

William Bridges' Change and Transition Framework

Change is...

An 'Event':
It is situational and external to us.

Change

Something old stops | Something new starts

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In Contrast, Transition is...

A gradual psychological reorientation:
it happens internally as we try to adapt to change

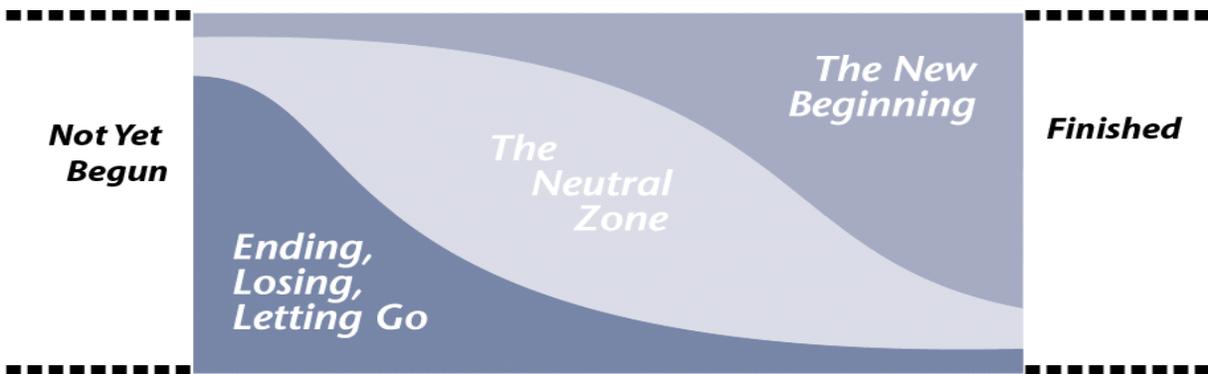
Transition

Endings | New Beginning

Neutral Zone

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Bridges' Transition Model



The "Human" Response

1. Endings

- Loss
- Letting go
- Getting closure
- Saying good-bye

2. Neutral Zone

- In-between time
- Chaos
- Instability
- Awkward middle

3. New Beginnings

- Re-orientation
- Being "with it"
- The new chapter
- Renewal

Time →

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Bridges' 7 Principles of Transition Management

1. You have to end before you begin
2. Between the ending and the beginning, there is a hiatus
3. That hiatus – or *transition* can be creative
4. Transition is developmental
5. Transition is also a source of renewal
6. People go through transition at different speeds
7. Most organizations are running a "transition deficit"

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KOTTER'S 8-STEP CHANGE MODEL

<http://www.kotterinternational.com/the-8-step-process-for-leading-change/>

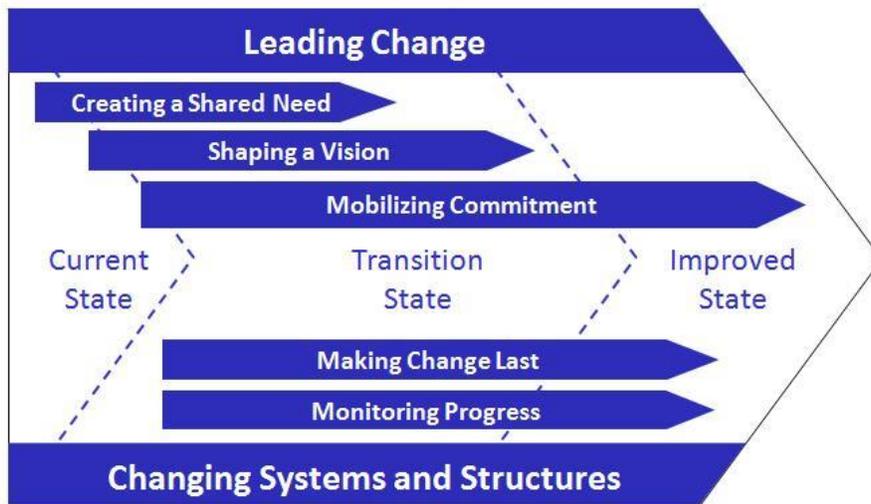
Steps	Transformation Suggestions
1. CREATE a sense of urgency	<ul style="list-style-type: none"> • Examine market and competitive realities • Identify and discuss crisis, potential crisis, or major opportunities • Provide evidence from outside the organization that change is necessary
2. BUILD a Guiding Coalition	<ul style="list-style-type: none"> • Assemble a group with enough power to lead the change effort • Attract key change leaders by showing enthusiasm and commitment • Encourage the group to work together as a team
3. FORM Strategic Vision and Initiatives	<ul style="list-style-type: none"> • Create a vision to help direct the change effort • Develop strategies for achieving that vision
4. ENLIST Volunteer Army	<ul style="list-style-type: none"> • Build alignment and engagement through stories • Use every vehicle possible to communicate the new vision and strategies • Keep communication simple and heartfelt • Teach new behaviors by the example of the guiding coalition
5. ENABLE Action by Removing Barriers	<ul style="list-style-type: none"> • Remove obstacles to the change • Change systems and / or structures that work against the vision
6. GENERATE short term wins	<ul style="list-style-type: none"> • Plan for and achieve visible performance improvements • Recognize and reward those involved in bringing the improvements to life
7. SUSTAIN Acceleration	<ul style="list-style-type: none"> • Plan for and create visible performance improvements • Recognize and reward personnel involved in the improvements • Reinforce the behaviours shown that led to the improvements
8. INSTITUTE Change	<ul style="list-style-type: none"> • Articulate the connections between the new behaviors and corporate success

GE (General Electric) Change Acceleration Process (CAP) Model

<https://bvonderlinn.wordpress.com/2009/01/25/overview-of-ge-change-acceleration-process-cap/>

“In 1989-90, under the direction of Jack Welch, GE launched “Work-Out” – a team based problem-solving and employee empowerment program modeled after the Japanese quality circles model that was in vogue at the time. Work-Out was a huge success and Welch was frustrated by the rate of adoption through the business. Welch, the visionary, realized that GE (and everyone else!) was entering an era of constant change, and that those who adapted to change the fastest would be the survivors. He commissioned a team of consultants (including Steve Kerr, who was to become GE’s first Chief Learning Officer) to scour industry and academia to study the best practices in change management and come back to GE with a tool kit that Welch’s managers could easily implement. The result was the **Change Acceleration Process**, commonly referred to within GE as **CAP**.”

The Change Acceleration Process Model



CAP: The Basics

- Provides a 'Pilot's Checklist' for change leadership
- A flexible non-linear model used throughout a change process
- Applies strategic thinking to the influencing of others
- Contains tools to help change teams identify ways to achieve behavioral change



CAP: A Model for Change

Leading Change	Having a sponsor/champion and team members who demonstrate visible, active, public commitment and support of the change.
Creating A Shared Need	The reason to change, whether driven by threat or opportunity, is instilled within the organization and widely shared through data, demonstration or demand. The need for change must exceed its resistance.
Shaping A Vision	The desired outcome of change is clear, legitimate, widely understood and shared; the vision is shaped in behavioral terms.
Mobilizing Commitment	There is a strong commitment from constituents to invest in the change, make it work, and demand and receive management attention; Constituents agree to change their own actions and behaviors to support the change.
Making Change Last	Once change is started, it endures, and learnings are transferred throughout the organization. Change is integrated with other key initiatives; early wins are encouraged to build momentum for the change.
Monitoring Progress	Progress is real; benchmarks set and realized; indicators established to guarantee accountability.
Changing	Making sure that the management practices (Staffing, Development,