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Hi, welcome back. In this lesson we will explore another model that focuses on understanding and leading the people side of change. Bridges Transition Model. William Bridges, a change consultant. First introduced the theory in 1991 in his book *Managing Transitions*. The model suggests three stages of human emotional experience, during any change. Ending of the current state, the neutral zone, and the new beginning. Bridges differentiates between change in transition. He defines change as external. For example, in the introduction of new software, new product, or change of CEO. Change typically happens a lot faster than in transition. Transition is internal to people facing change. Before people can focus on then you change, they have to come to terms with the endings. They need time to let the change sink in, process it, and move to the new beginning. The psychological processing takes time. We discussed high change saturation in previous courses. To remind you, high change saturation means the extremely high amount of change. We're constantly bombarded with at work and at home. We rarely have a chance to process the first change before we are forced into another one. Overtime, we get fatigued so many changes become unsuccessful. According to the bridges model, the key to organizational resilience. Is to allow people time to transition, before introducing a new change. Leaders who understand and protect employees internal psychological needs. Will be much more successful at leading in instituting change in organizations. Now, let's take a look at each stage of a transition. Endings. This is the stage when people realize what they're losing. This is typically accompanied by grief from the loss of coworkers, teams, workspace. Or even daily routines. This stage may be accompanied by emotions such as fear, anger, denial, frustration, and grief. To help employees get through the process, you as a leader have to be supportive by encouraging employees. To openly talk about their emotions or feelings. You must be explaining what they knew change will bring, and how it will impact the individuals. And finally, you can help by outlining and demonstrating support throughout the process.

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Depending on the magnitude of change, and on a particular individual. You might want to consider relaxing performance expectations in certain areas. When you're applying, Bridges Transition Model, and when you are engaging supporting your team in your organisation. Remember to ask questions. Everyone goes through this stage at their own pace. You will want to verify your perception of how big or small a particular change is for someone. Don't assume that everyone is on the same page. The second stage, the neutral zone. This is the stage between the old and the new. The old processes in roles are no longer applicable, but the new ones haven't been fully formed and defined yet. This stage is the heart of the transition. It's accompanied by a high level of distress, because of uncertainty and discomfort. During this stage, people may be feeling sceptical about the new change. They might look at the past and refer to it as something that worked. They might also express frustration because of the feeling of discomfort in the new way of doing thing. And some people, might even try to sabotage this new change. When people are learning to do things differently, they need time to go through the learning curve. By this point, you might have doubts that change is going to work. Continue to care and support people by walking around, and talking to them. If you see any major performance issues, you might need to provide additional support. In terms of training and encouragement. New beginnings is the last stage. Is the stage one of the new processes become fully implemented. The stage is an opportunity for a leader to support employees, by helping them to define in you identity. To understand their purpose, and to see how they contribute to the team and organization. If poorly managed, the new beginning stage can continue to cause distress. Especially if there is no clear definition of the roles, expectations, and purpose. If there's a critical point for earlier to follow through. At this stage, people are beginning to see the benefits of change. Understand and settle into their new roles, and have a more positive outlook on life. Bridges transition model provides a unique perspective on leading the people side of change. I recommend to using it together with a model, that provides structure. Such as ADKAR or Lewin's three stage model. When planning for change, I often use this model to educate leaders about what their teams are experiencing. I also use it as an additional framework for analysis, as I'm developing my project plan. To help you visualize, take a look at the matrix of Lewin bridges model. The columns represent stages of change. And the Rows represent the people side of change planning. To summarize. Bridges transition model, helps understand the emotional journey employees go through. When undergoing change, in plan for how to support them for this transition. The model is best applied within the context of another change management model. Such as Lewin's three stage model. To fully represent the people side of change. In the next video, you will be introduced to Kotter's eight-step model. Thanks for watching, I will see you there.