

**Managing Change**  
**The State of Transition**  
**Self-Evaluation and Action Plan**

Determine which transition phase you are experiencing. Identify actions you can take to help you move through the phase and onto the next. Do the same for those around you who are impacted by the change as well.

Transition Phase	Potential Strategies	Planned Action	Others
<p><b>Endings</b></p> <ul style="list-style-type: none"> <li>• Avoidance</li> <li>• Denial</li> <li>• Disbelief</li> <li>• Apathy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify what it is that is ending and that is affecting you the most.</li> <li>▪ Gather information from reliable sources, i.e. immediate manager, web sites, communication forums, etc., about the change.</li> <li>▪ Avoid getting caught up in rumors and speculation. Discuss rumors openly with supervisors to verify facts.</li> <li>▪ Allow yourself time to internalize and reflect on how you feel about the change. Avoid being influenced by others' negative emotions/reactions.</li> <li>▪ Avoid staying stuck in this stage. It can be draining and defeating.</li> </ul>		

Transition Phase	Potential Strategies	Planned Action	Others
<p><b>Endings and experiencing resistance</b></p> <ul style="list-style-type: none"> <li>• Blaming</li> <li>• Criticizing</li> <li>• Unable to conceive any positive outcomes</li> <li>• Withdrawn</li> <li>• Emotional outbursts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Are you resisting the change because of “fatal flaws” you detect? (What can you do about your observation? Who do you raise your concerns to?)</li> <li>▪ Accept that this is a period of emotional turmoil and that you may experience feelings of anger, hurt, disappointment, depression, betrayal and loss.</li> <li>▪ Seek emotional support from trusted friends, family, peers, and supervisors.</li> <li>▪ Avoid self-defeating behavior such as acting like a victim, developing a negative attitude, and rallying others to fight the change.</li> <li>▪ Decide if you are going to make the change work or acknowledge that there is too much personal loss and move on.</li> <li>▪ Avoid staying stuck in this stage. A prolonged negative attitude can affect those around you, the quality of your work and reflect negatively upon you as a professional.</li> </ul>		

Transition Phase	Potential Strategies	Planned Action	Others
<p><b>Neutral Zone</b></p> <ul style="list-style-type: none"> <li>• Frustrated</li> <li>• Overwhelmed</li> <li>• Begin to understand the reason and/or the potential benefits of the desired change</li> </ul>	<ul style="list-style-type: none"> <li>▪ Accept that many of the short-term plans being put in place may change or may not work.</li> <li>▪ Continue to suggest ideas and think unconventionally.</li> <li>▪ Focus on the changes that can be made to work rather than focusing on all the things that can go wrong.</li> <li>▪ Focus on priorities and set short term goals for yourself.</li> <li>▪ Acquire new skills and knowledge that will help you integrate the change.</li> <li>▪ Avoid staying stuck in this stage. Although you are beginning to see the possibilities that change will offer, it is still a period of confusion and information overload as you still hold onto some of the endings.</li> </ul>		

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<p><b>New Beginnings</b></p> <ul style="list-style-type: none"> <li>• Begin to problem solve</li> <li>• Increased clarity about the change</li> <li>• Begin to adapt actions/behaviors to integrate change</li> </ul>	<p>Keep the momentum by:</p> <ul style="list-style-type: none"> <li>▪ Continuing to find new solutions to make the change work.</li> <li>▪ Revisiting and refining your goals regarding the change.</li> <li>▪ Continuing to rally people around the change, helping them with the transition.</li> <li>▪ Continue to expand your skills and knowledge as needed.</li> <li>▪ Break out of your comfort zone by taking on new challenges and approaching things differently.</li> </ul>		

Adapted from **Mastering the Change Curve, Getting Your Organization to Change**, Dennis T. Jaffe, 1999