We often equate Change with Transition treating them as one and the same.

- **Change** is the external event or situation that takes place. It may be created by outside forces or it may be by choice. Change is *situational* and *objective*.
- **Transition** is the psychological process that people go through as they internalize and come to terms with the new situation that the change brings about. Transition is *psychological* and *subjective*.

Transition is a three-phase process.

- **Ending**
  - Be clear about what is ending.
  - Help people understand the change.
  - Acknowledge who is going to lose; what exactly they are losing.
  - Understand their pain points; acknowledge them.
  - Communicate clearly; keep people up-to-date.
  - Be firm about the ending. Say goodbye in a graceful way but note it is an ending.

- **Neutral Zone**
  - This can be a time of breakdown or breakthrough.
  - Try to limit the number of changes to one at a time if possible.
  - Creativity is key; be prepared to break old rules and habits.
  - Communicate well and help people to communicate among themselves.

- **New Beginning**: The future is ultimately unknowable, but educated guesses can be made.
  - **Purpose**: Make the objectives of the new beginning clear; leave no doubts about what you want to achieve.
  - **Picture**: Help people visualize where they are going.
  - **Plan**: A Transition Plan helps people deal with the personal, subjective, and psychological aspects of the process.
  - **Part**: Everyone has a part to play; a transition requires teamwork.

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**The Three Questions:**

1. What is changing?
2. What will actually be different because of the change?
3. Who is going to lose what?

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