

A new model for change



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Running Head: LEADING TRANSITION: A NEW MODEL FOR CHANGE: A
SUMMARY Leading Transition: A New Model for Change: A Summary In APA
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In Leading Transition: A New Model for Change, William and Susan Mitchell Bridges look at the different issues managers face when implementing changes in the business organization. The author recognize that change is not automatic and that leaders should take note that the entire organization will need to be prepared through the guidance and initiative of the leader to the stages which they are required to go through.

Transition is an important stage where the business organization tries to move from current situation to the intended destination. Managing transition is often associated with unique and serious challenges. The authors stressed that transition is comprised of three separate processes and that each should be managed efficiently in order for the change to be completed.

These stages are saying goodbye which is having the commitment to leave how things used to be, shifting into neutral which is the middle ground between the old practice and the change which is desired to be executed, and moving forward which involves embarking in the set direction. Leaders should be aware of these stages, move from one stage to another by avoiding the tendency to be stuck. Understanding transition is one of the requisite for managers. For one, they are advised to bear in mind that their people need to be given some time in order to internalize the desired change. Also, managers should clearly identify the reasons why some of the

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employees are hesitant to embrace the transformation which is instituted. And lastly, they should realize that people are often held back not by the changes themselves but by the process of transition.

The transition can be smoothly managed by the employment of a coach who oversees the process that the manager is going through to bring about the needed change. This is important because of a manager is less from being well-rounded and might be inclined in only in one functional area. The coach will be there to make sure that nothing is overlooked during the transition process by helping the manager establish plans on how to ensure the willingness of the followers to go through the transition stage and list and execute strategies for smooth transition. The authors also stressed that a good coach does not only lay out the dos and don'ts but should also be able to help the manager discover the best approach possible.

Transition advisers should enable managers to see the seven ways in managing transition which are as follows:

1. Learn to describe the change and the reason behind it;
2. Lay out the details of the change by coming up with job assignments, concrete time plan, and communication plan;
3. Understand the role of different people in the change by identifying who should change what and the specific things that employees should let go off;
4. Do some actions in order to encourage people to leave the past;
5. Being able to push the workforce in the second stage by reiterating the purpose for change, the picture of the desired end, the step by step plan on how to achieve the goal, and what they can contribute for its attainment;
6. Eliminating problems in the neutral zone by making temporary solutions to the temporary problem that arises; and

7. Taking an active role in the promotion and practice of the new values and systems which should be in place.

Having stressed the importance of a transition adviser, the success of the management of change is therefore on the development of mutual trust between the adviser and manager. Having an open relationship where the manager can freely communicate the fears and problems he is going through is a prerequisite. It should also be noted that since the transition adviser is usually not that knowledgeable about the business organization because of the time constraints, the manager should be responsible in informing the adviser what he needs to know. Since transition advisers are working hand in hand with managers in instituting and coming up with a smooth transformation, it is also important that advisers become specific and focused by allowing managers to implement processes taking into account the uniqueness of the organization.

References

Bridges, William and Susan Mitchell Bridges " Leading Transition: A New Model for Change" Leader to Leader. 16 (Spring 2000: 30-36