

Managing Endings: A Checklist

1. Have I studied the change carefully and identified who is likely to lose what-including what I am likely to lose?
2. Do I understand the subjective realities of these losses to the people who experience them, even when they seem to me to be overreacting?
3. Have I acknowledged these losses with sympathy?
4. Have I permitted people to grieve and protected them from well-meant attempts to stop them from expressing their anger or sadness?
5. Have I publicly expressed my own sense of loss if I feel any?
6. Have I found ways to compensate people for their losses?
7. Am I giving people accurate information and doing it again and again?
8. Have I defined clearly what is over and what is not?
9. Have I found ways to "mark the ending"?
10. Am I being careful not to denigrate the past but, when possible, finding ways to honor it?
11. Have I planned for giving people a piece of the past to take with them?
12. Have I made it clear how the ending we are making is necessary to protect the continuity of the organization or conditions on which the organization depends?
13. Is the ending we are making big enough to get the job done in one step?

Source: Adapted from Bridges, W. M. (2003). *Managing transitions: Making the most of change, 3rd ed.* Cambridge, MA: Perseus Publishing.