



TOOL

How Co-leads Help Their Teams Manage Change

PURPOSE

It is designed to help managers identify and recognize, through various verbal and non-verbal behaviors, a stakeholder's stage of change.

When to Use

Use to help your team manage change.

Who Uses

Co-leads and Sponsors.

How to Use

The following table lists the behavioral reactions at different points on the **Transition Change Curve** and how best to manage them. There are suggested examples of managerial behavior that can help employees move forward in the acceptance and adoption of change.

Stage	Behavioral Reactions	Behavioral Suggestions for Managers
Shock	<ul style="list-style-type: none"> • Avoidance • Inability to take in messages • Inaction; a lot time spent talking in huddles • Going through the motions 	<ul style="list-style-type: none"> • Show that you understand their situation, and identify what they are giving up and what they will gain. • Keep messages short and simple; complex argument will be wasted. • Be patient; give people time to adjust and let change sink in. • Acknowledge that change is happening.
Denial	<ul style="list-style-type: none"> • "If we keep our heads down, it will go away" • Focus on business as usual • "I don't want to talk about it" 	<ul style="list-style-type: none"> • Keep explaining the case for change. • Communicate a clear vision of what the future will hold for each person and the company. • Allow time for messages to sink in. • Listen empathetically and actively. • Help define concerns and issues.

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Stage	Behavioral Reactions	Behavioral Suggestions for Managers
Resistance	<ul style="list-style-type: none"> • This may be active; for example, challenging or disagreeing with management decisions. • This may be passive; for example, not attending meetings or briefing sessions. • Accidents/mistakes may happen. • Sloppy work • Low energy/depression • Difficulty concentrating • “This will never work” • “It’s not fair” • “This is stupid” 	<ul style="list-style-type: none"> • Encourage open communications; remember that bad news is better than no news at all. • Listen and acknowledge feelings; allow individuals to express frustrations, needs, and concerns. • Respond to concerns; be honest in recognizing the negative aspects of change, so don’t oversell. • Be clear on the givens, but highlight areas for negotiation and control; actively engage people. • Help rebuild self-esteem by identifying existing skills and experiences that will be valued as a result of the change. • Affirm support for the individual. • Redirect negative statements by clarifying and re-framing the message.
Acceptance	<ul style="list-style-type: none"> • Like resistance, this may be positive or negative. • Positive acceptance starts with “It’s going to happen, so let’s make sure we all benefit.” • Negative acceptance is a more resigned approach. 	<ul style="list-style-type: none"> • It is at this point that the compliance/commitment divide occurs. • Look for different types of acceptance. • Target key stakeholder groups; consider the appropriate media. • Involve senior managers to champion the changes. • Seek to understand what might change those who are resigned to understanding the benefits. • Encourage people with positive attitudes to influence others. • Clarify short-term goals and actions. • Facilitate planning sessions.

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Stage	Behavioral Reactions	Behavioral Suggestions for Managers
Exploration	<ul style="list-style-type: none"> • May involve a lot of what if questions. • Critiquing of detail. • Requests for changes to systems or processes. • Poor time management. • Chaos. 	<ul style="list-style-type: none"> • Involve people in developing the details to support the vision. • Encourage input on issues that people can influence (such as desk layouts and screen designs). • Provide training for high-priority skills and knowledge. • Monitor progress to identify signs that people are trying to revert to the past.
Fuller Understanding	<ul style="list-style-type: none"> • People may want more empowerment/information. • People come up with new ideas. • Hunger for even greater learning. 	<ul style="list-style-type: none"> • Keep reinforcing the benefits and reward/reinforce individuals who move forward with change. • Recognize that, as understanding grows, new fears can emerge. • Acknowledge group accomplishments. • Get people to share their understanding and clarify issues.
Commitment	<ul style="list-style-type: none"> • “Let’s try it a little differently.” • Old system or process is forgotten or criticized. • Realization of rewards and benefits. • Dependent decision-making. • High performance. • Cooperation/teamwork. • May hear “Let’s build out this a new way.” 	<ul style="list-style-type: none"> • Delegate more responsibility. • Provide links between the new rewards and change benefits. • Empower people further; provide ownership. • Seek further improvements for people, but have them suggest new ideas. • Acknowledge new and better ways to improve continually during the change.