

Managing Endings

Yes No

- Have I studied the change carefully and identified who is likely to lose what - including what I'm likely to lose?
- Do I understand the subjective realities of these losses to the people who experience them, even when they seem like over-reactions to me?
- Have I acknowledged these losses with sympathy?
- Have I permitted people to grieve and publicly expressed my own sense of loss?
- Have I found ways to compensate people for their losses?
- Am I giving people accurate information and doing it again and again?
- Have I clearly defined what is over and what isn't?
- Have I found ways to mark the ending?
- Am I being careful not to denigrate the past but, when possible, to find ways to honour it?
- Have I made a plan for giving people a piece of the past to take forward with them?
- Have I given people a reason for the change that makes sense to them?
- Is the ending we are making big enough to get the job done in one step?

Managing The Neutral Zone

Yes No

- Have I done my best to normalise the neutral zone by explaining it is an uncomfortable time which, with careful attention, can be turned to everyone's advantage?
- Have I redefined it by choosing a new and more affirmative metaphor with which to describe it?
- Have I reinforced that metaphor with training programs, policy changes, and financial rewards for people to keep doing their jobs during the neutral zone?
- Am I clustering further changes meaningfully?
- Have I created the temporary policies and procedures we need to get us through the neutral zone?
- Have I created the temporary roles, reporting relationships and organisational groupings that we need to get us through the neutral zone?
- Have I set short-range goals and checkpoints?
- Have I found what special training programs we need to deal successfully with the neutral zone?
- Have I found ways to keep people feeling they still belong to the organisation and are valued by our part of it? And have I taken care that 'perks' and other forms of privileges are not undermining the solidarity of the group?
- Have I set up a transition monitoring team to keep realistic feedback flowing upwards during the time in the neutral zone?
- Are my people willing to experiment and take risks in intelligently-conceived ventures ... or are we punishing all failures?

- — Have I stepped back and taken stock of how things are being done in my part of the organisation? (This is worth doing both for its own sake and as a visible model for others' similar behaviour)
- — Have I provided others with the opportunity to do the same thing?
- — Have I provided them with the resources - facilitators, survey instruments, etc that will help them to do that?
- — Have I seen to it that people build their skills in creative thinking and innovation?
- — Have I encouraged experiment and seen to it that people are not punished for failing in intelligent efforts that did not work out?
- — Have I worked to transform the losses of our organisation into opportunities to try to do things a new way?
- — Have I set an example by brainstorming many answers to my old problems - the ones that people say you just have to live with? Am I encouraging others to do the same?
- — Am I regularly checking to see that I'm not pushing for certainty and closure where it would be more conducive to creativity to live a little longer with uncertainty and questions?
- — Am I using my time in the neutral zone as an opportunity to replace patchwork with integrated systems throughout the organisation?

And finally ...

What actions can you take to help people deal more successfully with the neutral zone? What can you do today to get started on this aspect of transition management?

Managing the New Beginning

Yes No

- ___ ___ Am I distinguishing in my mind and in my expectations of others between the start, which can happen on a planned schedule, and the beginning, which will not?
- ___ ___ Do I accept the fact that people are going to be ambivalent about the beginning that I am trying to bring about?
- ___ ___ Have I taken care of the endings or am I trying to make a beginning happen before it possibly can?
- ___ ___ Have I clarified and communicated the purpose of the change?
- ___ ___ Have I created an effective picture of the change and found ways to communicate it effectively? Have I got stories that illustrate what the new future will be like?
- ___ ___ Have I created a plan for bringing people through the transition from the ending to the new beginning - and distinguished it in my own mind from the change management plan?
- ___ ___ Have I helped people to discover as soon as possible the part they will play in the new system - or how the new system will affect the part they play within the organisation?
- ___ ___ Have I ensured that everyone has a part to play in the transition management process and that they understand that part?
- ___ ___ Have I checked to see that policies, procedures and priorities are consistent with the new beginning so that inconsistencies aren't sending a mixed message?
- ___ ___ Am I watching my own actions carefully to be sure I am effectively modeling the attitudes and behaviours I am asking others to develop?

- — Have I found ways, financial and non-financial, to reward people for becoming the new people I am asking them to become?
- — Have I built into my plans some occasions for quick success to help people rebuild their self-confidence and to build the image of the transition as successful?
- — Have I found ways to celebrate the new beginning?
- — Have I found ways to symbolise the new identity - organisational and personal - that is emerging?