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Managing Transitions, 25th Anniversary Edition: Making The Most Of Change

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THE BEST-SELLING GUIDE TO DEALING WITH THE HUMAN SIDE OF ORGANIZATIONAL CHANGE



William Bridges, PhD with Susan Bridges

Author of the best-selling *Transitions*

Forward by PATRICK LENCIONI, best-selling author of *The Five Dysfunctions of a Team*



Synopsis

The business world is constantly transforming. When restructures, mergers, bankruptcies, and layoffs hit the workplace, employees and managers naturally find the resulting situational shifts to be challenging. But the psychological transitions that accompany them are even more stressful. Organizational transitions affect people; it is always people, rather than a company, who have to embrace a new situation and carry out the corresponding change. As veteran business consultant William Bridges explains, transition is successful when employees have a purpose, a plan, and a part to play. This indispensable guide is now updated to reflect the challenges of today's ever-changing, always-on, and globally connected workplaces. Directed at managers on all rungs of the corporate ladder, this expanded edition of the classic bestseller provides practical, step-by-step strategies for minimizing disruptions and navigating uncertain times.

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Customer Reviews

Imagine this! Patrick Lencioni at age 23: ÃƒÂ¢Ã ¬Ã "I first met [William Bridges] before I knew he was a world-renowned author and thinker. I was introduced to him for an informational interview of sorts, just to learn about the world of organizational consulting.ÃƒÂ¢Ã ¬Ã "Fast forward to

Lencioni's foreword in the 25th anniversary edition of "Managing Transitions: Making the Most of Change." Lencioni writes, "All too often, people and organizations that are confronted with change find themselves struggling and don't know why. They have applied every practical solution, quantitative method, and technical approach to managing change, and they're at a loss for why it's not working." Lencioni adds (with gratefulness), "And then they learn about the Bridges transition model and realize that change and transition are very different animals." I never met William Bridges, but here's what I said in my 2007 review of this national bestseller: Bridges writes, "Imagine that the change [you're planning] is a cue ball rolling across the surface of a pool table. There are lots of other balls on the table, and it's going to hit a few of them, some because you planned it that way and some unintentionally. Try to foresee as many of those hits as you can." When this book was first published in 1991, it was recognized as the definitive guide to dealing with change. It still holds that position. If it's not on your organization's resource shelf, it needs to be. William Bridges writes, "It isn't the changes that do you in, it's the transitions. Change is not the same as transition. Change is situational: the new site, the new boss, the new team roles, the new policy. Transition is the psychological process people go through to come to terms with the new situation. Change is external, transition is internal." Being the boss is not always what it's cracked up to be. When the book was first published, according to Bridges, employees were winning more than half of the wrongful discharge cases filed. "Stress-related disability, including the claimed stress of working for you, is another increasingly common complaint." The 25th anniversary edition describes the book as "the best-selling guide to dealing with the human side of organizational change." I have recommended the book to almost every one of my clients. Change is a given, but how thoughtful leaders, managers, and board members handle the psychological impact of transitions requires both understanding the problem and executing three critical steps: Step 1: Understand that transition begins with letting go of something. (See also Henry Cloud's insights in *Necessary Endings*, my 2011 book-of-the-year.) Step 2: Enter the neutral zone (the no man's land between the old reality and the new). Some will abort in this zone, not wanting the pain. But it's also the place where creativity, renewal and development will often occur. "The neutral zone is thus a dangerous and opportune place, and it

is the very core of the transition process. Step 3: Celebrate the new beginning, but it's often torpedoed because leaders don't mark an appropriate end to the neutral zone (or skip it altogether). The new beginning can only be effective when your people go through the first two steps. I love books that include pithy quotations and I counted a whopping 87 quotes in the generous margins, including this from G.K. Chesterton: "An adventure is only an inconvenience rightly understood. An inconvenience is only an adventure wrongly understood." Before you announce the next big change at your organization, read this book!

If you are getting ready to go through a major reorganization, software change, or other change where your employees will have to learn new ways of doing things, you should read this book. It has great concrete ideas for helping you through each stage of the change. I bought copies for all my managers as we were getting ready to change organizational structure and IT systems. It was just what we needed to make these changes successfully.

Excellent book for any organization going through change. This book provides good background about change as well as some practical steps that can be taken to make changes happen more smoothly.

Great way of looking at moving from a change agent to being a transformer creating new processes and not just tweaking the old.

Ok. Can get most of the information from previous printings and website.

I have not yet completed this book. What I have read so far is interesting and has given me a different perspective on change, not only in the workplace, but also in my personal life.

Had to get for work. Wasn't a leisure purchase.

Great information on dealing with change!

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