

SCAN – The Strategic Transition Clarity Report

👉 How Executives, Founders, and Entrepreneurs Regain Focus, Energy, and Performance in Times of Change



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Introduction

Transitions are inevitable, but why do they so often catch us by surprise?

Why do even competent leaders freeze, lose their breath, and feel disoriented at turning points?

Why do smart, capable leaders stall in transitions?

Why do we start strong, only to lose momentum?

Why does even acknowledging the transition feel so hard?

I have asked these same questions many times in my own life. Over three decades coaching executives, founders, and entrepreneurs, I have guided hundreds of transitions — and lived through dozens myself.

Loss of Focus

The initial energy fades, and the path ahead seems uncertain.

Energy Drain

Maintaining focus requires extra effort, and productivity drops.

Emotional Turbulence

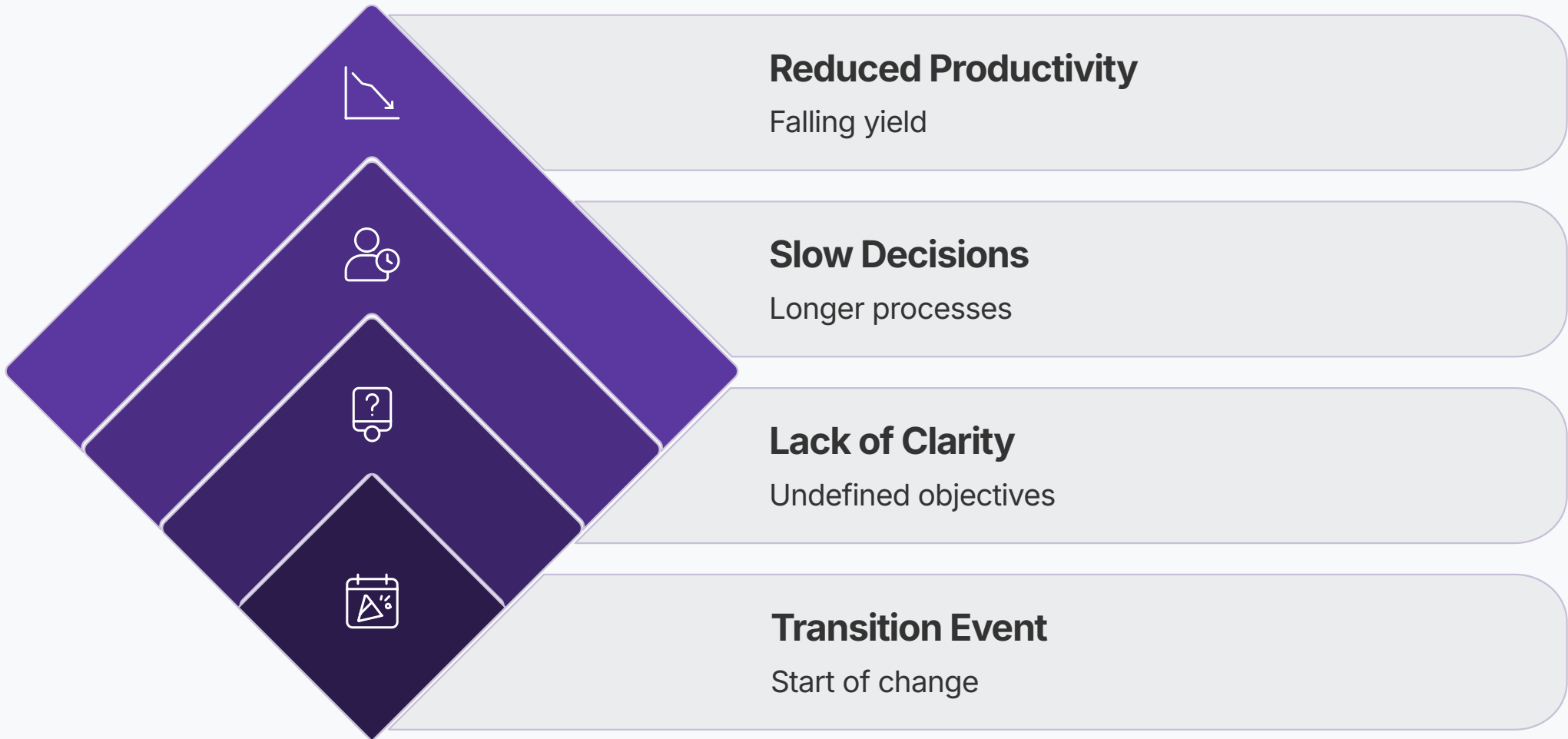
Unexpected emotions arise, destabilizing patterns and identities.

My Own Turning Point with AI

Right now, I am immersed in one of the most radical transitions of my professional life: incorporating Artificial Intelligence into my work. Creating "Strategic Turning Point Maps" with complex AI analysis has been the most “tech-driven” chapter of my professional life. And far from slowing me down — or drowning my own voice in AI babble, or feeding the narrative of cognitive decline — this transition has accelerated my growth, sharpened my reasoning through gratifying deep work, and uncovered a stronger voice than before.



This is the paradox of transitions: they can drain us, or they can become powerful accelerators of transformation. For many leaders, however, they are a source of turbulence. Without clarity, the cost is high: slow decisions, decreased productivity, disoriented teams, and leaders off-balance.



The SCAN: Your Strategic Map for Clarity

This is why I created the **SCAN – The Strategic Map of Transitions**. It is not a simple list of tips or a self-help manual. It is a true **strategic scan**: a framework validated with leaders that makes the invisible visible, revealing exactly where you are, what is really happening, and what moves can restore your focus, energy, and performance.



Throughout the SCAN, you will find not only concepts, but also **points of reflection and profound insights** that will help you recognize patterns, make clearer decisions, and regain your agency.

When you can name what is happening, clarity returns — and with it, unwavering confidence to act.

The SCAN is just the beginning. It gives you awareness. What you do with that clarity — in your own leadership, your team, and your strategy — is the next and decisive step.

Part 1 — How Transitions Begin, Unfold, and How They Redesign You

If transitions feel disruptive, it's because they are. They rarely announce themselves politely. Sometimes they hit like a storm; other times, they creep in quietly until one day you realize nothing feels the same.

Over the years, I have seen four common ways transitions begin:

Four Common Entry Points:



Shock Entry

A disruption forces change: sudden job loss, divorce, illness, or unexpected restructuring. The nervous system enters survival mode, trying to process what has just happened.



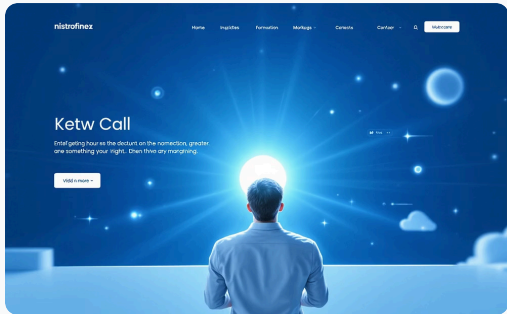
Silent Erosion

Dissatisfaction grows silently. A role that once made sense begins to feel restrictive. Energy drains into tolerating, not thriving. At some point, the cost of staying the same outweighs the risk of change.




Collapse by Exhaustion


When energy is drained for too long, body and mind give way. Performance drops, motivation disappears, health fails. The collapse itself becomes the turning point.





Call to Something Greater


As in Joseph Campbell's Hero's Journey, some transitions begin not with crisis, but with an internal call: "It's time to grow, expand, step into something new."


**Reflection:** When was the last time life pushed you into a change you didn't choose?


**Reflection:** Where are you spending too much energy just to "hold things together"?


**Reflection:** To what extent are you "running on fumes" only?

**Reflection:** What call have you been putting off, even though you know it won't go away?

**Insight:** Shock throws you off balance not because you are weak, but because the ground itself has shifted.

**Insight:** What seems like endurance is often a sign that change has already begun.

**Insight:** Collapse is not failure — it is the system forcing a reset.

**Insight:** Not every transition is born of loss — some are invitations to expand.

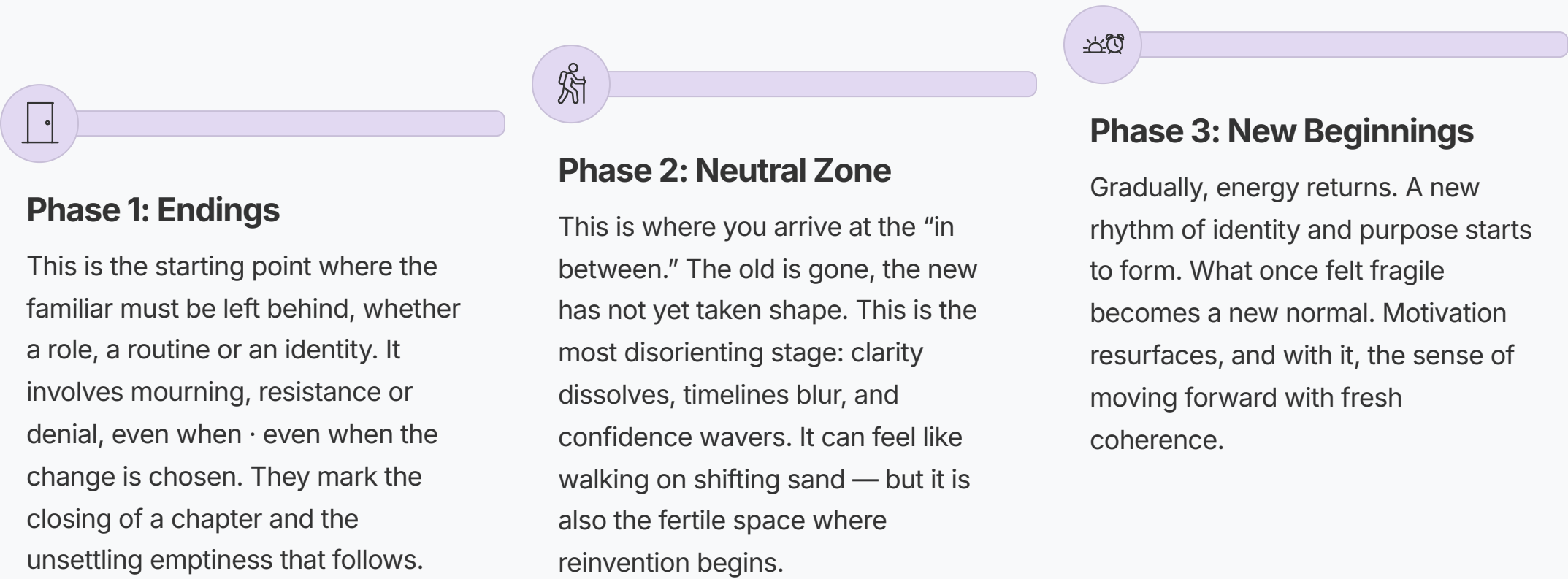
The Three Major Phases of Transition


Psychologist William Bridges was one of the first to map transitions in the context of personal change. He showed that every transformation goes through three distinct phases: **Endings, Neutral Zone, and New Beginnings**.


Other disciplines echo the same rhythm. In organizational psychology, Kurt Lewin's Change Model described it as **Unfreeze → Change → Refreeze**. In systems theory, it appears as destabilization followed by reorganization into a new stable state.

No matter the lens, the pattern repeats: **disruption, instability, renewal**.

These three phases are not experienced as fixed boxes, but as a narrative arc — an unfolding of departure, crossing, and renewal. Here's how these phases feel when you're inside them:



 **Reflection:** Which of these three phases of the transition narrative arc do you most recognize yourself now — Endings, Neutral Zone, or New Beginnings?

 **Insight:** Naming the phase avoids confusion: instability is not personal failure. It's the natural rhythm of transition.

Complementary Transition Maps

The three phases of transition (Bridges, Lewin, systems theory) give us the broad narrative: Endings, Neutral Zone, New Beginnings. But when you are in a transition, this arc may seem less like three phases and more like an emotional storm. That's where two complementary maps come in handy: they add granularity to the internal dynamics of the journey.

Emotional Stages of Loss and Grief (Kübler-Ross)

Not every transition begins with inspiration. Many are triggered by losses — of job, health, status, or even a future that seemed certain. Elisabeth Kübler-Ross's five stages of grief help normalize the waves that often arise in Endings:



Denial

The refusal to accept the reality of loss or change.



Anger

Frustration and resentment about the situation.



Bargaining

Attempts to negotiate or reverse the change.



Depression


Feelings of sadness and despair.




Acceptance

The recognition and adaptation to the new reality.

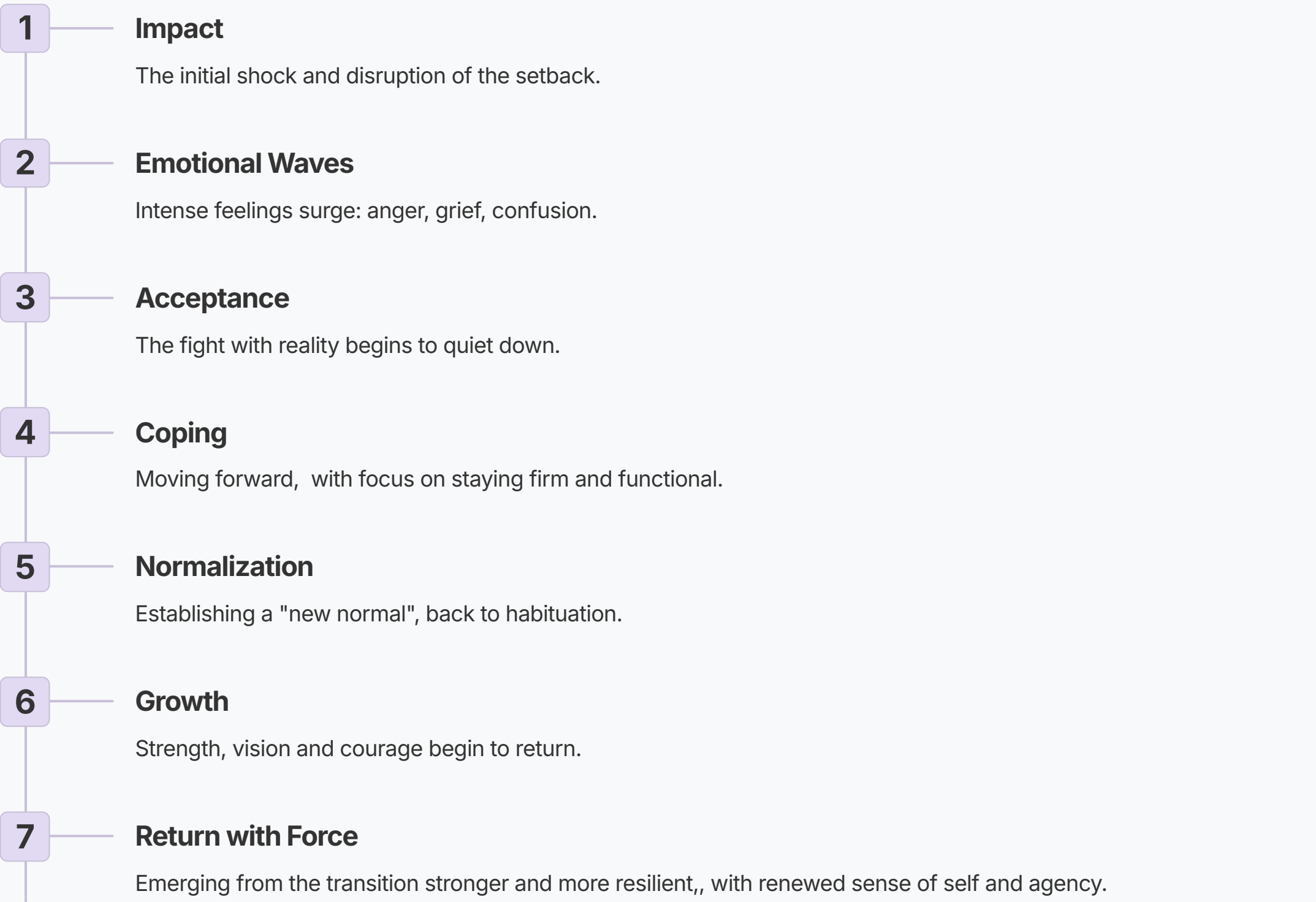
These stages are not linear; people can go back and forth between them, revisiting the same wave multiple times.

 **Reflection:** Which of these waves is most present in your current transition?


 **Insight:** What seems like resistance may be grief; what seems like disengagement may be exhaustion.


The Journey from Setback to Resilience (Michael Hall)

Psychologist L. Michael Hall mapped transitions as a seven-step reconstruction of resilience. Starting with the **Impact** of a setback, the path goes through:



This journey often manifests more intensely in the Neutral Zone and in the transition to New Beginnings. It reminds us that resilience is not instantaneous — it is rebuilt step by step.

 **Reflection:** At what point in this journey do you see yourself today?

 **Insight:** Resilience is not instantaneous. It is rebuilt step by step. Leaders who can name the stage they're in return stronger — and help others do the same.

Why These Maps Matter

If you've ever felt that your transition was too messy to fit into one model, you're right. That's why we need more than one lens.

Together, these models deepen our understanding of transition dynamics. The three phases (Endings → Neutral Zone → New Beginnings) describe the macro-arc. Kübler-Ross illuminates the emotional waves often felt in Endings. Hall maps the stepwise rebuilding of resilience that carries us from Neutral Zone toward New Beginnings.

Seen together, they help leaders interpret what is happening inside themselves and their teams, with less judgment and more clarity.

📌 **Reflexão: Reflection:** Which map resonates most with your current experience — the emotional waves of loss, the stages of resilience, or the broader three-phase arc?

📌 **Insight:** Each map captures a different layer of the same reality. Transitions feel chaotic because they are multi-layered — emotional, cognitive, and systemic all at once.

Transitions destabilize focus, leadership presence, and decision-making. Without a map, leaders misread turbulence as weakness. With a map, they see the structure behind the storm — and regain clarity.

Transitions are not chaos. They are structured arcs of disruption and renewal.

Coming Next

Whether your transition began with shock, silent erosion, collapse, or a call — once it begins, turbulence follows. In the next part, we'll map this turbulence more closely: the nine subphases that explain why productivity feels unstable and clarity so fragile in times of transition.

Part 2 — The Hidden Dynamics of Transition


In Part 1, we saw that transitions always move through three major phases — Endings, Neutral Zone and New Beginnings. The classics (Bridges, Lewin, Kübler-Ross, Hall) show that these arcs are predictable, even if turbulent. But executives need more precision. In decades of coaching, I have observed that each major phase contains recurring sub-phases that many mistake for weakness or "losing their edge" — when in fact they are part of the arc.

If you have ever felt that your transition does not follow a straight line, you are right. Transitions rarely unfold as clean processes. They look more like turbulence: advances and retreats, accelerations, stops, loops or even sudden jumps. This turbulence is not random. Beneath the surface, there are patterns — tensions and sub-phases — that can be mapped. Recognising them does not mean predicting the exact order, but rather having a strategic scan of the turbulence in hand. With it, you can locate yourself, understand what is happening and navigate with clarity instead of confusion.

The Nine Sub-Phases of Transition

These are the nine sub-phases that we will explore below, divided by the three major phases of transition:

Endings – When the Old Dissolves




1. Shock of the End

An unexpected rupture — loss of position, illness, betrayal or restructuring. The nervous system is flooded with survival signals. Many enter here in the "Vacuum Fog": days full of effort, but without result, disorientation, scattered energy and slowed decisions.

Reflection: Where are you still trying to process what has just ended?

Insight: The fog is not weakness — it is the nervous system recalibrating.

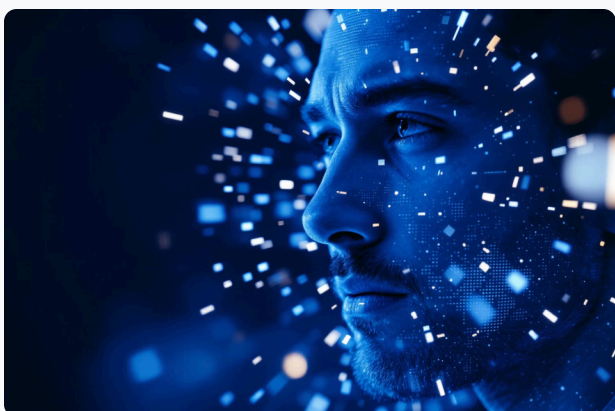


2. Denial of Change

A part of you resists reality, holding on to the illusion that things will return to normal. Productivity trickles in "business as usual."

Reflection: What are you still defending from the past, instead of facing the new?

Insight: Denial does not preserve stability — it only delays adaptation.




3. Emotional Waves

Grief, anger, bargaining, anxiety arise unpredictably. In leaders, they often appear as irritability or withdrawal — mistaken as incompetence or resistance, when in fact it is disguised grief and shock.

Reflection: Which emotion is draining your energy the most, even if others don't notice?

Insight: Naming the waves prevents costly interpretations — in you and the team.

Neutral Zone – When Clarity Collapses




4. Survival Mode

Performance contracts to the minimum. Some leaders enter "High Octane Bursts": unsustainable bursts of effort that mask exhaustion.

Reflection: Where are you running in a sprint, when you should be conserving energy?

Insight: Surviving is not stagnating — it is preparing the ground for reorganization.




5. The Neutral Zone

The void becomes unavoidable. Even small tasks can seem heavy. Meaning weakens, presence falters and yet, it is an incubation space for the new.

Reflection: What if this emptiness is not failure, but fertile ground for reinvention?

Insight: Emptiness is not absence — it is incubation.




6. Tests and Experimentations

Tentative steps: new roles, new behaviours, new projects. Some fail quickly, others open unexpected doors. Energy oscillates between inspiration and collapse.

Reflection: Which experiment are you judging too early?

Insight: Transitions do not reward perfection — they reward experimentation.

New Beginnings – When Identity Realigns




7. Reorganisation

Patterns begin to stabilize. A new rhythm emerges. Risk: confusing this initial impulse with definitive stability, leading to new collapse.

Reflection: Are you stabilizing — or running in an unsustainable *sprint*?

Insight: Initial impulse is traction, not foundation.




8. Identity Integration

The deepest realignment: not just what you do, but who you are. Roles, values and meanings reorganize. A sense of Self in action emerges.

Reflection: What part of your identity is being reshaped right now?

Insight: The real transformation of a transition? Not the change in your title — but the evolution of your identity.



9. The Return of Agency

Energy, clarity and confidence return. Decisions feel lighter, presence firmer, momentum renewed. It is not a return to the "old normal," but the emergence of a stronger self.

Reflection: What new version of you now leads the way?

Insight: Agency does not recover — it is reborn.

Why This Matters

Leaders who expect a straight line feel broken when reality doesn't cooperate. But those who recognize these three arcs — and the nine subphases within them — stop fighting turbulence and start navigating it.

👉 Forcing in the Fog deepens exhaustion.

👉 Overstretching in High-Octane Bursts leads to collapse.

👉 Ignoring identity shifts leaves leaders disoriented, even after external success.

Transitions are not failures of discipline. They are complex processes of reorganization. The leader's task is not to suppress turbulence, but to navigate it with clarity.

Coming Next

Now that we've mapped the turbulence of transitions, the next step is to see how this turbulence translates into daily productivity disruptions — the hidden cognitive and emotional loads that silently drain leaders in transition.

Part 3 — Unmapped Burdens, Silent Drains, and Impacts on Productivity

Transitioning executives often ask me:

“Why am I so drained?

Why do even small tasks seem heavy?

Why can't I think straight, even though I know I'm capable?"

The answer is not a lack of discipline. It's the accumulation of hidden loads — some cognitive, others emotional — that psychology has described for decades, but rarely distinguished in a way that's useful for leaders. These burdens exist in the daily life of leadership. But in transitions, they multiply — turning into silent drains that erode focus, clarity, and energy. Here are the six burdens that matter most:



Intrinsic Load

The complexity of the task: Some tasks are simply hard. Learning a new system, leading in a new market, absorbing a domain you’ve never touched before. The challenge is built into the work itself.

- Example:** A new CEO trying to understand the regulations of an industry in which they have never worked.

Insight: Intrinsic load is not a flaw — it's the price of growth.



Extraneous Load

The noise around the task: This is the clutter: endless reporting, redundant meetings, chaotic communication. These don't move the work forward, they just drain the mind.

- Example:** An executive who spends three hours a day in alignment meetings where nothing is decided.

Insight: Extraneous load doesn't just waste time — it consumes the vital energy for decisions that matter.



Germane Load

The effort to make meaning: The deep work of integrating new information into useful patterns, not just executing.

- Example:** A founder who moves from the chaos of the start-up to the scaling phase, trying to redesign their role while keeping the company alive.

Insight: Germane load is the investment that transforms disruption into learning.



Anticipatory Load

The weight of what might happen: Leaders don't just deal with the present; they are always projecting futures. "What if the contract falls through?", "What if my team is cut?", "What if the board changes direction?".

- Example:** Laying awake at night for hours, running scenarios about the changes in the next quarter.

Insight: Anticipatory load helps with planning — but in transitions, it easily turns into a cycle of anxiety.



Emotional Load

The hidden drain of human interactions: Some tasks weigh heavily not because of complexity, but because of the affective load they carry. Firing someone, giving negative feedback, telling a hard truth to a board that doesn’t want to hear it.

- Example:** A leader who spends more energy fearing the conversation than having the conversation itself.

Insight: Emotional load doesn't appear on the agenda, but it weighs on the body.



Transition Load

When they all converge: In transitions, all other loads collide: complexity, noise, learning, anticipatory anxiety, emotional weight.

- Example:** An executive who takes on a new role while restructuring the team, redefining strategy, and still facing tensions at home.

Insight: Transition load is the multiplier — the reason why even strong leaders feel overwhelmed.

Impacts on Productivity

These burdens don't weigh the same on all leaders. Some are more exhausted by anticipation, others by emotional weight, others by excessive external noise. The result is the same: productivity becomes unstable, attention is scattered, and energy is lost in places that don't move the work forward.

The impact also varies according to common leadership traits:



The Visionary

Is more vulnerable to the anticipatory burden, constantly projecting futures.



The Perfectionist

Drowns in the extrinsic burden, trapped in details.



The Empath

Feels the emotional burden more strongly, carrying every conversation.



The Executor

Suffers from the Germanic burden, preferring to act rather than pause to reflect.

Recognizing these patterns doesn't eliminate the burdens. But it helps to stop blaming yourself — and to adjust how you carry them.

And while the SCAN helps to see the overall pattern, it's in the **Strategic Turnaround Map** that you discover the details. Through your **personal mindset dynamics**, it becomes your personalized instrument — revealing how you process complexity, focus attention, and sustain energy uniquely in times of transition.

This is where awareness transforms into personalization. **Instead of generic advice, you discover the map of how you lead, think, and perform under pressure.**


Observable Disruption Patterns


Now let's look at how these loads can manifest in some repetitive and observable disruption patterns during transitions. These patterns are the visible “symptoms” of the silent drains in action — and almost every executive recognizes them as soon as they are named.



Constant Alert

Unable to switch off, the leader remains in hyper-vigilance, driven by Emotional Load and Anticipatory Load.


**Reflection:** When was the last time you truly “logged off”?


**Insight:** Being alert is vital in crises — but chronic alertness is depletion disguised as discipline



Draining Conversations

Interactions that seem endless, emotional, or circular, amplified by Emotional Load and aggravated by Extrinsic distractions.


**Reflection:** Which conversations consume more energy than they create?


**Insight:** In times of transition, clarity comes from knowing which voices to quiet — and which ones you must face, even when they demand your energy.



Decision Fatigue

Each choice consumes fuel. In transitions, the volume and uncertainty multiply the cost, rooted in Intrinsic Load and Anticipatory Load.


**Reflection:** Which decisions truly require your energy today, and which can wait?


**Insight:** Decisions don't just consume time — they consume fuel.



Broken Focus

With fragmented attention; deep work seems impossible, often the cumulative effect of all loads.

**Reflection:** How many times today have you shifted tasks before finishing one?

**Insight:** Focus is not a trait — it's an environment you design or lose.

These **disruption patterns** explain why the Neutral Zone seems so unstable. They are not signs of weakness, but predictable results of the transition. In the SCAN, they are the **hidden mechanics behind productivity drops** — and also the entry points for stabilization strategies. Disruption patterns show the how: the mechanics of overload in daily performance. But they also reveal the why: the hidden tension points — conflicts between growth and security, clarity and ambiguity — that silently drain leaders, even when energy still exists.

Why This Matters

Leaders don't stumble in transitions because they forget how to lead. They stumble because their energy is quietly drained by loads they've never named.

Without language for these silent drains, exhaustion feels like personal failure. With language, you see the structure: anticipation pulling attention into the future, emotions weighing on conversations, clutter scattering focus, complexity stretching capacity.

When you recognize these patterns, you stop fighting yourself. You start adjusting how you carry the load. That shift alone restores clarity — and turns what felt like chaos into something you can navigate.

📌 **Reflection:** Which of these patterns have been running in your leadership?

Transitions don't break leaders. Unmapped and untreated burdens do. Silent drains do. Naming them is the first step to reclaiming energy.

Coming Next

*Tension and turbulence are inevitable in leadership. What makes the difference is mindset. But not in the usual sense of "positive thinking." In transitions, mindset is dynamic — shifting, colliding, reorganizing. In the next part, we will look at these **Mindset Dynamics** through a new lens, so you can recognize the patterns shaping your own transition and begin to design a mindset that works for you.*

Part 4 — Mindset Dynamics

Tension and turbulence are inevitable in leadership. But how they impact you depends on the internal dynamics of your mindset.

We are not talking about “positive thinking” or the simplistic contrast between fixed and growth mindset. In transitions, the mindset is dynamic. It changes, collides, fragments, reorganizes. It is not a static trait, but a system in motion — a set of inner forces pulling in different directions.

Think of mindset dynamics as the *internal weather* of a transition. Sometimes stable, sometimes stormy, always transforming. The challenge is not to eliminate turbulence, but to navigate it — or even purposefully design it.

Polarities in Transition

Transitions activate polarities — internal tensions that pull leaders to extremes:



Stability ↔ Change

Part of you wants the comfort of the known. Another part is drawn to novelty.



Clarity ↔ Ambiguity

You long for certainty, but the path demands movement — even when the way ahead is still unclear.



Control ↔ Surrender

You try to shape events, but you also need to let go of what you cannot control.



Urgency ↔ Patience

Pressure demands speed, but wisdom requires slowing down.


These polarities are not problems to solve. They are forces to balance. Leaders who confuse them with weakness end up exhausted. Leaders who recognize them as dynamics can use them as instruments — like a sailor adjusting sails to the changing wind.

Dynamic Triangles




Beyond polarities, transitions also trigger *dynamic triangles* — three-way tensions that create cycles of energy or friction:

The following are some examples of dynamic triangles from clients who have given me the privilege of serving them.



Growth ↔ Security ↔ Identity

The desire to expand collides with the instinct to protect, while identity is being redesigned.



Performance ↔ Learning ↔ Renewal

Delivering results, absorbing lessons, and rebuilding energy rarely go in smooth sync when in transitions. The leader needs to oscillate between them.



Independence ↔ Connection ↔ Influence

The impulse to act alone, the need to belong, and the drive to lead others often clash.

These triangles are not traps, but maps. They show where your energy is being pulled — and where you may need to realign to regain balance.

From Awareness to Personalization

These polarities and triangles are not abstract ideas. They are lived realities, but they manifest differently in each leader. In SCAN, you become aware of them. But it is in the **Strategic Turnaround Map** that you discover your *personal configuration* — the unique way your mindset dynamics pull, collide, and reorganize during the transition.

This map becomes your personalized guide to designing a mindset that really works for you — instead of going through automatic patterns that drain energy.

Examples of Mindset Dynamics in Action



Rigid Leader

A leader who rigidly clings to old certainties discovers that stability turns into stagnation. Meetings seem like threats; decisions stall.



Adaptable Leader

Another, faced with the same uncertainty, interprets ambiguity as raw material. Adapts quickly, tests small movements, and finds clarity along the way.



Fragmented Leader

A third, trapped in a fragmented dynamic, oscillates between confidence and paralysis. Progress appears in bursts, but feels unstable.



Intentional Leader

The intentional leader anchors choices in values and vision for the future, transforming disorder into direction.

Reflection and Insight

☐ **Reflection:** What inner tension feels most alive in you right now — a polarity, a triangle, or something uniquely your own?

You can go through transitions adrift in automatic dynamics — or you can intentionally design the mindset dynamics that work for you.

What's Next

Designing your mindset starts with understanding the natural learning curves of transition. Productivity first falls, then recovers — but only if you carve out time, space, and energy for **deep work**. In the next part, we'll map out these learning curves and show why deep work isn't optional, but essential in transitions.

Parte 5 — Learning Cycles, the Bandura Curve, and the Deep Work of Transitions

The **Peter Principle** is often summarized in a single phrase: *“people are promoted to their level of incompetence.”* It points to a reality every leader knows: competence is always context-dependent. A leader promoted to a new role transfers many abilities — but not all of them. When an organization faces crisis or disruption, entirely new competencies must be developed. Sometimes, to move forward, one must even **unlearn** before learning again. That is the uncomfortable truth of transitions.

The Adult Learning Cycle

Textbooks or trainings often present learning as a clean progression, known as the **Adult Learning Cycle**:

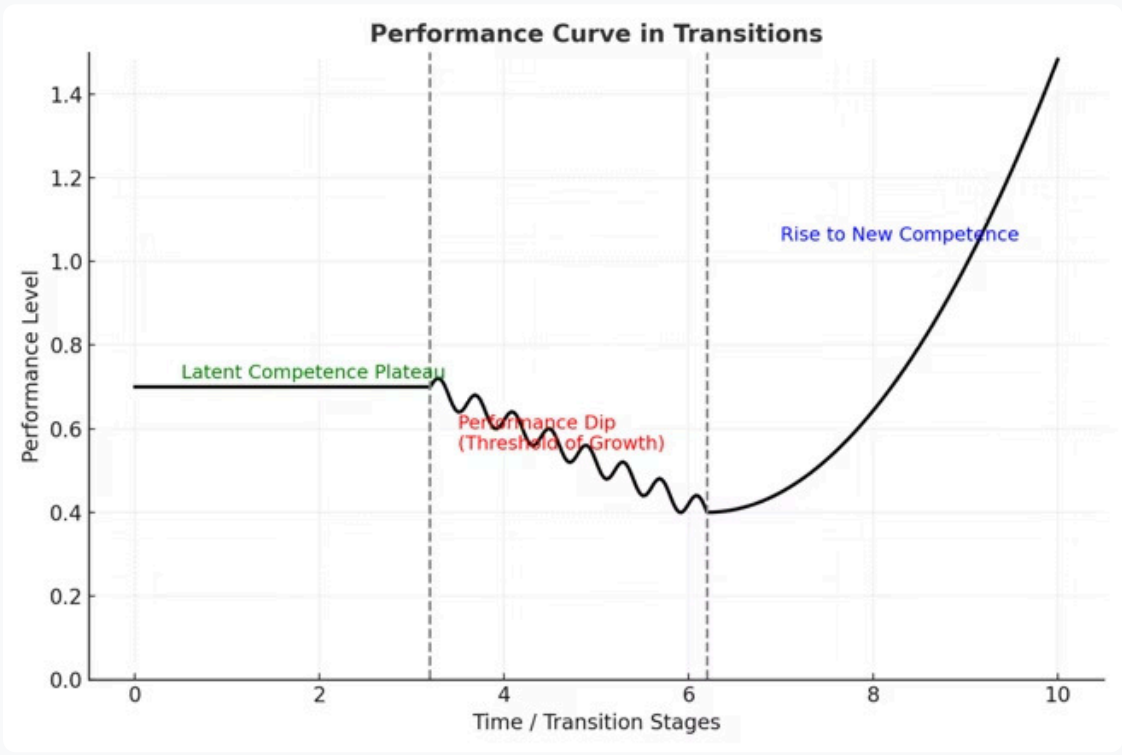
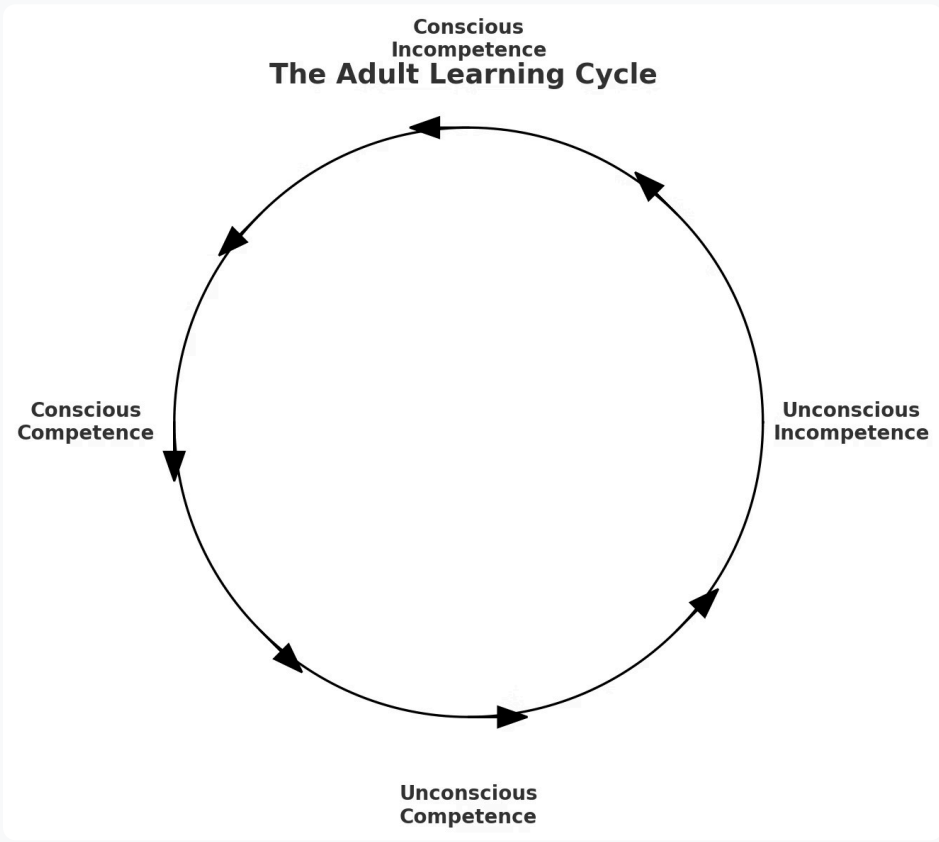
01	02
Incompetência Inconsciente As they say, <i>"Ignorance is bliss"</i> . You don't suffer about what you don't even know that you don't know .	Incompetência Consciente The discomfort of realizing the there is a gap and you know you don't know . Awareness can sting.
03	04
Competência Consciente Progress becomes visible, so you begin to know you know . But effort is high, and overconfidence can appear before mastery is consolidated.	Competência Inconsciente Skills are integrated, performance feels natural and gratifying again. The flow is so deep it is as if you don't know you know .

🧐 **It looks linear. It promises stability. But reality is rarely this tidy.**

The Bandura Curve: Performance and Expectation

Albert Bandura's research highlighted another truth: in learning, **performance and expectation move together**. As new skills are attempted, performance usually drops first. If expectations fall at the same time, the risk is settling into a new, lower standard — mistaking the dip for your new limit.

This is why transitions feel destabilizing. The danger is not the dip itself, but allowing the dip to **reset your bar lower**. That is where frustration, disappointment, burnout, or bore-out can take root.



☐ **Reflection:** Where are you on the learning cycle right now — unaware, uncomfortably aware, effortful with dips, or in flow?

Mourning Lost Competence



Adding to the challenge is nostalgia. Leaders often mourn the lost glory days of competence — when mastery felt effortless, recognition was abundant, and identity was secure. This mourning is natural, but clinging to past mastery can block reinvention. The longer you hold on to “who you used to be,” the harder it becomes to step into “who you must become.”

The Deep Work of Transitions



Here is the reality check. If you want to truly move through a transition — not stall, waffle, or resign yourself to mediocrity — you need Deep Work.

Cal Newport, in his research on *Deep Work*, defines it as the ability to focus without distraction on cognitively demanding tasks. He shows that this level of focus is the key to producing high-value work — and that it requires intentional structures: environments, rituals, and boundaries that protect time and attention.

My expansion of Newport's thesis, drawn from decades coaching executives in transition, is that Deep Work is also where reinvention is born. In transitions, it becomes the crucible not only for productivity, but for transformation.

In transitions, the absence of such structures makes every other tension heavier. The Five Loads from Part 3 — intrinsic, extraneous, germane, emotional, anticipatory — all spike when deep work time disappears. Carving out time for Deep Work becomes not just desirable, but essential.

☐ **Reflection:** How much of your week is truly *devoted* to uninterrupted, high-focus work?

☒ **Insight:** · Shallow work stalls; Deep Work transforms. In transitions, the hardest thing to protect is the most essential.

Transitions don't reward passive resistance. They favor those who intentionally protect the space where reinvention happens.
não acontece.

Coming Next

Every time you push through the dip of learning, limiting beliefs rise to meet you — not because you are failing, but because you are advancing. In the next part, we will explore the beliefs that emerge in transitions, and how to work with them instead of being trapped by them.

Part 6 — Beliefs That Surface in Transition



Every time you stretch into new territory, beliefs rise to meet you. They do not appear because you are failing, but precisely because you are advancing. The brain, under pressure, pulls up old narratives to make sense of the uncertainty.

Beliefs are not facts. They are filters — invisible maps that interpret experience. In transitions, when performance dips (as seen in the Bandura curve), these filters grow louder. If left unchecked, they can silently shape decisions, drain energy, and reset your expectations downward.

“I’m losing my edge.”

Fear of obsolescence, of being overtaken by younger or sharper, faster, more eager competitors. Or even a take over by AI!

Why it shows up: Transitions expose unfamiliar territory, making past expertise feel outdated.

Reframe: You are not losing your edge — you are sharpening a new one. Reinvention always feels like dullness before it cuts clean.

“If I slow down, I’ll fall behind.”

The myth of perpetual urgency: that rest equals weakness and only speed equals progress.

Why it shows up: Transitions disrupt timelines. When clarity fades, keeping up the motions feels like control.

Reframe: Slowing down is not falling behind — it is choosing your next gear. Endurance requires rhythm, not panic.

“I need to prove myself all over again.”

Doubt that experience carries over — as if each transition resets your worth to zero.

Why it shows up: New roles or crises shift the scoreboard, and familiar markers of success disappear.

Reframe: You are not starting over. You are starting ahead, with wisdom earned through every past transition.

“I should already know this.”

Perfectionism disguised as competence, turning learning into a liability.

Why it shows up: Executives are conditioned to deliver answers, not questions. Admitting a gap feels unsafe.

Reframe: Not knowing is not incompetence — it is the doorway to growth. Leaders who learn fastest win.

“I can’t show weakness.”

The armor of invulnerability. It blocks connection just when support would bring resilience.

Why it shows up: In high-stakes contexts, vulnerability feels like a liability. Many cultures reward toughness over truth.

Reframe: True weakness is isolation. Strength is multiplied when shared.

“This is not who I am.”

Identity shock — resistance to new roles or contexts that feel misaligned with self-image.

Why it shows up: Transitions threaten established identities. Old roles end faster than new ones begin.

Reframe: Who you are is not fixed — it is expanding. Identity is not lost; it is enlarged.

“Maybe I don’t belong anymore.”

The exclusion belief, reframing change as rejection instead of reinvention.

Why it shows up: Transitions can erode networks, relevance, or status. The ground of belonging feels unstable.

Reframe: Belonging is not inherited — it is created. Each transition is an invitation to redefine where and how you fit.

“Maybe it’s too late to change.”

The existential belief: confusing age or tenure with finality.

Why it shows up: The longer the track record, the higher the cost of change appears. Fatigue adds weight to doubt.

Reframe: Change is ageless. What is truly “too late” is staying stuck when life is asking for more.

Here is a quick reference chart of beliefs and reframes:

Beliefs in Transition → Reframes	
Maybe it's too late to change	Change is ageless
Maybe I don't belong anymore	Belonging is created
This is not who I am	Identity expands
I can't show weakness	Strength multiplies when shared
I should already know this	Not knowing opens growth
I need to prove myself all over again	You're starting ahead
If I slow down, I'll fall behind	Choose your next gear
I'm losing my edge	Sharpening a new edge

Why These Beliefs Matter

Beliefs are not obstacles to be feared. They are signals. Each one surfaces as a checkpoint, asking if you are willing to keep moving forward. The danger is not that they appear, but that you mistake them for truth.

And here is a critical warning: do not simply “borrow” a belief from this list and assume it is yours. What matters is identifying the real beliefs that are alive in your own transition — the ones showing up in your decisions, conversations, and self-talk right now.

That precision is what shifts results. Generic lists can inspire; only your personal map creates change.

☐ **Reflection:** Which of these beliefs echo something within you right now? Or maybe you can uncover a unique belief that comes up for you.

Coming Next

Having named the beliefs that rise in transitions, the next step is integration. In Part 7, we look back and move forward — connecting your journey so far with the new possibilities ahead.

Part 7 - Looking Back and Moving Forward

Now you have in your hands a framework that transforms the chaos of transition into structure. You have already seen the phases, sub-phases, hidden burdens, mindset dynamics, learning curves, and beliefs that emerge as you move forward.

SCAN has brought awareness. And awareness in itself is no small thing — it is the first act of courage. But courage alone does not drive results. Leaders who thrive in transition are those who transform clarity into disciplined action.

Transitions are not deviations. They are the strategy.

Your Next Steps

SCAN is now in your hands.

A guide to reread, revisit, and recognize patterns — whenever a new transition begins to form.

Clarity Session → An individual exploration. Free, but selective. I personally review each application. If we move forward, it means we both believe that your transition deserves this level of work.

The Strategic Turnaround Map → Premium. Your personalized roadmap to navigate transitions — integrating objectives, context, and mindset dynamics. Transforms awareness into design.

Premium Mentoring → If the Map is the design, mentoring is the journey. Crossing the territory with a guide by your side. Premium, immersive, transformative.

Final Word

When building strategy, the unseen carries the greatest cost.

The SCAN gives you clarity.

The Map gives you direction.

Premium Mentoring guides you to mastery.

The Invitation

Transitions are not deviations — they are the proving grounds of leadership. What you do here defines what comes next.

The SCAN is now in your hands — as a map to reread, revisit, and recognize patterns, whenever a new transition begins to form.

Use the SCAN as a beacon: return to it when the fog returns. It is material for return, not just a single read.

✨ Clarity Session

If the SCAN has brought clarity about what is (re)starting within you...

And if you feel you need to talk to someone who understands what it is to navigate a deep transition...

Open a space. I open mine.

For a limited time, I am making available some **Clarity Sessions**— to explore where you are, what needs to be reframed, and what the next possible strategic step is.



Please apply for this opportunity by sending an e-mail request at



contato@institutoarlinedavis.com or inbox request at



linkedin.com/in/arlinedavis <https://calendly.com/arlinedavis/sessao-de-conexao>

Arline Davis

Executive Coach and Transitions Mentor

If you are going through a transition and seek clarity, resilience, and tailored momentum, schedule a Transition Clarity Session. Stay connected — each insight from the SCAN will unfold into practical resources for your next chapter.