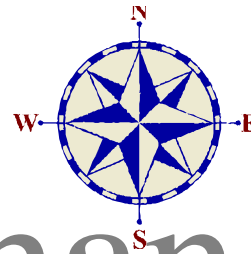


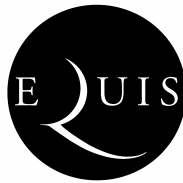
# Transitions

Embracing

# Change

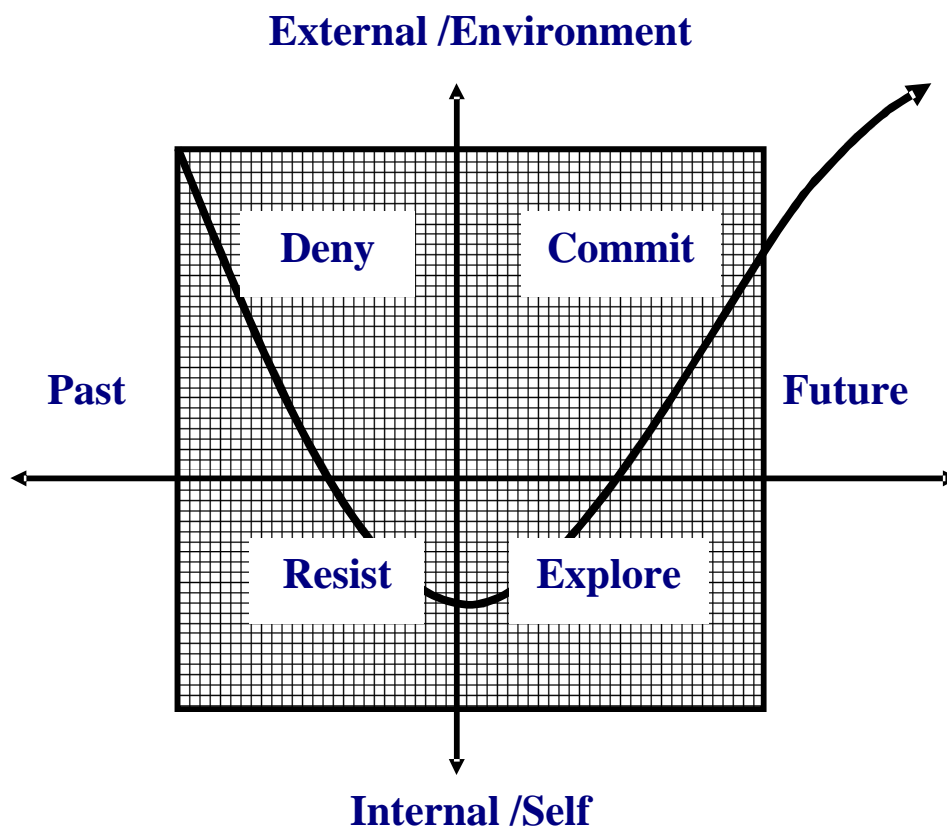


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## \*Transition Grid<sup>SM</sup>



\* The Transition Grid<sup>SM</sup> is used with permission from Dan Flora, San Francisco, California

# THE PHASES OF TRANSITION

## Stage 1. Denial

Characterized often by shock-induced numbness. The information doesn't seem to sink in. Nothing happens. People continue to work as usual. Appears that productivity will continue and nothing will be affected. Because people are often blind to problems during the denial phase, management can mistakenly think the work group has jumped directly to the final phase of Commitment.

### You See:

Avoidance  
Apathy  
Routine  
Disbelief

### You Hear:

Silence  
"I don't want to talk about it."  
"Everything's fine."  
"What's all the fuss about?"

### Recommended Actions:

- Begin to let go of the past
- Gather facts about the change that will affect you
- Give yourself time to let things sink in
- Ask questions

## Stage 4. Commitment

People are ready to focus on a plan. They are willing to re-create their mission and build action plans to make it work. Employees are prepared to learn new ways to work together and have renegotiated roles and expectations. This is the phase during which employees are willing to solidly identify with a set of goals and be clear about how to reach them. This phase will last until a new cycle of transition begins.

### You See:

Performance  
Collaboration  
Improvement  
Future focus

### You Hear:

"Wow!"  
"Let's get together on this."  
"We can do it better."  
"What's our mission?"

### Recommended Actions:

- Set new long-term goals
- Concentrate on relationship/team building
- Accept new responsibilities
- Reward those responding to the change

## Stage 2. Resistance

Occurs when people have moved through the numbness of denial and begin to experience self-doubt, anger, depression, anxiety, frustration, fear or uncertainty created by the change. Productivity dips drastically and people are often upset and negative. Managers hear much grumbling. Accidents, sickness and work-related absences multiply. Outside programs on change management are most often requested during this phase.

### You See:

Productivity loss  
Anger/Criticism  
Mistakes  
Pessimism

### You Hear:

Increased gossip/rumors  
"This makes no sense."  
"I'll do what I feel like."  
"It will never work."

### Recommended Actions:

- Listen and acknowledge feelings
- Respond with empathy and encourage support
- Remain approachable for constructive conversations
- Don't talk people out of their feelings
- Identify "limiting beliefs"

## Stage 3. Exploration

Characterized by chaos. Energy is released as people focus their attention on the future and toward the external environment once again. People try to figure out new responsibilities and new ways to relate to each other and the emerging new structure. There is much uncertainty during this phase. People tend to draw on their internal creative energy to figure out ways to capitalize on the future.

### You See:

Participation  
Creativity  
Training  
Risk-taking

### You Hear:

"This could be exciting."  
"I have an idea."  
"What skills are needed?"  
"It's worth a try."

### Recommended Actions:

- Create and test "turnaround" beliefs
- Set new short-term goals
- Focus on priorities
- Look for opportunities to improve/grow
- Be open – brainstorm

