

Personal Change

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Mgt. 450

The Transition State of Personal Change

Change is the "event" - it happens out side of us

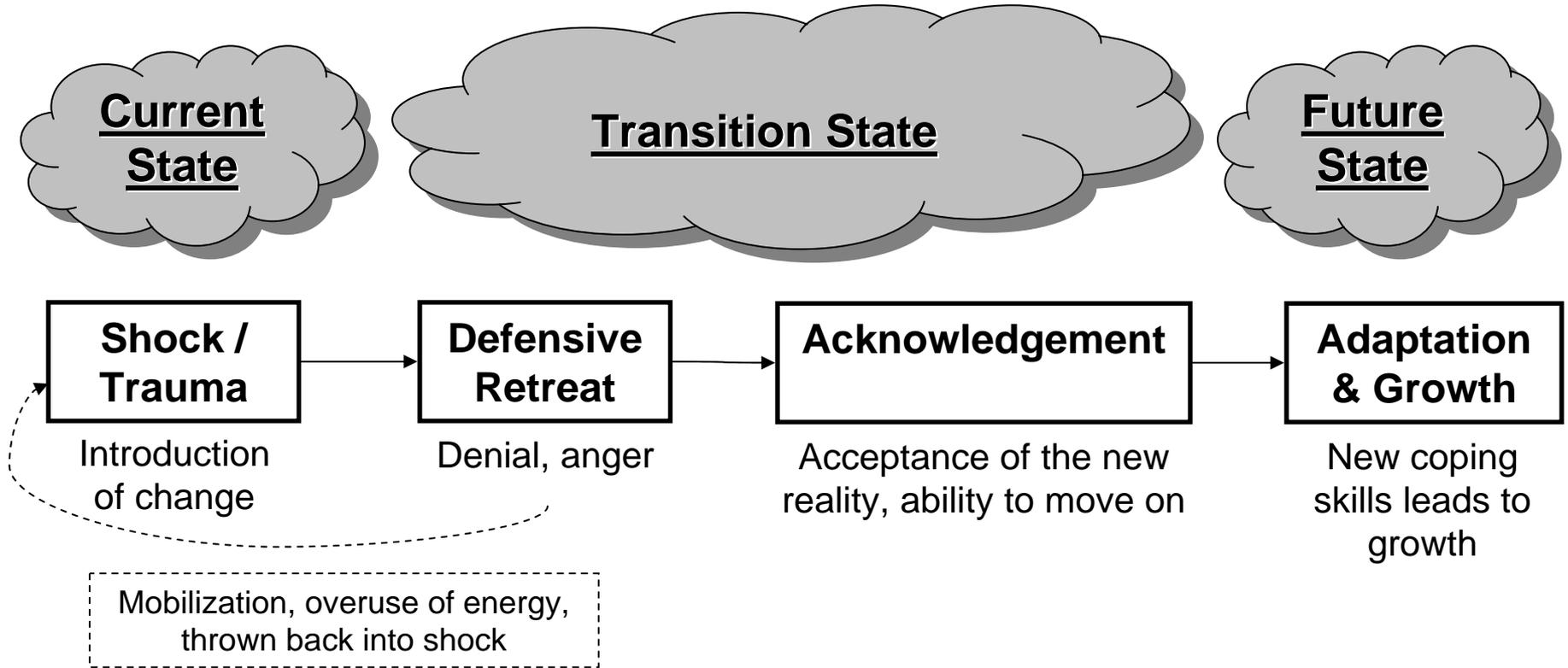


Transition happens as we go through the change -
The reorientation inside us to the new state

Why We Resist Change

- Lack of information: we don't see the need for change
- Confusion: we don't see how to change or a clear direction
- Loss: we don't want to lose our power, security, comfort
- Fear or Inadequacy: we aren't sure we can do what is needed
- Overwhelmed: it's too much to do, we can't see any way to succeed
- What People Fear Losing
 - Turf
 - Status
 - Power
 - Entitlements
 - Responsibility
 - Meaning, purpose, reason for doing
 - Structure, familiar work, schedules
 - Future dreams, hopes, aspirations
 - Control, influence, options, choices, decisions
 - Relationships – mentors, friends, group membership

Personal Change Model*



*With concepts adapted from the work of Elisabeth Kubler-Ross, William Bridges & Roger Harrison

Shock / Trauma: What is it?

- Introduction / explanation of the change
- Initial / instinctive / immediate reactions to the change
- Shock to the equilibrium of the status quo

Defensive Retreat: What is it?

- Denial, anger
- Refusing to let the change sink in
- Acting as if it isn't happening
- Not realizing the real implications of the change
- Avoiding the change as much as possible
- Not wanting to let go of the comfort of the familiar
- Holding onto the past and fearing the future
- Leaving the familiar for the unfamiliar
- Feelings of anxiety and frustration

Defensive Retreat: What does it look like?

- Denial:
 - Avoiding the topic as much as possible
 - Waiting instead of taking the initiative
 - Focusing on little details
 - Only routine work gets done
- Anger:
 - Upset and complaining
 - Low energy
 - Accidents, illnesses, mistakes
 - Not able to pay attention

Defensive Retreat: How do I Recognize it?

- Denial:
 - Refusing to believe it
 - Ignoring the impact
 - Not letting yourself feel it
- Anger:
 - “This will never work”
 - “They don’t know what they’re doing”
 - “I don’t know how we will ever be able to do this”
 - “It’s unfair”
 - “This can’t be good for me; all I can do is lose”

Acknowledgement: What is it?

- Acceptance that the change is inevitable
- Viewing the change as a reality to be faced, instead of a danger to be avoided
- Shift away from feeling of victim-hood

Adaptation & Growth: What is it?

- Looking for how to make the change work
- Looking for new ways of doing things
- Identifying new opportunities that arise with the change

Adaptation & Growth: What does it look like?

- Taking risks and trying new things
- Higher energy level
- Better attitude / morale
- Creating a vision of what the future can be
- Renewed productivity, higher levels of performance
- More pride, less stress

Adaptation & Growth: How do I Recognize it?

- “Let me see what I can do about this”
- “We can make it work if we...”
- “Maybe there is a way, after all”
- “I have some ideas about this whole thing”
- “This could end up being a good thing for me”
- “Now I understand why they wanted to do this”