

# TRANSITIONS

## Sustaining Social Change

*there is no beginning without an end  
what is over? what isn't?*

### Transitions Forecast

Once you have identified the stakeholders in your community change, mapped out the transition phases in which they might be, and analyzed their potential risks and losses (see [Transitions Map of Stakeholders](#) and [Guide to Diagnosing Stages of Transition in Community Changes, Risk/Loss Analysis](#)), you can forecast the specific issues that each might face as they go through this transition. This can help those leading a change effort to better understand potential resistance, engage unwilling participants, and plan for possible backsliding.

Identify the change that your community is facing, list key stakeholders that will be involved in or affected by the change, and chart out the Endings, Neutral Zone and New Beginning challenges that each might encounter in relation to this change. Some of the responses from the [Risk/Loss Analysis](#) may fill the "Endings" column.

This exercise works best if you isolate one change that all stakeholders are facing. In the example below, the change is the decision to use a collaborative process, as opposed to confrontational methods, to heal racial tensions.

WHO (Stakeholder)	CHANGE	POTENTIAL LOSSES (Endings Issues)	NEUTRAL ZONE ISSUES	INDICATIONS OF A NEW BEGINNING
Local initiating organization	Decision to pursue a new strategy for a community change (e.g., use a collaborative process instead of confrontational methods to heal racial tensions)	<ul style="list-style-type: none"> <li>• Acknowledgement that past strategies have been inadequate</li> <li>• Leap of faith about the new strategy</li> <li>• Identity of the organization that might have been linked to past confrontational practices</li> <li>• Unity within the organization about how to affect change</li> <li>• Belief that opposing parties cannot be trusted</li> <li>• Willingness to sit at the same table with adversaries</li> <li>• Accept the risk that operational failures will be blamed on them</li> <li>• Hope/confidence that the organization can improve the situation</li> </ul>	<ul style="list-style-type: none"> <li>• Learning how to execute this new strategy of collaboration</li> <li>• Navigating a new relationship with adversaries</li> <li>• Developing relationships with other community leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Use of language that shows ownership of the new strategy</li> <li>• Less reliance on outside facilitators</li> </ul>

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WHO (Stakeholder)	CHANGE	POTENTIAL LOSSES (Endings Issues)	NEUTRAL ZONE ISSUES	INDICATIONS OF A NEW BEGINNING
<p>Powerful Institutional Actors (e.g., mayor, police chief, school principal)</p>	<p>Commitment to participate in collaboration</p>	<ul style="list-style-type: none"> <li>• "Face" by sitting at same table with adversaries and/or less powerful community members</li> <li>• Power by according legitimacy to people who could be critics in the future</li> <li>• Monopoly over information</li> <li>• Assumption that they will be blamed if this collaboration does not work</li> </ul>	<ul style="list-style-type: none"> <li>• Navigating new working relationships with adversaries and other community members</li> <li>• Time commitment</li> <li>• Balancing information sharing with keeping institutional data private</li> <li>• Political/professional ramifications of working with opponents</li> </ul>	<ul style="list-style-type: none"> <li>• Public endorsement of the collaboration</li> <li>• Public conversation about the value of adversaries and other community groups</li> <li>• Assigning a specific person who has access to the decision-maker to continue working with the project</li> </ul>
<p>Advocacy Groups</p>	<p>Commitment to participate in collaboration</p>	<ul style="list-style-type: none"> <li>• Belief that other groups cannot be trusted</li> <li>• Support from allies or followers who do not want to collaborate with adversaries</li> <li>• Power/Identity gained from attacking opponents</li> <li>• Limit ability to formulate secret attack plans involving participants</li> </ul>	<ul style="list-style-type: none"> <li>• Confusion regarding their role in the process</li> <li>• Time commitment</li> <li>• Navigating new working relationships with adversaries and other community members</li> <li>• Staying committed to the collaborative process while not "selling out" supporters</li> </ul>	<ul style="list-style-type: none"> <li>• Explaining value of the collaboration to others</li> <li>• Able to articulate their role in the collaboration and its ongoing mission</li> <li>• Public conversation about the value of adversaries and other community groups</li> <li>• Assigning a specific person who has access to the decision-maker to continue working with the project</li> </ul>