

# What is CHANGE?

Webster's Dictionary says that **CHANGE** is:

**change (v)**

to make something different in some way; to undergo a  
modification;  
to alter;  
to transform;  
to make radically different;



## ***CHANGE is DISRUPTIVE***

**And in the workplace, it often feels like MORE.....**

- more work,
- more uncertainty,
- more mistakes,
- more anxiety,
- a more emotionally-charge environment.

*“Change is hard because people overestimate the value of what they have—and underestimate the value of what they may gain by giving that up.”*

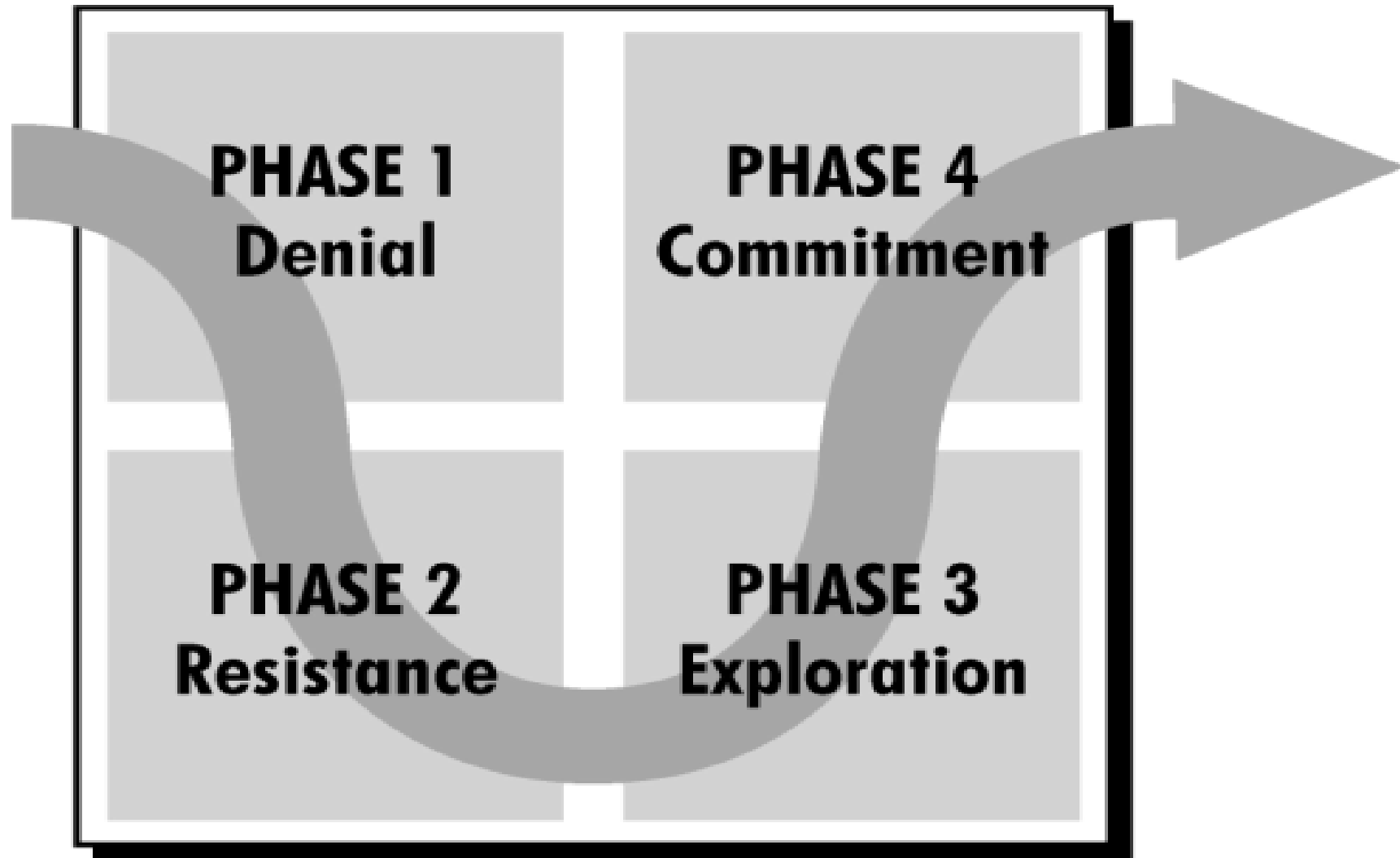
~James Belasco and Ralph Staver Flight of the Buffalo (1994)

## Readying for Change

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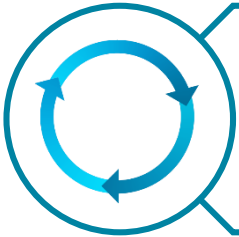
*Understanding the Change Transition Curve  
and actions you can take to influence  
yourself and others through change*

# The Change *Transition* Curve



# The Change *Transition* Curve

is based on the following principles and beliefs:



Change is an ongoing, predictable process, rather than an event to be managed.



There will be a period of adjustment, in which anxiety and uncertainty increase.



Behaviors such as denial, apprehension, self-doubt, frustration and resistance are predictable and adaptive elements in the change process.



There are specific strategies available to increase commitment and change readiness.

# PHASE 1: Denial

This first phase begins when people 'hear' about the change.

## Typical behaviors and responses can include:



Avoid the topic of the change as much as possible.



Ignore/don't respond to information relative to the change.



Are waiting; no initiative; may appear unconcerned.



Fail to be curious; have a narrow focus (business as usual).



Blame others for difficulties; question the decisions made.



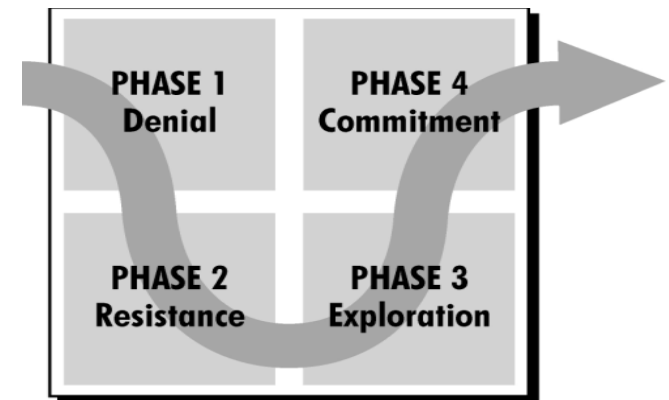
Say: "This change doesn't affect me." or "This will never last."

# PHASE 1: Denial

This first phase begins when people ‘hear’ about the change.

## Suggested Strategies and Tips:

- **Openly share information** – early and often – and create opportunities to discuss upcoming or recent changes.
- **Provide context** (what is happening and why, as well as what could be the impacts if we don’t change).
- Focus on maximizing **face-to-face communication**.
- **Be clear on the intent and outcomes** of the change; explain the benefits.
- **Acknowledge the two big fears.**



## PHASE 2: Resistance

This phase is best summarized as the experience of being between the comfortable and the unfamiliar.

### Typical behaviors and responses can include:



Doubt the wisdom of the decisions; cast judgment.



Are anxious, confused, overwhelmed and even fearful.



Show anger or bitterness; argue; bring up past failures.



Refuse to go along; complain and rally others.



Become quiet, withdrawn and passive.



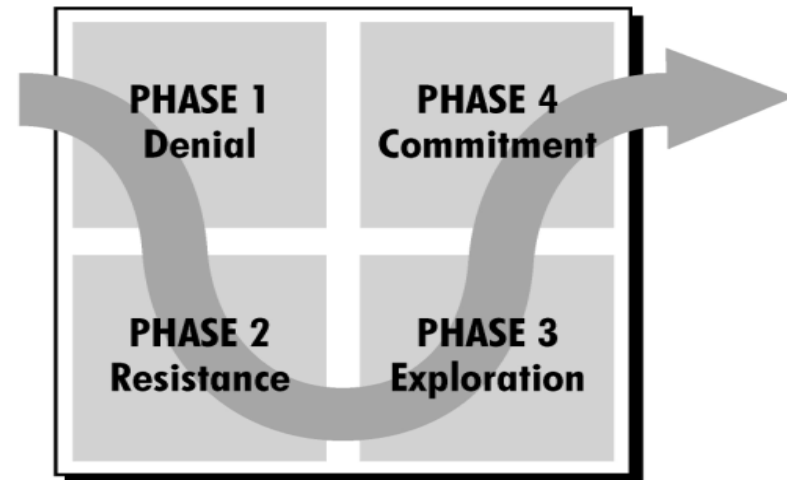
Say, “This will never work; they don’t know what they are doing; the way we did it was just fine.”

# PHASE 2: Resistance

This phase is best summarized as the experience of being between the comfortable and the unfamiliar.

## Suggested Strategies and Tips:

- Create an environment where it's **okay for people to express their feelings**.
- **Listen** and acknowledge how others feel (don't dismiss).
- **Continue to communicate**; share the 'what' & 'why.'
- **Welcome questions**; give people time to understand the change.
- **Focus on what lies ahead**; be a positive role-model.



# PHASE 3: Exploration

**This phase signals a shift. People make a choice to focus on moving forward.**

**Typical behaviors and responses can include:**



Begin to consider what they can do; contribute ideas.



Seek to learn and discover; more willing to try new things.



Work together and seek help from each other.



Experience successes and setbacks; emotions vary.



May feel excited, or overwhelmed and tired.



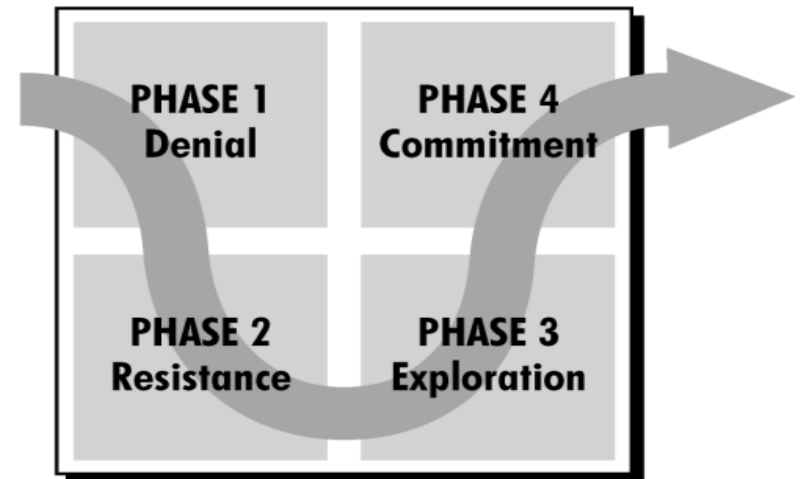
Say, “I have an idea about....” or “Maybe there is a way to.....”.

# PHASE 3: Exploration

This phase signals a shift. People make a choice to focus on moving forward.

## Suggested Strategies and Tips:

- **Allow people total visibility into the change** - what needs to be done, and what's working and not working.
- **Encourage involvement, acknowledge efforts** and people's willingness to learn.
- **Seek input** from others; make adjustments if needed.
- **Help people** to focus on what matters most.
- **Set milestones and celebrate.**



# PHASE 4: Commitment

**This phase is when people adopt the new way and are becoming capable of working effectively within the new.**

**Typical behaviors and responses can include:**



More confident and comfortable with the change/“new way.”



Are up to speed on the technical side of the change.



Express a sense of accomplishment; are proud.



Feel accountable for results.



Focus on continual improvement.



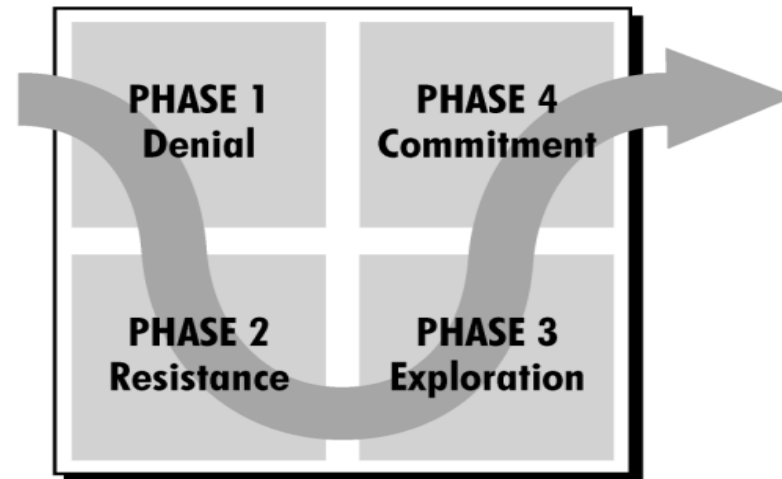
Say, “I feel good about what we’ve accomplished.”

# PHASE 4: Commitment

This phase is when people adopt the new way and are becoming capable of working effectively within the new.

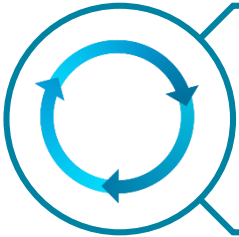
## Suggested Strategies and Tips:

- **Celebrate successes** and acknowledge accomplishments.
- **Continue to seek input** and feedback; create solid feedback mechanisms.
- **Focus on and share what's been learned**, and how we can apply it to future situations or changes.
- **Ready yourself and others for the next change.**



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