

Denial

Initial lack of reaction, withdrawal and focus on the past. Productivity usually does not suffer, yet. The change(s) don't seem real to most of the staff. They usually assume that they misunderstand or that management will think it through and decide against the change so they just ignore the information.

Helping someone through this stage:

- Give them time.
- Keep communication open so that they can talk about it.
- Make sure to communicate in a variety of different mediums that the change **will be** happening.

Helping someone through this stage:

- Acknowledge and celebrate what they've achieved.
- Build resiliency in your staff to get ready for the next change (that's the subject of another training).

Commitment

At this point, the change has been weathered and it's time to make long-term goals for the future. This phase lasts until the next change occurs or another phase of the current change occurs.

External Focus

Denial

Commitment

STAGES OF CHANGE

Resistance

Exploration

Internal Focus

Exploration

Resistance

Strong feelings emerge such as self-doubt, anger, depression, anxiety, frustration and uncertainty. Employees are generally much more negative than usual.

Helping someone through this stage:

- Let them vent and encourage them to hold back nothing.
- Listen actively and keep the focus on them.
- Don't try to talk them out of their feelings.

Helping someone through this stage:

- Give them plenty of information about the resources that are available to them. This will help them as they brainstorm ideas about what is now possible.

Begin to draw on their internal resources. This tends to be a very creative and exciting time. They suddenly feel and show a lot more energy and enthusiasm. It's, by far, the most creative time of the change process.