

# *MAKING SENSE OF THE MODEL (PERSONALLY)*

Identify 2 Changes

(one of these should be work related)

- One change that you wanted.
- One change that was imposed on you.

*You will be partnering with others and sharing these experiences to make sense of the transition model.*

# Change vs. Transition

**Change** and **Transition** are not the same

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**Change** = a shift in the external situation

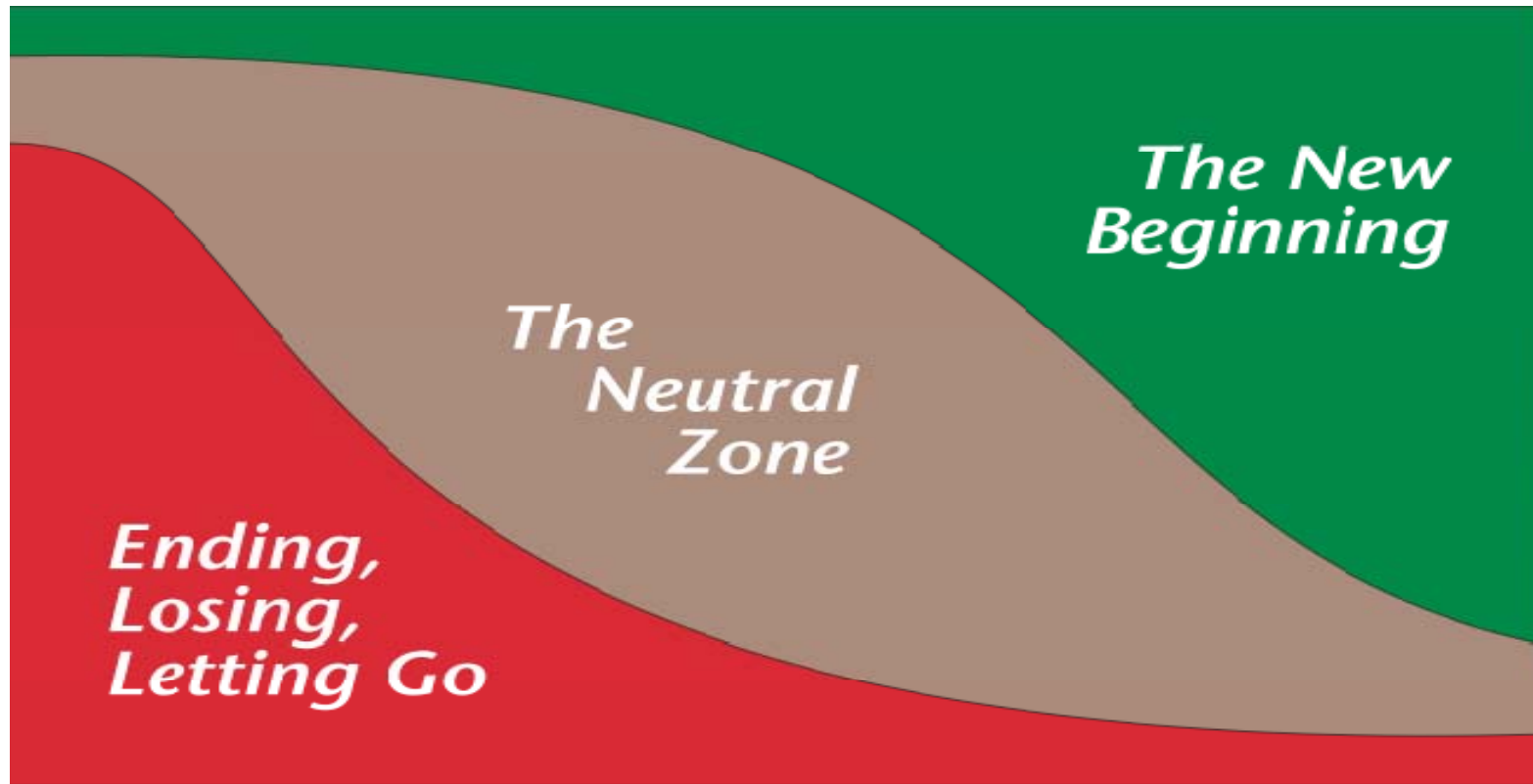
**Transition** = a psychological process that people go through as they internalise the new situation ... how well it's handled can make or break the change

- Identify the difference between change and transition for your 2 changes. Describe the feelings associated with each of the changes. Turn to the person next to you and share your response

# Transition has three main phases

- The **first phase** is **ending** the old way: people have to **let go**
- The **second phase** is a **neutral zone**, when the old way is gone but the new isn't working yet: people have to deal with uncertainty and ambiguity ... and still stay productive!
- The **third phase** is a **new beginning**: people come out of a successful transition with a realigned sense of purpose, a new identity and renewed energy and optimism

# Three Phases of Transitions



*From William Bridges, *Managing Transitions*, Perseus Printing, 2003*

- Draw the transition model on paper
- Map your transition journeys for each of your two changes on paper
- Talk about each journey with your partner...
  - What happened?
  - How did each phase feel?
  - What was going on for you in each phase?
  - How might others have seen you?
  - What was stressful?
  - What made it stressful?
  - What did you possibly "mis-interpret"
- Notice differences and similarities between your journeys and between each others responses

# People in transition are sometimes nervous or even *mistrustful*

- If there has always been some mistrust of the organisation's leaders, *that will get worse during the time of transition*
- If people have not been mistrustful before, *they may start to be*
- *Every action and announcement* will be put under a magnifying glass, rumors will be based on far-fetched interpretations of behavior, and *people will be suspicious* of the motives of their leaders and managers

To get through a *transition*  
we must get through each of its *three phases*,  
and that means starting by  
*letting go* of the way things were.

To get through a transition,  
we have to *start with an ending*.

To do that, we have to *understand* what *endings*  
*are* and what they *do* in a person's life.

**Endings** clear the way for whatever comes next in life

Before we can find out what that is, we have to understand...

- What is **over** for us?
- What has **ended** in our lives?
- What are we **losing**?
- What is it time to **say good-bye** to?

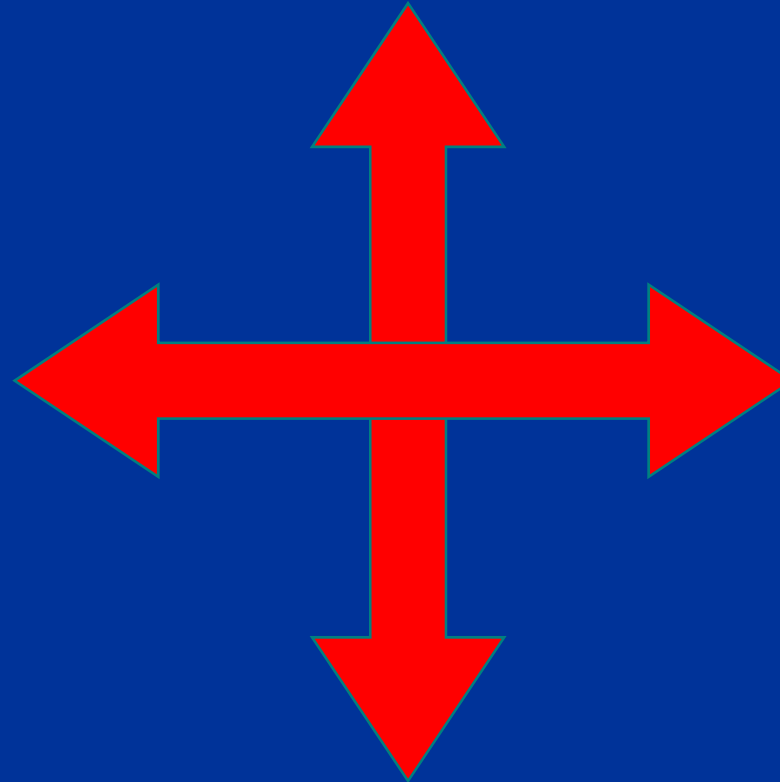
## Dealing with **Endings** and **Losses**

- It also helps if you can identify the **continuities** in your lives and work situations.

LEAVE/BRING  
MODEL

OK/COMFORTABLE

LEAVE  
BEHIND



BRING/ADD/TAKE  
FORWARD

UNHAPPY/NERVOUS

- Build a “Leave-Bring” matrix for your change.

# Getting through the **Neutral Zone**

## Re-establish **C.U.S.P**

- Create areas of **C**ontrol in your life
- Work to develop your **U**nderstanding of what you are facing
- Improve your interpersonal **S**upport system
- Clarify your sense of personal **P**urpose

# C.U.S.P.

- What are the things you still have control over as you go through this change?
- What questions do you particularly want to ask?
- Who can give you the answers?
- Who can you go to for support when you need to talk to someone about your reactions /frustrations /fears /concerns about the change?
- What is your own personal purpose?