

Managing Others Through Change

Change is an event that is situational and is external to us. It gets announced...you read about it in a memo...you can see it on a calendar. **Transition is an internal reaction** to change. Transition is the gradual, psychological orientation process that happens inside as we learn to adapt to the external change event. You can help others adapt to change by identifying which change step they are in, and make a strategy to help them move toward new beginnings:

Steps	Focus	Strategy/ How to manage
Ending	<p>What is being changed and how do employees feel about this change? Outline how you will present the change to employees and mitigate negative emotions.</p>	<p>Change leaders can manage employees who are in this stage by showing empathy toward the emotions of employees and effective and timely communicating the purpose and extent of change. They should also have a dialogue with employees and discuss the advantages of change. They should inform employees of the purpose, picture, plan and their part in fulfilling the plan for change.</p>
Neutral	<p>What are you going to do to ensure clarity and assist employees in the post-change environment? Outline how managers will frequently meet with and set small, easily attainable goals to motivate employees.</p>	<p>Employees need time to settle their emotions. They need honest feedback about new realities and changes made at the organizational level. Organizations can give training to employees on new procedures, roles and responsibilities. Employees need space and a chance to experience the changes as a positive experience and encourage new ways of doing work.</p>
New Beginnings	<p>How are you going to reward employees for all their effort in the difficult time? Outline how managers can communicate and share the successes that are a result of the change.</p>	<p>This is the time to celebrate and appreciate the hard work of employees and how successfully they have entered into this change. The lesson learned from this transition from the end to the neutral zone to this new beginning must be shared and reflected upon so that the change is sustained in the organization. It is also a time to help get other employees who are still struggling to move forward from the previous stage.</p>

NOTES:

The **Bridges' Transition Model** was created and developed by change consultant, William Bridges, and was published in his 1991 book "Managing Transitions." **This model focuses on transition** (the emotional reactions throughout a transition.) **rather than change.** William Bridges described the change as situational and is an external event that happens to people from outside, while the transition is internal and psychological that is an individual's reaction to change.

The model highlights three stages or phases of transition that people go through when they experience change and gradually accept the details of the new situation in an organization. These phases are **ending, losing, and letting go; the neutral zone; the new beginning.**