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## MANAGING TRANSITIONS: making the most of change WILLIAM BRIDGES

### 1. ENDING, LETTING GO

Help people deal with their loss by...

- ▣ Identifying who is losing what
- ▣ Accepting the reality & importance of people's losses
- ▣ Acknowledging losses openly & sympathetically
- ▣ Expecting & accepting signs of grieving
- ▣ Giving people info and keep doing so
- ▣ Clearly defining what's over & what isn't

- ▣ Treating the past with respect
- ▣ Marking the ending
- ▣ Showing how ending ensures continuity of what really matters

- ▣ Set short-term goals & temporary systems in neutral zone

- ▣ Strengthen connections between different groups

- ▣ Establish a Transition Monitoring Team (TMT)

- ▣ Communication is key...  
... metaphors are particularly useful in this stage

### 2. NEUTRAL ZONE

Critical psychological realignment & repatterning happens here...

- ▣ Danger signs to look for:
  - High anxiety
  - Low motivation
  - Resentment
  - Self-interest
  - Polarised thinking

- ▣ Can be a really creative time
  - Provide training in techniques of innovation & discovery
  - Encourage experimentation
  - Embrace losses, setbacks & failures as entry points to new solutions
  - Resist need to push for closure too early

### 3. THE NEW BEGINNING

A time for new identities, new energy & a new sense of purpose to make change begin to work

- ▣ Timing of launch of new world is crucial. Key is...

- ▣ Clearly explaining **PURPOSE**

- ▣ Painting a **PICTURE** which brings it to life

- ▣ **PLAN** and outline the steps & schedule of what will happen to who and when

- ▣ Clearly define the ways people can contribute and **PARTICIPATE**

**REINFORCE THE NEW BEGINNING BY:**

- ✓ Being consistent
- ✓ Ensuring quick successes
- ✓ Symbolising the new identity
- ✓ Celebrating the success that the new era is here

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