

Change Curve Summary

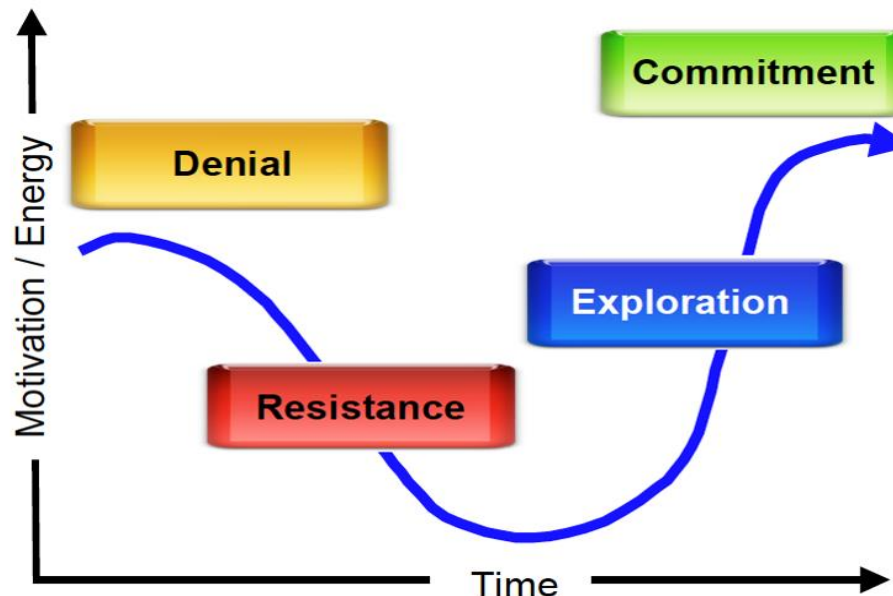
When faced with a major change, either in their personal or working lives, studies have shown that individuals tend to follow a predictable pattern of reactions, known as a transition or change curve.

Awareness is half the solution, and so if individuals are aware that it is 'normal' to transition through these stages, they can at least plan for this. Leaders of change need to anticipate and understand what staff are going through, and use appropriate behaviours and management support to help their people through the transition. Change cannot 'happen' overnight.

1. Denial - a person will typically avoid the topic, appear unconcerned, refuse to believe it's happening, show no initiative, focus on details, ask picky questions, and challenge the data or the decision.

2. Resistance - a person will typically become angry, aggressive, use sarcasm, feel overwhelmed or depressed, complain, ask 'Why me?', 'Why now', avoid accountability, become sad or depressed.

This could also indicate that reality is starting to sink in.



4. Commitment - people feel that they're able to see the possibilities, are confident and in control and they're able to focus on continuous improvement. Typically people seek accountability, work with the change and achieve results

3. Exploration - people seek to understand and accept new ways of doing things. They start being creative, consider what they can do and begin to look forward. Energy increases, they learn and discover new possibilities, generate ideas and start to plan for the future.

What you can do to help each other

Change Curve Stage

People say and think

Leadership Goal

Leadership Activities

Denial

I don't have time to go to smarter working briefings...
It will never happen anyway so no point...

Create Awareness

COMMUNICATE

- Little and often
- WHAT and WHY
- Need for change
- Support that is available
- Benchmarks
- Outside view of why staying put is not an option
- Consequences
- Shock

Resistance

I need my own space..
Clearing my desk wastes time I don't have..
Nobody will ever be around to talk to. . .
The IT will never work...

Invoke Curiosity

LISTEN

- Encourage discussion of good and bad of both old and new
- Identify personal issues and concerns
- Ask HOW could we/you help lessen concerns
- Use Circle of Influence to increase control

Exploration

Less commuting is good so I just need to work out how to...
- have private chats
- use electronic file
- use skype

Build Skill & knowledge

INVOLVE

- Encourage problem solving. HOW can we make this work
- Identify constraints and ask for solutions
- Support solutions
- Respond quickly to questions
- Provide training
- Encourage networking

Commitment

Now I am not travelling so much and have had time to...
Electronic files are so much more reliable now I know how to...

Build Competence

REINFORCE

- Praise
- Celebrate success
- Focus on the future or next challenge
- Change mental map of change
- Encourage the support of others struggling with change