Managing
Making the Most of Change
Transitions
By: William Bridges, PhD with
Susan Bridges

Intro & Part One: The Problem

Presentation By:
Jennifer Tagaban, Jerry Smith & Bryan Doak
Advancement in technology has led to undeniable changes within work organizations. 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.

Keys of transition management:
• Maintaining personal connections between employees and the organization
• Acknowledging the impact the change has on employees
“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

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

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

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 unvalued.

Acknowledged 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
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

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"

<table>
<thead>
<tr>
<th>Be</th>
<th>Rule 1: Be Consistent</th>
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</thead>
<tbody>
<tr>
<td>Ensure</td>
<td>Rule 2: Ensure Quick Successes</td>
</tr>
<tr>
<td>Symbolize</td>
<td>Rule 3: Symbolize the New Identity</td>
</tr>
<tr>
<td>Celebrate</td>
<td>Rule 4: Celebrate the Success</td>
</tr>
</tbody>
</table>
Phases of Transition, Development, and Renewal

Seven Stages of Organizational Life

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

Figure 6.1, page 89

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

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<td>Conceptualizing and Planning</td>
<td>Re-Dream The Dream</td>
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<tr>
<td>Launching The Venture</td>
<td>Organizational Infancy and Childhood</td>
<td>Recapture the Venture Sprit</td>
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<tr>
<td>Getting Organized</td>
<td>Order From Chaos</td>
<td>Remodel the policies, roles and structures of a young organization</td>
</tr>
<tr>
<td>Making It</td>
<td>Organizational Adulthood</td>
<td>Let Go and Move On</td>
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<tr>
<td>5: Becoming An Institution</td>
<td>Doing To Being: Organizational Achievements to External Impressions</td>
<td>Get Used to Life in the Neutral Zone</td>
</tr>
<tr>
<td>6A: The Path of Renewal</td>
<td>Embodiment of new Behaviors and Attitudes</td>
<td>Live in the now as the Institution moves to the Tomorrow . Jump to 7 A OR DIE</td>
</tr>
<tr>
<td>6B: Closing In</td>
<td>End of Vital Tension Between the Organization and its Environment</td>
<td>Internal Focus Supersedes External Priorities.</td>
</tr>
<tr>
<td>7B: Closing In</td>
<td>Die</td>
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<tr>
<td>7A: Beginning Anew</td>
<td>Conceptualizing and Planning</td>
<td>Re-Dream The Dream</td>
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Figure 6.2, page 99
Transitions and Renewal: A Checklist

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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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

Presentation By: Jana Moore & Kari Gardner
The Three Phases of Change Have an Ending, Neutral Zone and New Beginning

- 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

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

William Bridges, PhD with Susan Bridges, *Managing Transitions*, page 154
## Unmanaged Transitions

### G.R.A.S.S.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Guilt</td>
<td>Those who shaped the change, and those impacted by the change.</td>
</tr>
<tr>
<td>Resentment</td>
<td>“...yesterday’s changes leave a legacy of resentment, today’s changes are undermined before they are launched.”</td>
</tr>
<tr>
<td>Anxiety</td>
<td>Stifles innovation and motivation.</td>
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<td>Self-Absorption</td>
<td>Causes people to focus on their own concerns and not the concerns of others.</td>
</tr>
<tr>
<td>Stress</td>
<td>Affects health and safety.</td>
</tr>
</tbody>
</table>

William Bridges, PhD with Susan Bridges, *Managing Transitions*, pages 152-153
Tips for Managing Transitions

- **Take**
  - Take care of things that need immediate attention.

- **Start**
  - Start planning things that will take time.

- **Plan**
  - Plan things appropriately.

- **Don’t waste**
  - Don’t waste your time on things that may have little benefit.

- **Know**
  - Know which things you shouldn’t do.

William Bridges, PhD with Susan Bridges, *Managing Transitions*, pages 136-149