, p. 68

## Actions that can help are:

- Have a clear **PURPOSE** for the new beginning. Communicate it.
- Paint a **PICTURE** of what the end result will be. Let people envision the goal.
- Devise a **PLAN** to get to where you'd like to be. Communicate a clear path of action.
- Give each participant a **PART** to play and describe how it fits with the whole picture.

Reinforcing  
the  
"New Beginning"

**Be**

Rule 1: Be Consistent

**Ensure**

Rule 2: Ensure Quick Successes

**Symbolize**

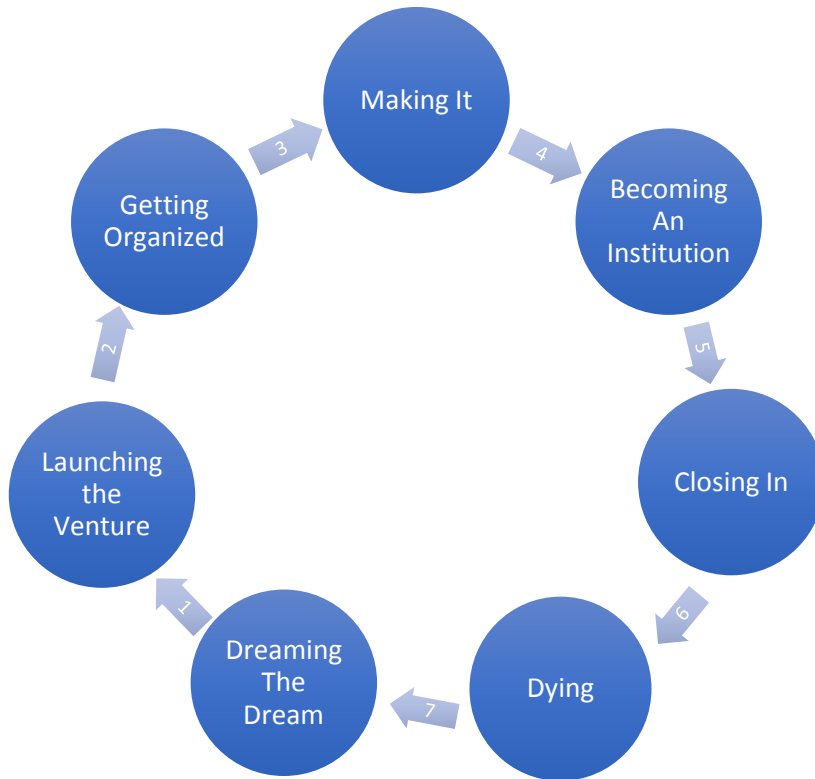
Rule 3: Symbolize the New Identity

**Celebrate**

Rule 4: Celebrate the Success

“a mature business or one that is approaching the end of its life” – William Bridges, p. 87

## Phases of Transition, Development, and Renewal Seven Stages of Organizational Life



Organizational Life Phase	What's Happening	How to Make the Change Work
Dreaming the Dream	Conceptualizing and Planning	Brainstorm and Argue
Launching the Venture	Organizational Infancy and Childhood	Learn to Improve
Getting Organized	Order From Chaos	Roles are Specialized and Defined
Making It	Organizational Adulthood	Fundamental Nature of Organization Continues
Becoming An Institution	Doing or Being: Organizational Achievements to External Impressions	Reputation is Established and No Longer Earned
Closing In	End of Vital Tension Between the Organization and its Environment	Internal Focus Supersedes External Priorities
Dying	The End of the Life Cycle	Self-Fulfilling Demise

Figure 6.1, page 89



**“development originally meant –out of an initial seen dream as surely as an oak unfolds out of an acorn” - William Bridges, p. 102**

# Phases of Transition, Development, and Renewal

## Organizational Renewal

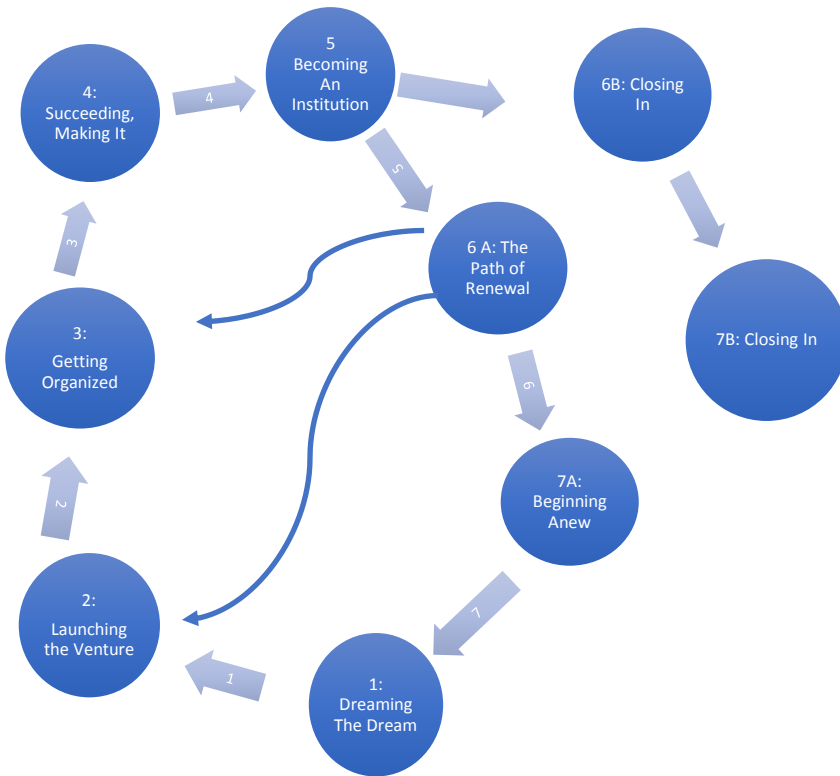


Figure 6.2, page 99

Organizational Life Phase	What's Happening	How to Make the Change Work
<b>Dreaming the Dream</b>	Conceptualizing and Planning	Re-Dream The Dream
<b>Launching The Venture</b>	Organizational Infancy and Childhood	Recapture the Venture Spirit
<b>Getting Organized</b>	Order From Chaos	Remodel the policies, roles and structures of a young organization
<b>Making It</b>	Organizational Adulthood	Let Go and Move On
<b>5: Becoming An Institution</b>	Doing To Being: Organizational Achievements to External Impressions	Get Used to Life in the Neutral Zone
<b>6A: The Path of Renewal</b>	Embodiment of new Behaviors and Attitudes	Live in the now as the Institution moves to the Tomorrow . Jump to 7 A OR DIE
<b>6B: Closing In</b>	End of Vital Tension Between the Organization and its Environment	Internal Focus Supersedes External Priorities.
<b>7B: Closing In</b>	Die	
<b>7A: Beginning Anew</b>	Conceptualizing and Planning	Re-Dream The Dream
<b>Dreaming the Dream</b>		

# Transitions and Renewal: A Checklist

Yes	No	
___	___	Understand the seven stages of the organizational life cycle?
___	___	Identify where the organization is in its own cycle?
___	___	Distinguish between details of organization's situation?
___	___	Identify the original dream that represented the first stage?
___	___	Explain characteristics of Venture developmental stage?
___	___	Understand difference between everyday efforts be more organized and developmental stage called "Getting Organized"?
___	___	Explain the new concerns and attitudes that develop as an organization moves from making it to becoming an institution?
___	___	Understand the "moment of truth" of an organization- time when it must make a choice that will determine if it'll survive?
___	___	Know the three transition-based questions to ask when planning how the organization can move through a transformative time?

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Part III: Dealing with Nonstop Change in the  
Organization and in Your Life

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*Presentation By: Jana Moore & Kari Gardner*

# The Three Phases of Change Have an Ending, Neutral Zone and New Beginning



However...

- You are likely to be in more than one phase at the same time.
- There are likely to be multiple changes overlapping.

# Look for Patterns and Orchestrate Responses

- The organization's history is a life history and change is moving from one chapter to the next.
- Connect the dots (of the changes) and create responses to changes based on the overall patterns.
- Strive for a clear picture of the overarching change in the midst of lots of smaller changes.

# Managing Multiple Changes

1

Postpone extra changes

2

Identify & understand who will lose what

3

Do worst-case scenarios

4

Make the transition to “change as the norm”

5

Clarify your purpose

6

Rebuild trust and unload old baggage

7

Sell problems, not solutions

## The Cycle of Challenge and Response

- Create creative solutions to ongoing problems.
- Create a culture of responding to challenges and embracing change
- Develop this culture of responding at every level of the organization
- Create a sense of purpose and control by encouraging creative responses

Increase the  
organization's  
transition  
worthiness

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Part 4: The Conclusion

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*Presentation By:*

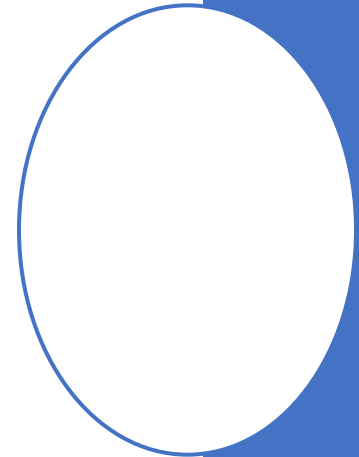
*Wendy Hoag & Sandra Rodriguez*



# Why should we manage transitions?

- *Our moral responsibility is not to stop the future, but to shape it...to channel our destiny in humane directions and to ease the trauma of transition.*

Alvin Toffler,  
American Futurist



## Unmanaged Transitions

# G.R.A.S.S.

Guilt	Those who shaped the change, and those impacted by the change.
Resentment	"...yesterday's changes leave a legacy of resentment, today's changes are undermined before they are launched."
Anxiety	Stifles innovation and motivation.
Self-Absorption	Causes people to focus on their own concerns and not the concerns of others.
Stress	Affects health and safety.

# Tips for Managing Transitions

