

Checklist for Managing Endings:

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| Have I studied the change carefully and identified who is likely to lose what including what I myself am likely to lose? | Y/N |
| Do I understand the subjective realities of these losses to the people who experience them, even when they seem like over-reaction to me? | Y/N |
| Have I acknowledged these losses with sympathy? | Y/N |
| Have I permitted people to grieve and publicly expressed my own sense of loss? | Y/N |
| Have I found ways to compensate people for their losses? | Y/N |
| Am I giving people accurate information and doing it again and again? | Y/N |
| Have I defined clearly what is over and what isn't? | Y/N |
| Have I found ways to 'mark the ending'? | Y/N |
| Am I being careful not to denigrate the past but, when possible, to find ways to honour it? | Y/N |
| Have I made a plan for giving people a piece of the past to take with them? | Y/N |
| Have I made it clear how the ending we are making is necessary to protect the continuity of the organisation or conditions on which the organisation depends? | Y/N |
| Is the ending we are making big enough to get the job done in one step? | Y/N |

Checklist for Managing the Neutral Zone:

Have I done my best to normalise the neutral zone by explaining it is an uncomfortable time which, with careful attention, can be turned to everyone's advantage?	Y/N
Have I redefined it by choosing a new and more affirmative metaphor with which to describe it?	Y/N
Have I reinforced that metaphor with training programmes, policy changes, and financial rewards for people to keep doing their jobs during the neutral zone	Y/N
Am I protecting people adequately from further changes?	Y/N
If I can't protect them, am I clustering those changes meaningfully?	Y/N
Have I created the temporary policies and procedures that we need to get us through the neutral zone?	Y/N
Have I set short-range goals and checkpoints/	Y/N
Have I set realistic output objectives?	Y/N
Have I found what special training programs we need to deal successfully with the neutral zone?	Y/N
Have I found ways to keep people feeling that they still belong to the organisation and are valued by our part of it? And have I taken care that perks and other forms of 'privilege' are not undermining the solidarity of the group?	Y/N
Do I have a means of gathering feedback during the time in the neutral zone?	Y/N
Are my people willing to experiment and take risks in intelligently conceived ventures – or are we punishing all failures?	Y/N
Have I stepped back and taken stock of how things are being done in my part of the organisation? (This is worth doing both for its own sake and as a visible model for others similar behaviour)	Y/N
Have I provided others with opportunities to do the same thing? Have I provided them with the resources – facilitators, survey instruments and so on – that will help them do that?	Y/N
Have I seen to it that people build their skills in creative thinking and innovation?	Y/N
Have I encouraged experiment and seen to it that people are not punished for failing in intelligent efforts that did not pan out?	Y/N
Have I set an example by brainstorming many answers to my old problems – the ones that people say you just have to live with? Am I encouraging others to do the same?	Y/N
Am I regularly checking to see that I am not pushing for certainty and closure where it would be more conducive to creativity to live a little longer with -uncertainty and questions?	Y/N
Am I using my time in the neutral zone as an opportunity to replace old systems with integrated systems?	Y/N

Checklist for Managing the New Beginnings:

Am I distinguishing in my own mind and in my expectations of others, between the start, which can happen on a planned schedule, and the beginning, which will not?	Y/N
Do I accept the fact that people are going to be ambivalent towards the beginning I am trying to bring about?	Y/N
Have I taken care of the ending(s) and the neutral zone, or am I trying to make a beginning happen before it possibly can?	Y/N
Have I clarified and communicated the purpose of (the idea behind) the change?	Y/N
Have I created an effective picture of the change and found ways to communicate it effectively?	Y/N
Have I created a plan for bringing people through the three phases of transition – and distinguished it in my own mind from the change management?	Y/N
Have I helped people to discover as soon as possible the part that they will play in the new system – or how the new system will affect the part they play within the organisation?	Y/N
Have I ensured that everyone has a part to play in the transition management process and that they understand that part?	Y/N
Have I checked to see that policies, procedures and priorities are consistent with the new beginning I am trying to make so that inconsistencies are not sending a mixed message?	Y/N
Am I watching my own actions carefully to be sure that I am effectively modelling the attitudes and behaviours I am asking others to develop?	Y/N
Have I found ways, financial and non financial, to reward people for becoming the new people I am calling upon them to become?	Y/N
Have I built into my plans some occasions for quick success to help people rebuild their self-confidence and to build the image of the transition as successful?	Y/N
Have I found ways to symbolise the new identity – organisational and personal – that is emerging from this period of transition?	Y/N
Have I given people a piece of the transition to keep as a reminder of the difficult and rewarding journey we all took together?	Y/N