

## 12.2 What to Do in Each Phase

Endings	Neutral Zone	New Beginnings
<p><i>You have to end before you begin</i></p>	<p><i>"The Wilderness"</i></p>	<p><i>The 6 "P"s</i></p>
<ul style="list-style-type: none"> <li>a. Mark the endings</li> <li>b. Treat the past with respect</li> <li>c. Give people information, and do it again and again <ul style="list-style-type: none"> <li><i>In normal times people need 4 times more information than we think they need; during difficult times they need 10 times more. Liz Magoon, consultant</i></li> </ul> </li> <li>d. Identify what is changing and what is remaining the same</li> <li>e. Show how endings ensure the continuity of what really matters</li> <li>f. Acknowledge losses openly and sympathetically</li> <li>g. Expect overreaction and accept grieving: Anger, sadness, anxiety, confusion, denial</li> <li>h. Compensate for the losses in some way</li> </ul>	<ul style="list-style-type: none"> <li>a. Normalize the neutral zone; see it as a difficult yet creative time, a time for sorting out</li> <li>b. Make time to take stock and question the usual</li> <li>c. Embrace setbacks as entry points for new solutions</li> <li>d. Experiment; brainstorm new answers to old problems</li> <li>e. Create temporary systems</li> <li>f. Strengthen connections within the group</li> <li>g. Use the neutral zone creatively; plan retreats, field trips, or get-togethers</li> <li>h. Redefine the neutral zone; seek new metaphors</li> <li>i. Monitor the transition through surveys, data collection, open forums, sampling interviews, or transition monitoring teams</li> </ul>	<p><b>PURPOSE</b> Explain the purpose behind the outcome being sought. Why are we doing this?</p> <p><b>PICTURE</b> Paint a picture of how the outcome will look and feel. What are people going to experience that is going to be different?</p> <p><b>PLAN</b> Lay out a step-by-step plan for phasing in the outcome. People need a clear idea of how they can get where they need to go.</p> <p><b>PART TO PLAY</b> Give each person a part to play in both the plan and the outcome. What is the tangible way employees are to contribute to and participate in the transition process and outcome?</p> <p><b>PITFALLS</b> Integrate anticipation of obstacles, setbacks and resistance into your transition planning. Consider doing a premortem before finalizing the needed change. (See Tool 11.4)</p> <p><b>PROGRESS</b> Determine the indicators of progress, including the mechanisms, accountabilities, and timing for collecting data and getting feedback on the relative success of the change initiative.</p>

Source: Developed by the author based on the works of William Bridges