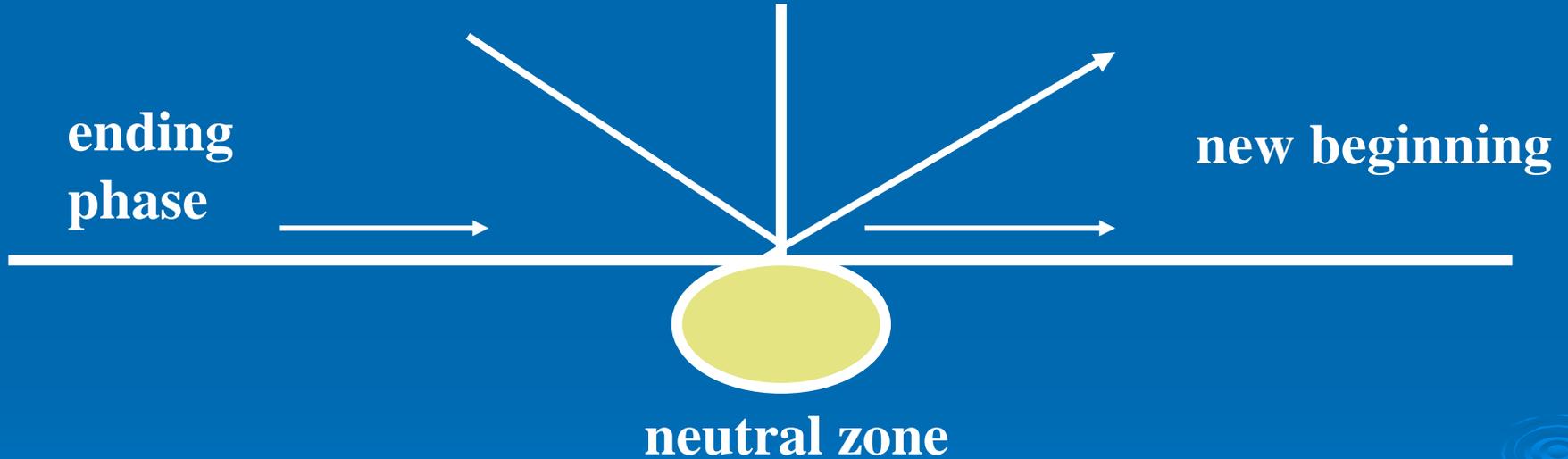


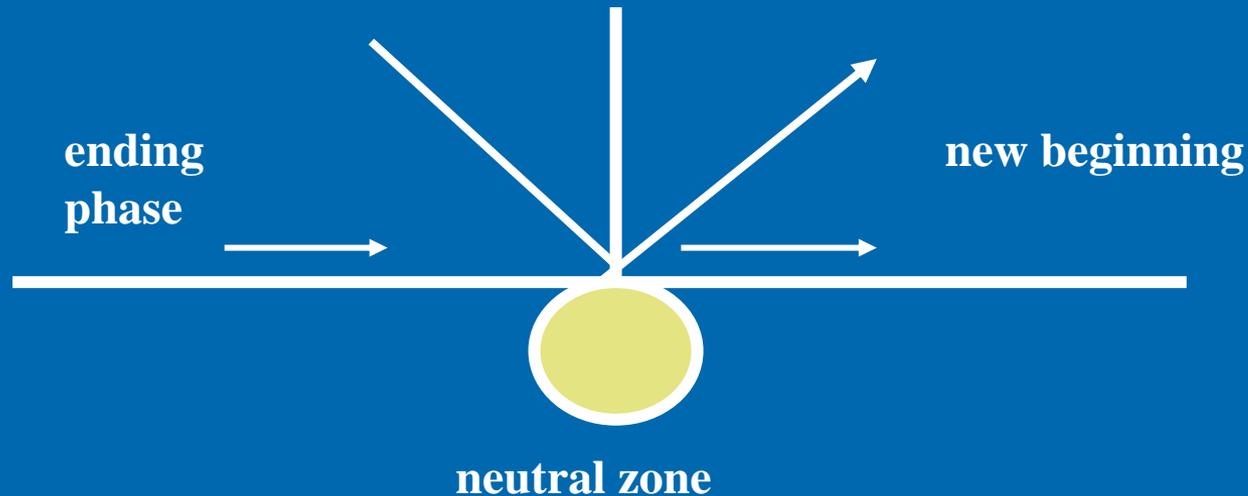
# Supporting Yourself and Others Through Change



# Understanding Transition



# Understanding Transition



## Endings

- Shock
- Denial
- Anger
- Hostility
- Pain
- Grief
- Despair
- Emotionally unable or unwilling to see the benefit.
- Being blocked from possible alternatives



## Neutral Zone

- Withdrawal
- Depression
- Helpless
- Hopeless
- Resistance to Change
- Confused
- Uncertain
- Cautious



## New Beginnings

- Exploration
- Resolution
- Commitment
- Excitement
- Sense of Belonging
- New Energy
- Learning New Skills
- Letting go of past behaviors/attitudes that don't fit anymore
- Teamwork forms



# Impact of Change on the Organization

## ➤ Communication

- More questions than answers
- Management doesn't have all the answers
- Reluctance to share information
- Grapevine is very active

## ➤ Productivity

- Morale is low and employees are not as willing to produce
- Decision making and risk taking slacks off
- Confusion about the game plan

## ➤ Power Struggles

- Levels of authority are reshaped
- Jockeying for position can occur

# Common Responses to Change

-Peter Block

## Victim



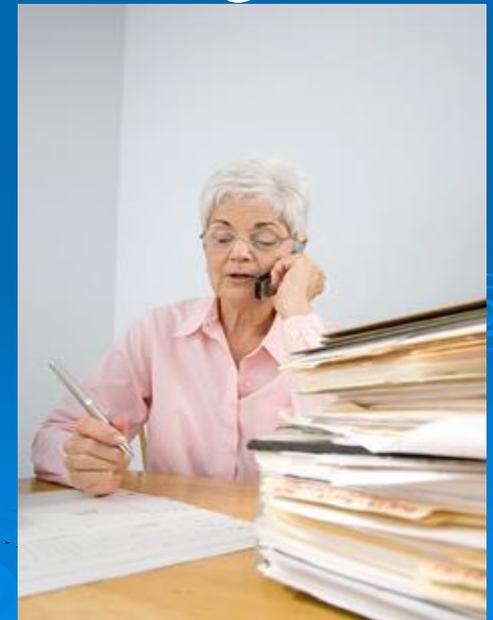
## Bystander



## Critic



## Navigator



# Victim

- Resisting Change
- Feeling angry or depressed
- Reverting back to the old ways of doing things
- Isolating oneself
- Failing to ask for help



# Critic

- Looking for reason why change won't be successful
- Failing to see any positive outcome from the change
- Questioning and challenging whether the change is appropriate or necessary



# Bystander

- Acting reluctant to get involved
- Waiting for others to make decisions and take the lead



# Navigator

- Looking for ways to help minimize negative reactions
- Exploring the causes or reasons behind the change
- Looking for opportunities for improvement
- Forming nurturing relationships with others affected by change



# Where am I? Where are we?



# Getting Unstuck

## Endings

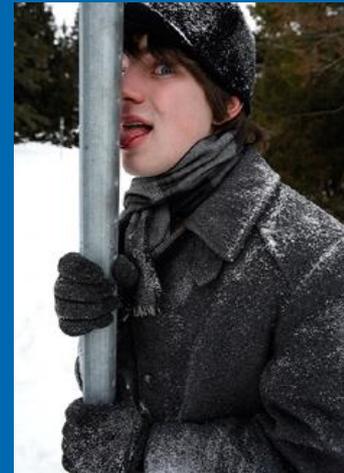
- Talk to someone you trust about the losses you feel and the difficulties of letting go.
- Think through the major aspects of change and begin to sort what is important and what is no longer “value added” as it relates to your work.
- Make a space to feel the loss without judging yourself.
- Make a list of the new realities and share it with your colleagues.

## Neutral Zone

- Express your feelings about the change and how it is affecting you.
- Ask questions to understand the changes and the expected outcomes.
- Present your ideas for ways you can support the change and expand your skills.
- Work with your leader to identify any new expectations and goals for your role.

## New Beginnings

- Express interest to be involved in as many aspects of the planning as you can.
- Join with others to become a visible advocate for the change.
- Prepare a step by step plan for the role you’ll play in the change.
- Share the positive examples you see as the change begins to take hold.



# Supporting Others in Transition

- Avoiding the behavior won't make it go away
- Reinforcing negative behavior isn't supportive.
- Get curious. (Why does he/she feel this way?)
- Get in their shoes. (What does he/she need to make the transition?)
- In what ways can you help your staff?



# What to Say?

- It sounds like you're (name the feeling).
- and (the change) is going to happen.
- I feel (state how you're feeling).
- I really need you to (the behavior you want to see) because (the benefit of the new behavior).
- I hope (the action you want to see).
- So that (the benefit of the action).
- What can I do to help you?

# Thinking Hats

- **White:** Just the facts, neutral
- **Yellow:** Benefits
- **Black:** Costs/Barriers
- **Red:** Gut feelings
- **Green:** Growth, where it can take us
- **Blue:** What will we need to make it happen  
(principles/process/structure)



# Circle of Influence

Keep the focus on the things in your control.



# Categorize Your Ideas

- A. Things we can do ourselves without help
- B. Things we can do with others' help
- C. Things somebody else can improve
- D. Things no one can improve

# How to Lead Your Employees Through Change

- Be a change agent yourself
- Empower yourself
- Keep a positive attitude
- Take care of the “me” issues
- Focus employees on new strategies
- Practice participative management
- Create a supportive work environment
- Don't just manage, LEAD

# Know Your Resources

## ➤ EAP

- Individual coaching
- Team facilitation
- Individual support for employees

➤ Contact us at 342-2280