



Navigating Change

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Group Agreements

- I'll be as present as possible.
- I'll assume positive intent of everyone.
- I'll assume everything that is shared by others is confidential.

Personal Maxim: *Time and Attention
are our Most Precious Resources*



Think about a significant change. . .

- In the past
- Personal or professional
- Describe in a couple of sentences
- What was lost?
- What emerged?
- As you recall it, any image/words that comes to mind?
- What did you learn?





What did it feel like between the ending and the new beginning (in the middle of the change)?



Kinds of change

- positive
- negative
- evolutionary
- cataclysmic

key concept:
agency v. non-agency



70%

Of change initiatives fail*

*According to Forbes and Harvard Business Review

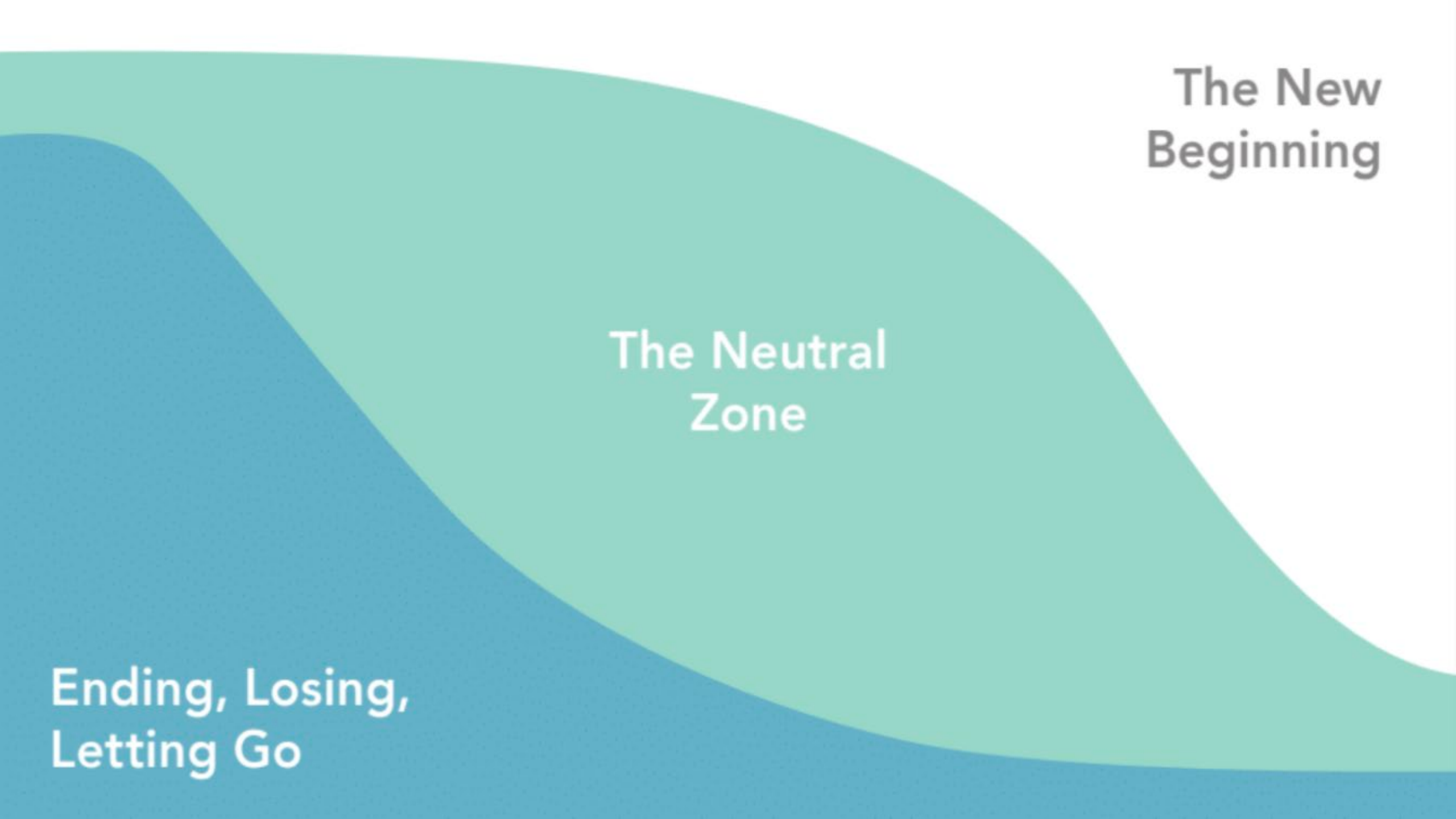


Change v. Transition

Change: What the organization does

Transition: How the people make sense of it.





The New
Beginning

The Neutral
Zone

Ending, Losing,
Letting Go

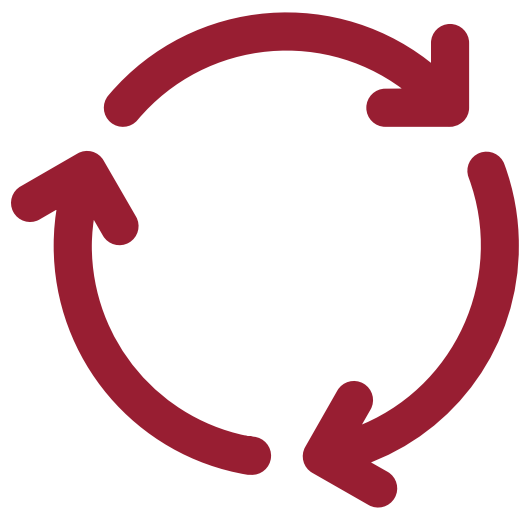


The Neutral Zone

The neutral zone is

- CONFUSING
- DISORIENTING
- FULL OF POTENTIAL





ONE WAY TO UNDERSTAND “RESISTANCE TO CHANGE”
IN THE WORKPLACE IS TO SEE THAT SOME INDIVIDUALS
GET STUCK IN THE TRANSITION PROCESS.



The Neutral Zone

Bridges' 4 aspects of being
stuck

Stuck In Disengagement: Seen As Withdrawal

Stuck In Disidentification: Seen As Sadness Or
Worry

Stuck In Disorientation: Seen As Confusion

Stuck In Disenchantment: Seen As Anger



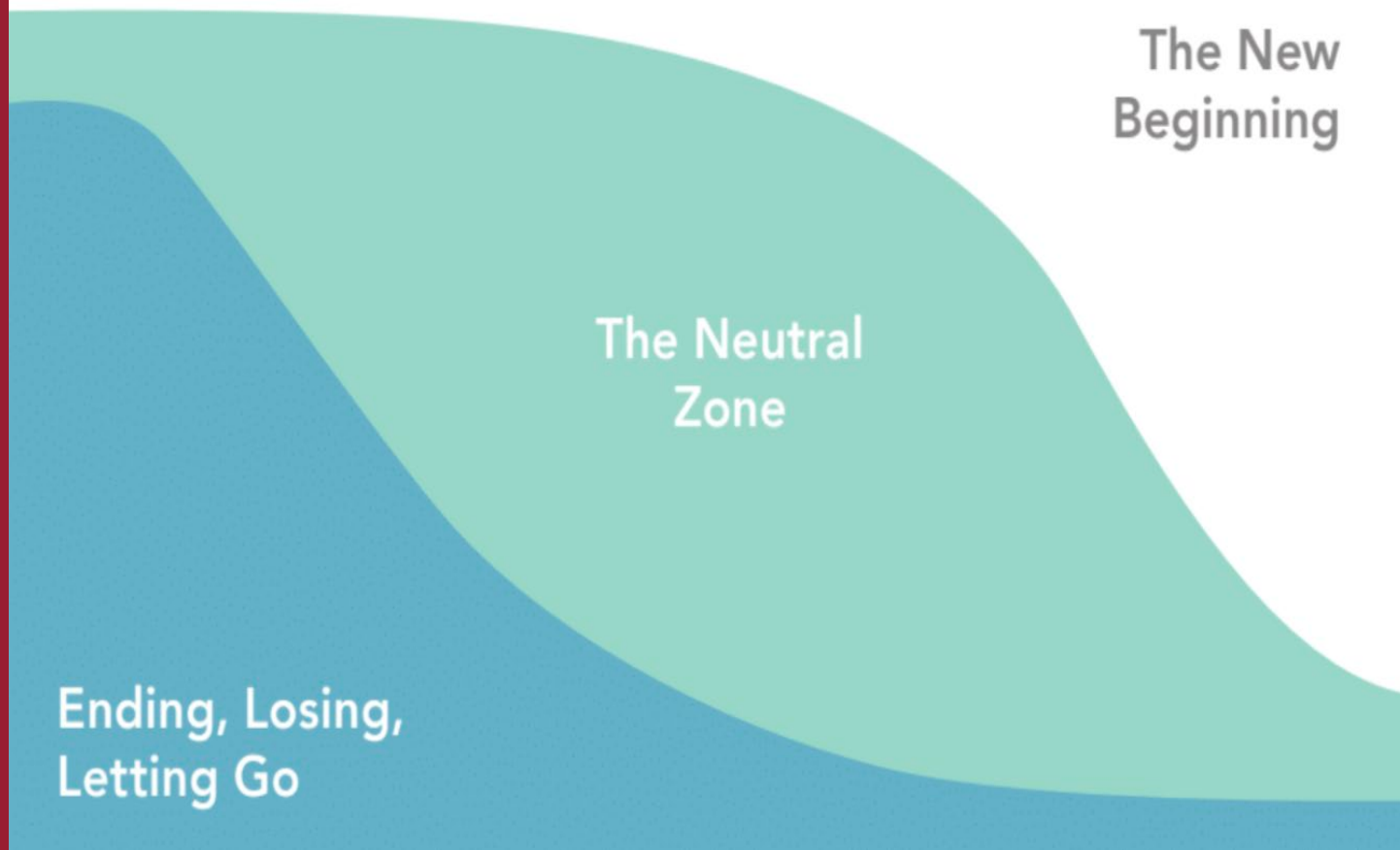
Endings

- Don't ridicule the past
- Position the past as A positive legacy that paved the way for the new
- Don't stamp out the past like an infection
- Let people take something with them



- **Be consistent**
- **Acknowledge the past**
- **Symbolize new identity**
- **Celebrate successes**

New Beginnings



Small Group Activity

- Are there any changes where you are stuck?
- What would help you?
- Is there a teammate/colleague/direct report that seems stuck?
- What might you do to help?



“permanent
whitewater”

-Peter Vaill



Tips for the Neutral Zone

- People can deal with understandable change if its part of the bigger one
- Review policies and procedures
- Develop temporary roles
- Set short term goals and acknowledge achievements
- Don't overpromise output during this time
- Celebrate small wins
- Provide training on teamwork, problem solving, etc.
- Empathize
- Overcommunicate



The Waterline





The Waterline

At my best

my worldview is. . .

my thinking is. . .

my communication is. . .

my energy is. . .

my talents are. . .

my perspective is. . .

At my worst

my worldview is. . .

my thinking is. . .

my communication is. . .

my energy is. . .

my talents are. . .

my perspective is. . .



Style Under Stress (Crucial Conversations)

1.Masking – Consists of understating or selectively showing our true opinions. Sarcasm, sugarcoating, and couching are some of the more popular forms.

2.Avoiding – Steering completely away from sensitive subjects.

3.Withdrawing – Means pulling out of a conversation altogether.

4.Controlling – Coercing others to your way of thinking.

5.Labeling – Stereotyping people or ideas so we can dismiss them.

6.Attacking – Lashing out.



Tips for navigating when times get tough



Tips for navigating when times get tough

- Replace/add the good
- Enlist a buddy
- Develop/deepen self-awareness practice
- Watch signals . . . "If I'm not prioritizing X I know I'm too busy. . ."
- Diagnose if you're in the neutral zone
- Find your way to the balcony, then to a place of choice
- Meaning-based scheduling
- Reflect, process, and add to your toolkit
- Give yourself grace
- Give others grace



TRUST

- ▶ **Level 1: Governance and Rules-Based Trust**

“I know you will follow the rules and they govern our behavior with each other.”

- ▶ **Level 2: Experience and Confidence-Based Trust**

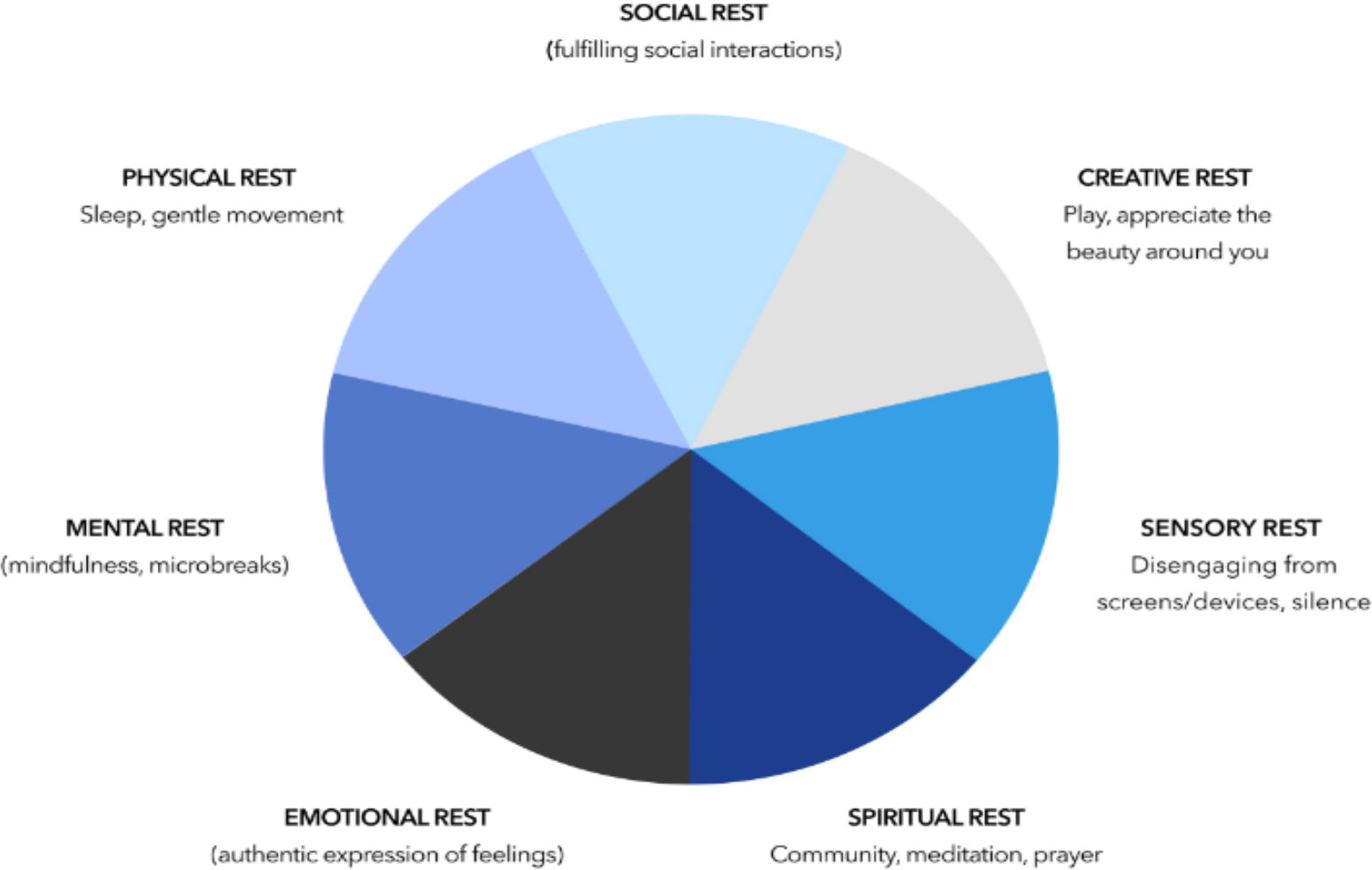
“I know you have my best interests in mind. I have proven experience with you to know that you will do what you say you will do.”

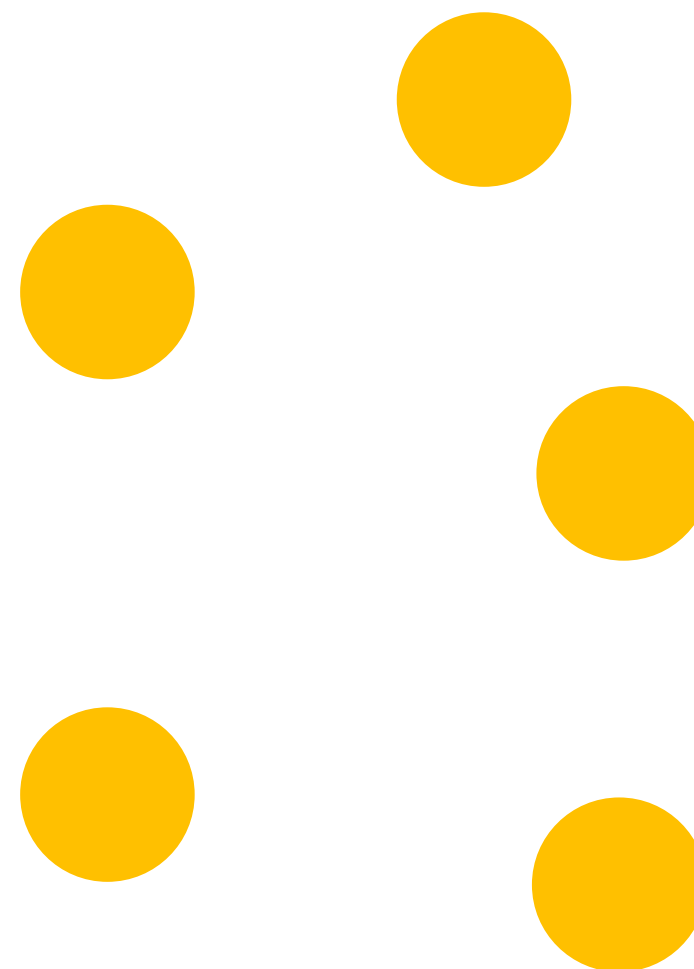
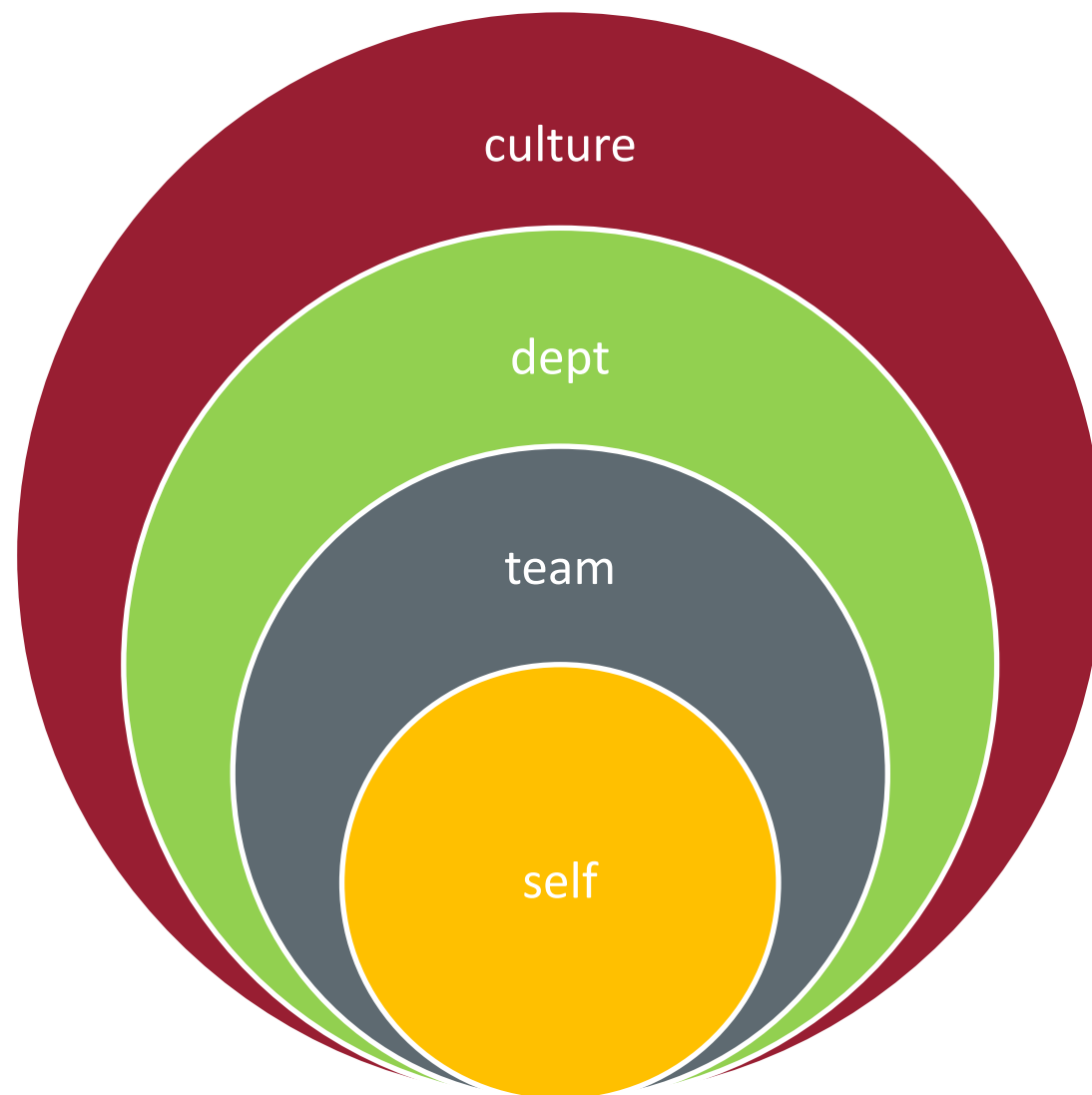
- ▶ **Level 3: Established and vulnerability-based trust**

“I personally know you understand my dreams, goals, and fears, and this would never be misused. Trust flows easily between both parties.”



Kinds of rest







"A ship in a harbor is safe but that is not what ships are built for"

-John Shedd





Thank you.



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Some key concepts for navigating change

- Stability or conservative impulse
- Identity formation
- Autonomy is undervalued
- Multiple changes at once
- Trust is critical and fragile
- Leaders must communicate more than they want to
- Majority of focus needs to be supporting people



THE LENCIONI MODEL

Patrick Lencioni



Healthy Teams