



Between Trapezes- **Why Your Change Efforts Fail** *(And How to Clear the Hurdles)*

SRT Meeting

Harrisburg, PA · May 15, 2025

Change and Transition

They are not the same

Change Is Situational:

- Office relocation
- Retirement of a key individual
- Reorganization of the roles on a team
- Change of hardware/software
- Legislative measures
- Budget Cuts
- New Justice

The beginning of wisdom is to call things by their proper names.

- Chinese Proverb

Transition Is Psychological:

- The **process people go through** as they **internalize change** and come to terms with the details and impact of the new situation.

Going through the transition isn't optional. It is non-negotiable

- Getting people through the transition is essential if the change is to work as planned.
- Change without transition doesn't stick.
- Supporting individuals through the transition is a leader's most important function.



3 Stages of Transition Simplified

Transition is:

1) An ending.

Coming to terms with what you've lost.

Nothing so undermines organizational change as the failure to think through the losses people face.

Letting go of the old ways and the old identity that people had. This first phase of the transition is an ending, and the time when **you need to help people deal with their losses.**

Think of big changes in your own life:

- Being promoted.
- Moving into your first house and/or relocating to a new area.
- Coming home from the hospital with your first child.

All great changes, but each with an accompanying loss-



The Reality – What are the Odds?

- ✓ **Some will resist because it's new**
- ✓ **Some will resist because they're being told**
- ✓ **Some will resist because they don't understand**
- ✓ **Some will resist because they feel undervalued**
- ✓ **Some will resist because they didn't have a say in shaping it**
- ✓ **Some will resist because it creates too much uncertainty**
- ✓ **Some will resist because it restricts autonomy**
- ✓ **Some will resist because it is too structured**
- ✓ **Some will resist because it's not structured enough**
- ✓ **Some want to 'fight' about change, others don't**
- ✓ **Some will...**

Resistance becomes Reactive Behavior; People behave:

- Restless
- Pushy
- Impulsive
- Insensitive
- Demanding
- Abrupt
- Emotional
- Sensitive
- Indecisive
- Anxious
- Fatigued/Illness
- Rumor Mill
- Nitpicking details
- Quietly Resist
- Stonewall
- Document
- Rule Oriented
- Enforcement
- Power Struggles
- Self-Promotion
- Openly Angry
- Defensive
- Unfocused
- Break Rules & Processes

"We resist transition not because we can't accept the change, but because we can't accept letting go of that piece of ourselves that we have to give up when and because the situation has changed."

- William Bridges



3 Stages of Transition Simplified

It doesn't work to leap a 20-foot chasm in two 10-foot jumps.

Transition is:

2) A 'Middle': going from a certainty to an unknown.

The second phase is **experiencing an in-between period when the old is gone but the new isn't fully operational.**

This is the 'neutral zone'– when critical psychological realignments and re-patterning take place

Transition is:

3) The New Beginning: energy, new identity.

Coming out of the transition and making a new beginning is where people **develop a new identity, experience new energy, and discover a new sense of purpose that makes the change work.**

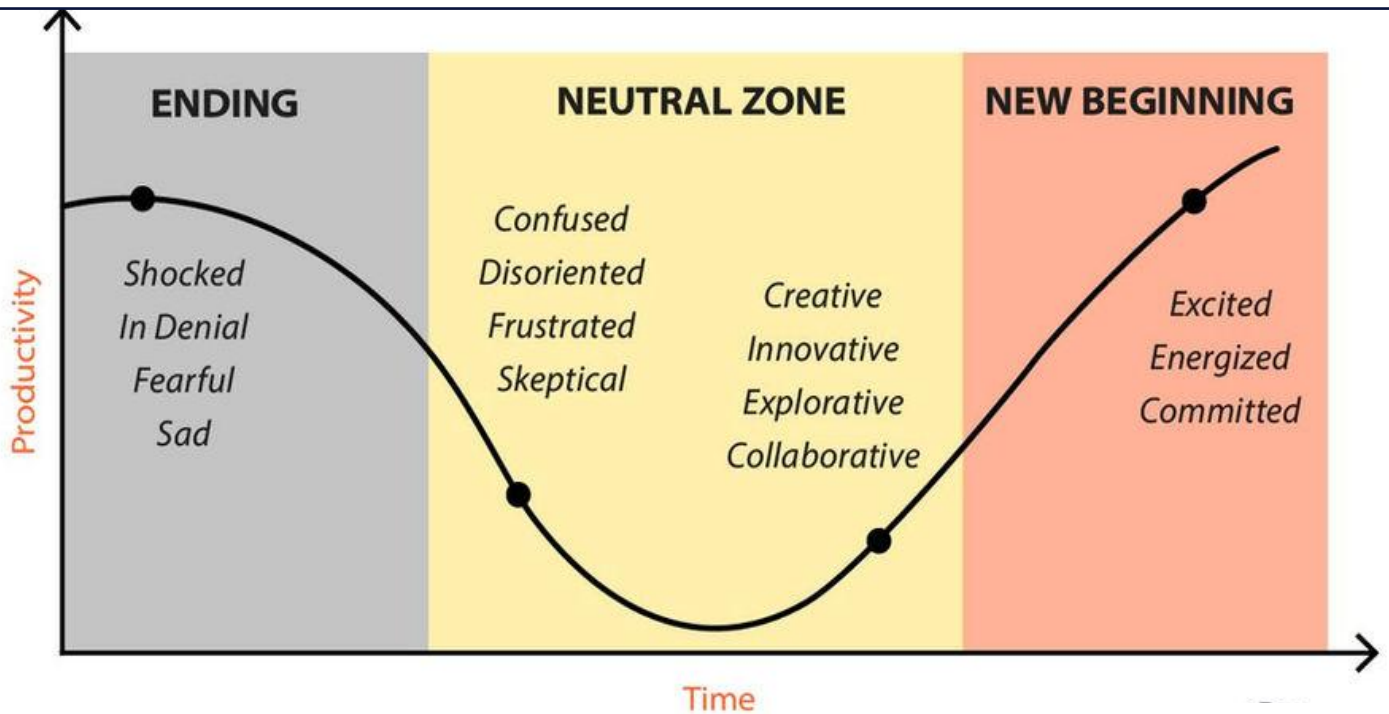
It's not so much that we're afraid of change or so in love with the old ways, but it's that place in between that we fear . . . It's like being between trapezes.

*It's Linus when his blanket is in the dryer.
There's nothing to hold on to.*

~Marilyn Ferguson



3 Stages of Transition (William Bridges Model)



Before people can begin something new, they have to end what used to be and unlearn the old way.

Change is an event, but a transition is the process of responding to it.

Much as we may wish to make a new beginning, some part of us resists doing so as though we were making the first step toward disaster.

*There is no fruit that is not bitter before it is ripe.
~ Publilus Syrus*

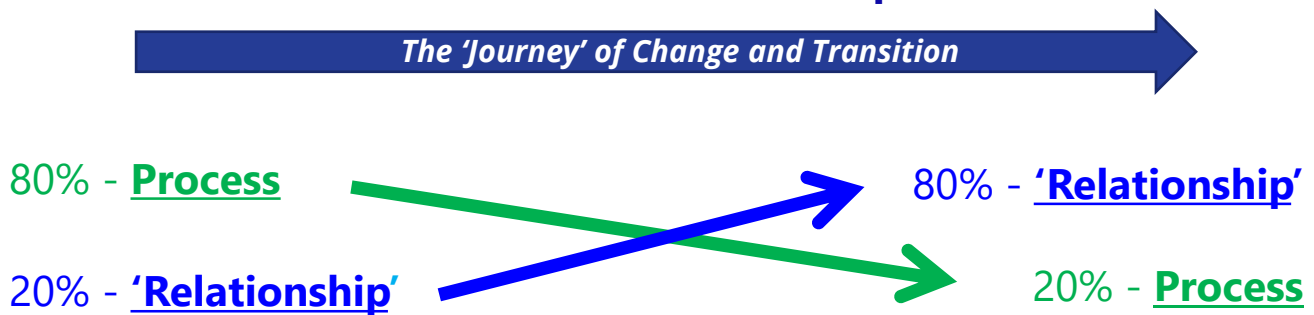
3 Stages – Application Exercises

What must I/We let go of?

Where am I/We wandering in the middle?

Relationships Make It Go

Managing Transition from Change – Process & Relationships



As the change processes are implemented, the transition demands improved relationships and relationship support within the organization.

The journey of change and transition **does not create problems** within the organization; **it highlights them!**

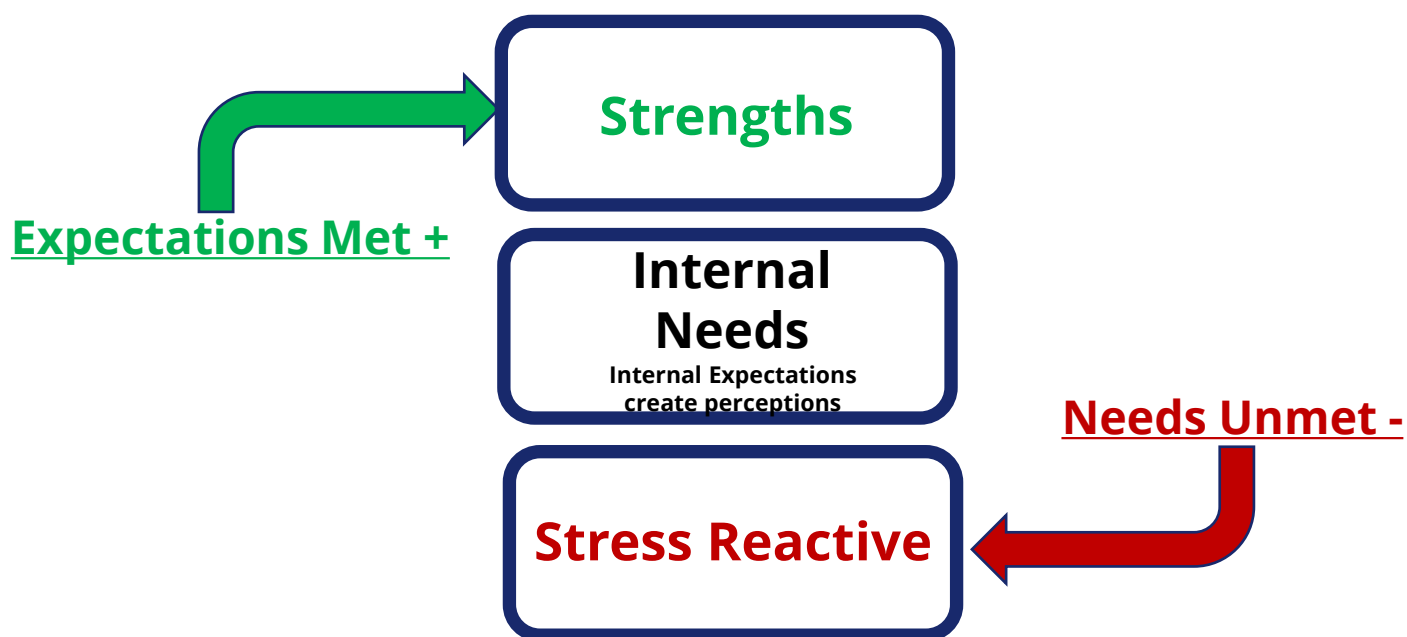
It's a terrible thing to look over your shoulder when you are trying to lead, and find that no one's there.

~ Franklin Delano Roosevelt

Resource for Understanding Others' Motivational Need

Strength and Stress Behaviors are what are visible to us.
To understand Internal Expectations, learn the stress behaviors, which are a 'window' to unmet motivational needs

All External Behavior is Based on Internal Expectations



What You Need To Succeed (Fuel Map)

- You want things to move quickly and to get done
- You expect everyone to pitch in to make things happen – no one is uneasy about getting involved
- You want things evaluated along practical and logical lines
- You prefer to have a full plate rather than doing nothing at all
- You need decisions that are not ambiguous

- You need the team and your manager to like and support you
- Goals are established so you know what to strive for and are rewarded when you get there
- You prefer flexibility to strict policy
- You need people to have a good time and celebrate their achievements
- You expect that the team respects and defends each other

- You expect that people play by the rules and the rules are fair and easy to follow
- You prefer the group treats each other fairly, without favoritism
- You do not enjoy it when team members want to fight
- You prefer that work is largely organized & orderly, without surprises
- You prefer being able to concentrate to finish tasks

- You need to know that people care about you and will listen to you
- You need plenty of time/no pressure to make decisions
- You prefer possibilities and options to clear-cut policy
- You expect the team to be open to trying new and different solutions
- You need for the team to consider how and what is done will affect others

Each of us guards a gate of change that can only be opened from the inside.

~Marilyn Ferguson



Change Gone Wrong- Reactive Stress Behavior

Delays

- Restless
- Pushy
 - Too Busy to Listen
- Impulsive
- Insensitive
- Demanding
- Abrupt
- Group over Individuals

Rigidity

- Power Struggles
- Self-Promotional
- Disorganized
- Defensive
- Argumentative
- Unfocused
- Break Rules and Processes
- Sarcasm

- Nitpicking details
- Quietly Resist
- Avoid Conflict
- Stonewall/Inflexible
- Document
- Rule Oriented
- Enforcement

Lack of Focus

- Withdraws
- Emotional
- Sensitive
- Indecisive
- Anxious
- Fatigued/Illness
- Shaken by Rumor Mill

Insensitivity

"Hot" Buttons

Red: Delays

Green: Rigidity

Yellow: Lack of Focus

Blue: Insensitivity



What Do I do? The Stress Tells You

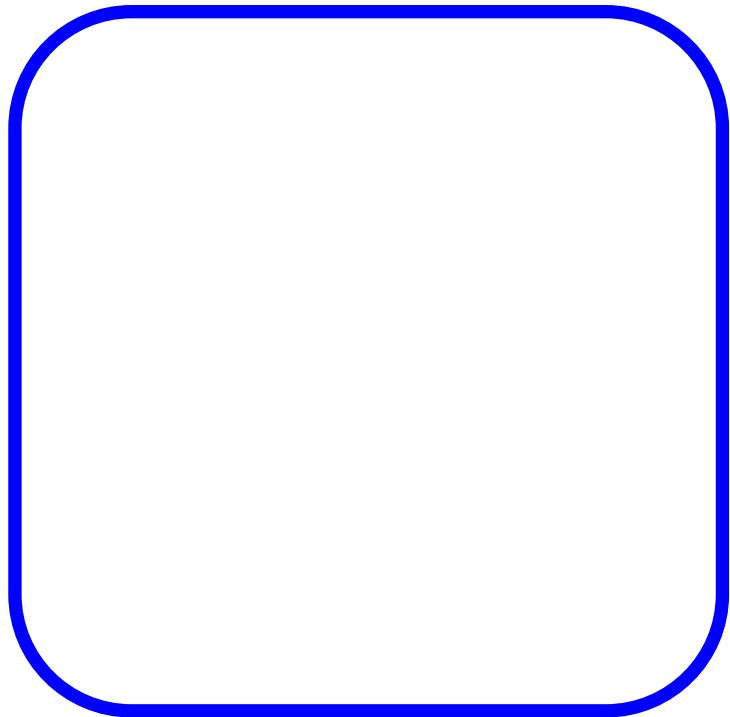
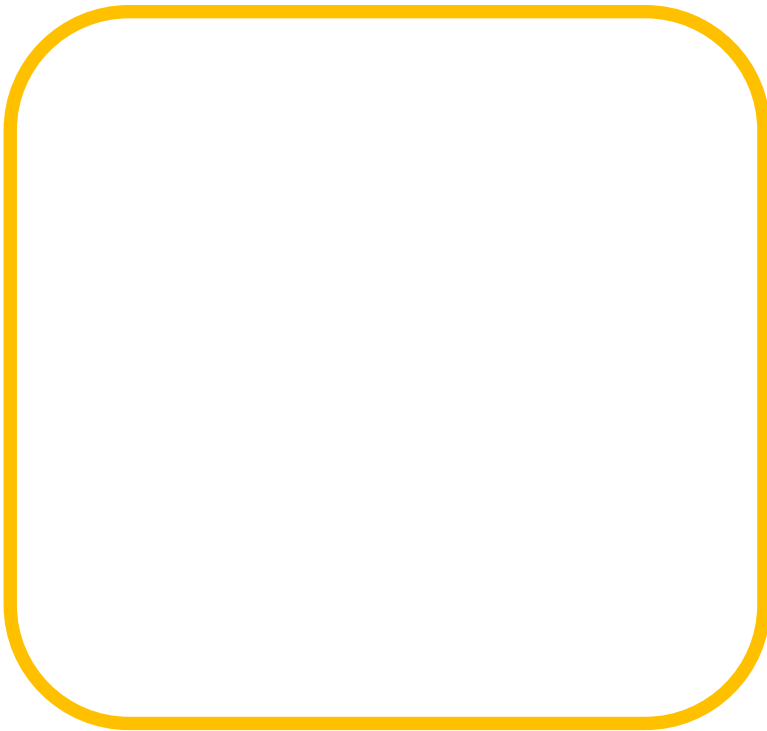
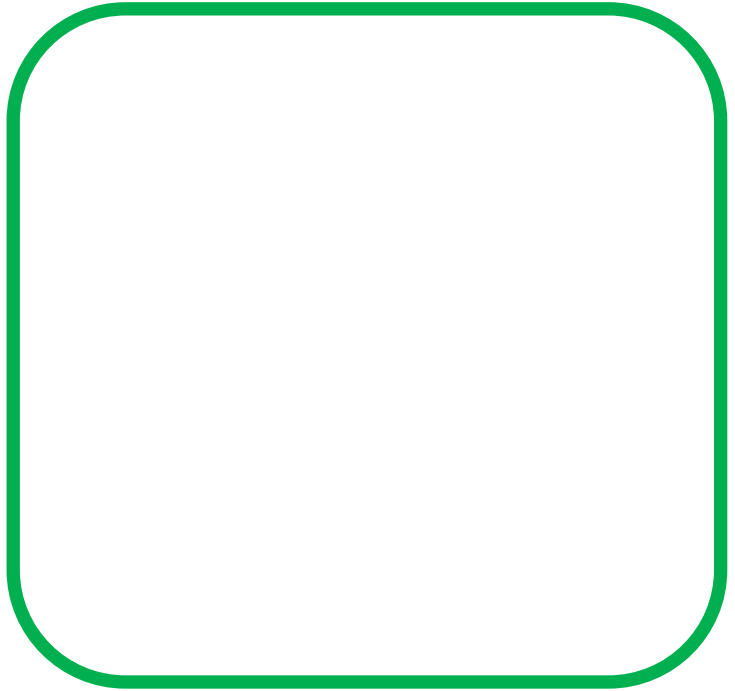
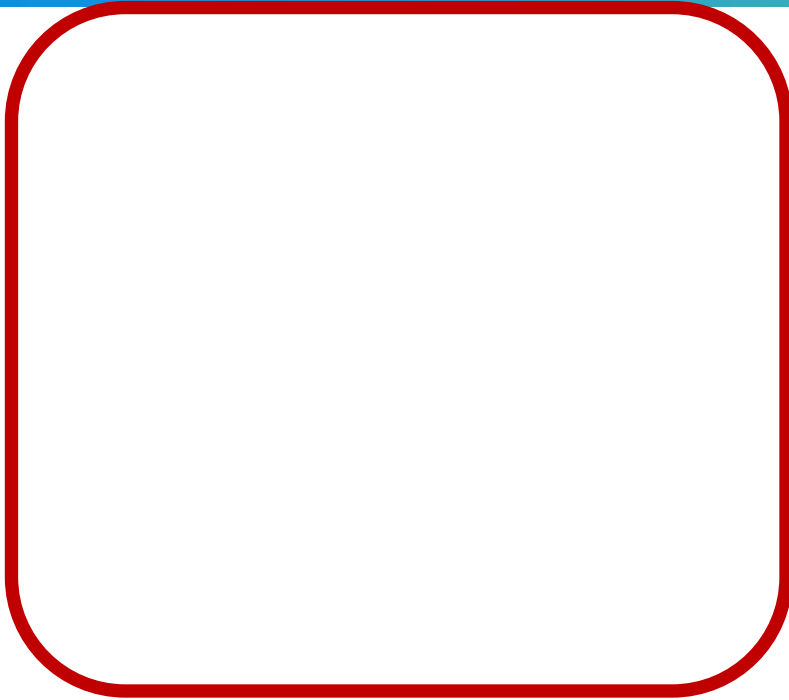
- Action: tangible things to do
- Simple, candid instruction
- Don't overprocess
- Minimal sensitivity
- Set incremental milestones
- Short meetings

- Clear direction/vision
- Flexibility with 'How'
- Rules as suggestions
- Don't overwhelm with detail
- Introduce an element of fun
- Enthusiasm
- Tie to personal rewards

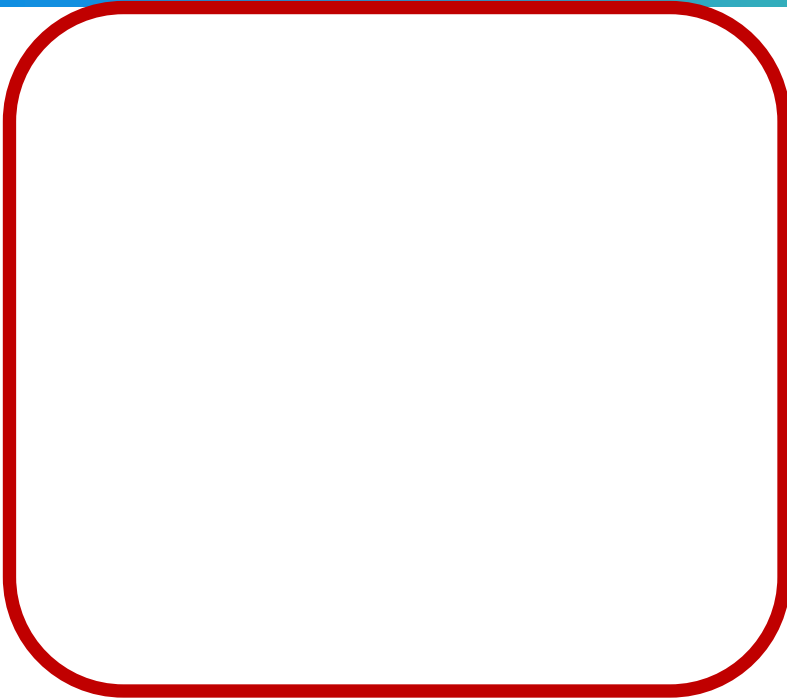
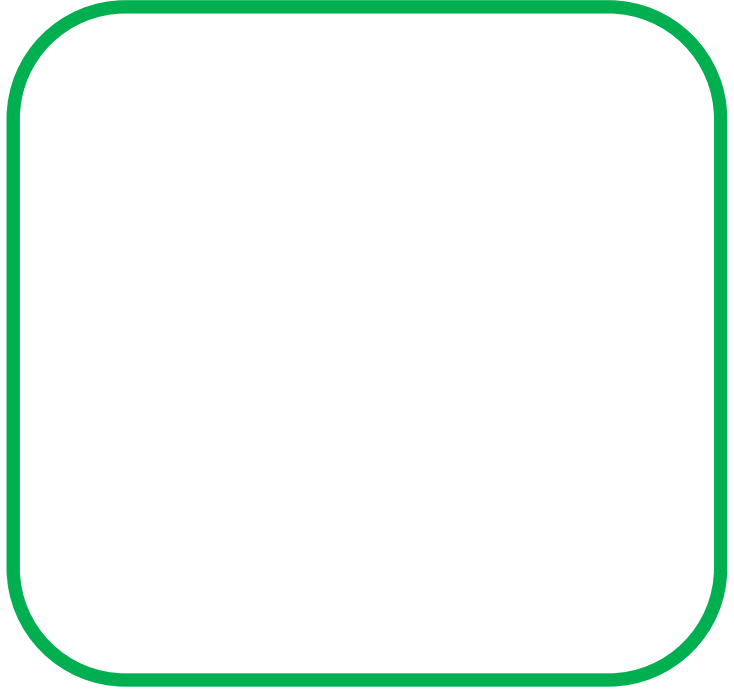
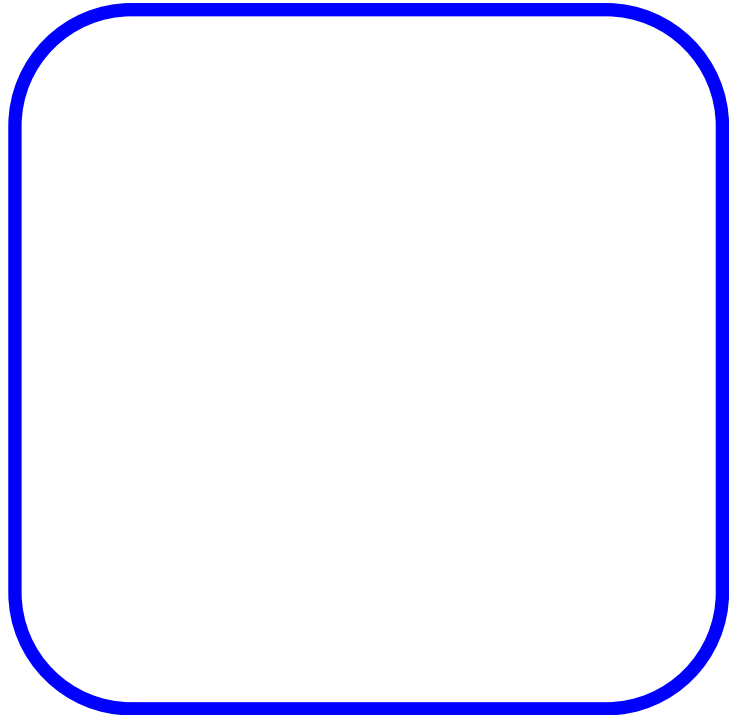
- Fair and democratic
- Detailed plan(s)
- Proven process
- Consistent actions
- Allow to be as self-directed as warranted
- Don't interrupt
- Be accurate

- Individual attention
- Be a sounding board
- Respect for expertise
- Time to think it through
- Personal notes
- Avoid pressure
- Private discussions, protect publicly

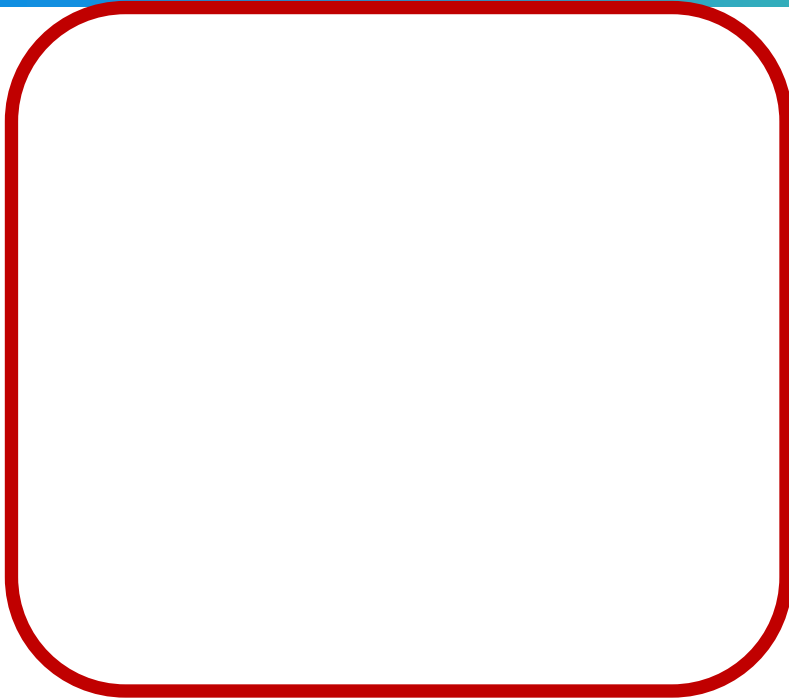
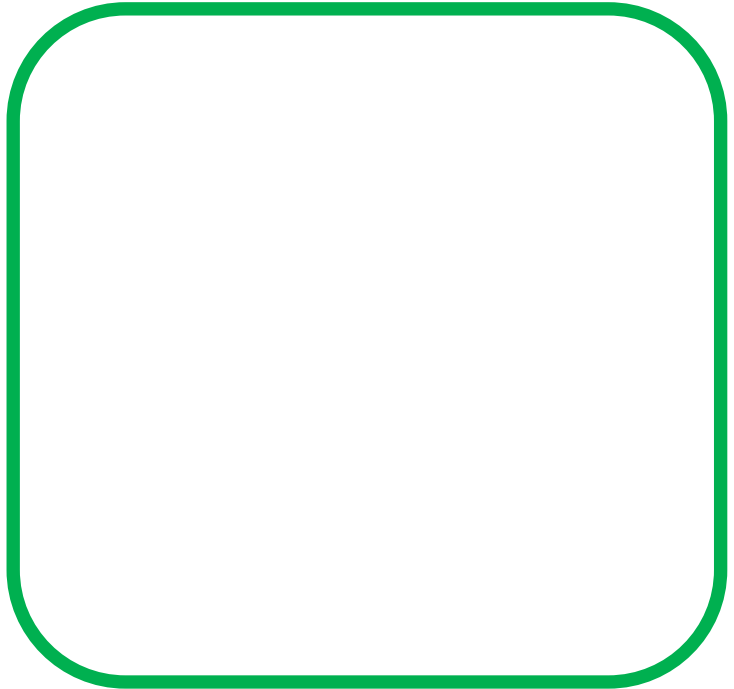
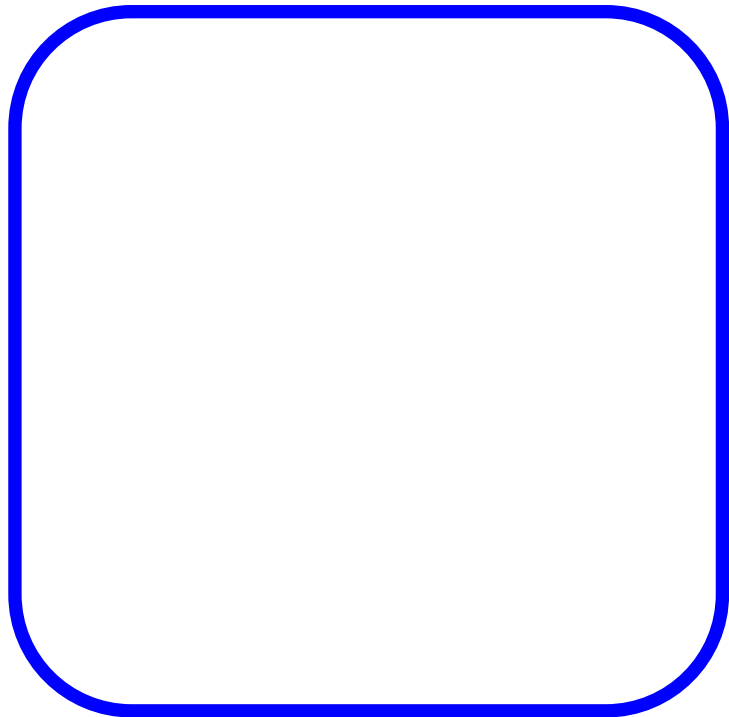
What Is Your Way Forward?



Worksheet: Map The Stress

A large, empty rounded square box with a thick red border, intended for mapping stress.A large, empty rounded square box with a thick green border, intended for mapping stress.A large, empty rounded square box with a thick yellow border, intended for mapping stress.A large, empty rounded square box with a thick blue border, intended for mapping stress.

Worksheet: My Action(s)

A large, empty rounded square box with a thick red border, intended for writing an action.A large, empty rounded square box with a thick green border, intended for writing an action.A large, empty rounded square box with a thick yellow border, intended for writing an action.A large, empty rounded square box with a thick blue border, intended for writing an action.

3 Question Debrief

What did you find most useful?

Personalize:

What does this mean to me?

Action/Apply:

What will you do next?



Doug Leonard Background

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Business Experience

Behavioral Consultant/Executive Team Coach/Speaker

- 28+ years of consulting experience
- Evaluated thousands of behavioral profiles
- Certified in iMap and co-architect of the iMapMyTeam Dashboard
- Certified and SME in The Birkman Method®
- Certified in Birkman Mindsets®
- Certified in Conversational Intelligence®
- Certified in Psychological Safety
- Domestic and International business experience
- Engagements in a wide range of industries
- Public, non-profit, and private sector experience
- Worked with clients with 10 to over 100,000 employees
- Frequent speaker and presenter at national and regional conferences

Legal Experience

Law Firm, Trial Court, Mediation, Disciplinary Board

- Current faculty member of Lawline.com
- 3 years law firm administrator
- 6+ years trial court administrator
- Past President of the PA Court Administrators Assn.
- Mediated child custody cases for 2+ years
- 8+ years as a member, deputy chair, and chair of the Pennsylvania Disciplinary Board
- 4-year Member of IWIL (Institute for Well-Being in the Law), formerly the National Task Force on Lawyer Well-Being; and Member of Governance Committee

Defense & Space Clients and Experience

- Northrop Grumman
 - Lockheed Martin
 - Boeing
 - NASA
 - United Launch Alliance
 - Rocketdyne
 - SAIC
- **Honorary Commander of the USAF** (171st Air Refueling Wing)

