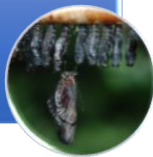




## Managing Transition in **VUCA** Environments

•Fundamental change has a noticeable impact on the organisation and people, which is visible both internally and externally. Such changes are usually large and complex, dramatically affect operations and often involve major upheaval.

### Fundamental Change



•Incremental change occurs gradually and is also referred to as 'step change'. It represents progress by evolution rather than revolution. As such, the impact may not be seen immediately. We are in a constant state of incremental change.

### Incremental Change



## Change V Transition

A **change** is an event that is situational and is external to us. Something stops or something starts. The change might be a new job, a new manager, a new office, a new child, someone departing from the team, the end of a project or the announcement of a new policy.

A **transition** is the internal psychological process through which people come to terms with and adapt to the change and the new situation it presents. Transitions often result from a change but it may also begin before the change actually takes place. Until people successfully transition from the old way to the new way, the change won't happen successfully

Helping people to successfully transition through change relies on successfully engaging their heart as well as their mind.

When they are in agreement, transition is easy: when they aren't, it's harder. Just think about ANY time you have tried to lose weight or stop a bad habit... you only succeed when you know what to do and truly WANT to do it.

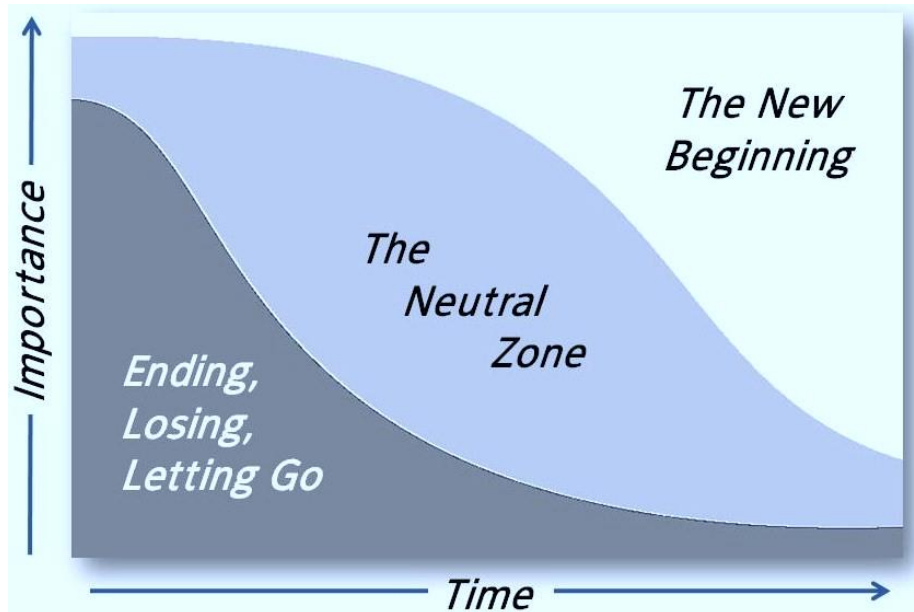
Managing people through change and transition needs leaders to accelerate rational understanding, but also support emotional acceptance: One without the other won't bring lasting results.





## The Bridges Transition Model

William Bridges a pioneer in the field of change and transition, found that this process of transition in people happens in three distinct phases. It starts with an ending, goes through a neutral zone and finishes with a new beginning.



### Phase 1— Ending

- This stage is associated with resistance and emotional upheaval, even if the change is welcomed, because people are having to let go of something that they are comfortable with. Accept people's resistance and understand their emotions. Allow them time to accept the change, and encourage communication.

### Phase 2—The "Neutral Zone"

- This stage is messy. People find themselves in a confusing, in between state. They are no longer who they were and doing what they did in the past and have not yet adapted to new ways. This phase can be frustrating, but, it can also be exciting. Whether positive or negative, it's likely to be highly emotional.

### Phase 3 — The "New Beginning"

- Here, people start to take hold and grow familiar with the new reality and can begin to identify with the new situation. Celebrate successes and recognise positive effort.