

## Different Styles of Adapting to Change



**The Leapers:**  
Get things going



**The Road Builders:**  
Improve and smooth the way



**The Tradition Holders:** Make sure the important parts of the history of the organization are preserved

**Remember:** Finding the value of what each has to offer is important – while most of us have a natural tendency towards one style, we may be Leapers in one area of our life and we may be and Tradition Holders in another.

## Possible Reactions to Change

Withdrawal	Sadness/Worry	Confusion	Anger
<p>Quit and Stay - "retire in place"</p> <p>Put in their time but not energy</p> <p>Low profile - may engage in passive/aggressive behavior</p> <p>Shut down - May avoid talking about the change</p> <p>Their withdrawal may reflect a deeper fear or concern</p> 	<p>Reminiscing or dwelling on the past</p> <p>Sulking</p> <p>Resisting new procedures, superiors, or tasks</p> <p>"It's not fair."</p> <p>"Don't blame me if it doesn't work."</p> <p>"I'm washing my hands of it."</p> 	<p>May ask many questions</p> <ul style="list-style-type: none"> <li>- "What do I do first?"</li> <li>- "Now do I have to start all over?"</li> </ul> <p>May worry unduly or even "catastrophize"</p> <p>Becomes very detail oriented</p> <p>Does not know the priorities</p> <p>Leaves work undone until questions are answered</p> 	<p>Outward displays of negativity and anger</p> <p>Enlisting support—"Misery loves company"</p> <p>Raised, intense tone of voice</p> <p>Refuses to talk</p> <p>Shows self-pity</p> <p>Backstabbing- Sabotage</p>  <p>"I'm getting out of here."</p> <p>"They'll be sorry."</p>

<b>Stage 1: Ending, Losing, Letting Go</b>	<b>Bridges' Transition Model</b>		<b>Stage 3: The New Beginning</b>
<p><i>Often marked with resistance and emotional upheaval, because people are being asked to let go of something that they are comfortable with.</i></p>	<p><i>The bridge between the old and the new. People will still be attached to the old, while also trying to adapt to the new. A great time to encourage people to try new ways of thinking or working.</i></p>		<p><i>A time of acceptance and where people embrace the change initiative. Expect high energy, openness to learning and renewed commitment to group/role.</i></p>
<p><b><u>LEADER ACTIONS</u></b></p> <ol style="list-style-type: none"> <li><b>1. Communicate</b> <ul style="list-style-type: none"> <li>• Give people as much information about the change as possible</li> <li>• Say what will NOT change</li> <li>• Give compelling reasons for change (both upside of the change and the downside of not changing)</li> </ul> </li> <li><b>2. Be Present</b> <ul style="list-style-type: none"> <li>• Visible, accessible, approachable</li> </ul> </li> <li><b>3. Respect Various Reactions to Change</b> <ul style="list-style-type: none"> <li>• Treat the past with respect</li> <li>• Acknowledge feelings and empathize</li> </ul> </li> </ol>	<p><b><u>LEADER ACTIONS</u></b></p> <ol style="list-style-type: none"> <li><b>1. Model adaptability</b> <ul style="list-style-type: none"> <li>• Provide focus and direction (model the way)</li> </ul> </li> <li><b>2. Set the tone</b> <ul style="list-style-type: none"> <li>• Strengthen people's connections to each other</li> </ul> </li> <li><b>3. Communicate</b> <ul style="list-style-type: none"> <li>• Open up two-way communications</li> <li>• Provide people with specific roles in the change process</li> <li>• Provide visible symbols to reinforce change</li> </ul> </li> <li><b>4. Make heroes of early adopters</b></li> </ol>		<p><b><u>LEADER ACTIONS</u></b></p> <ol style="list-style-type: none"> <li><b>1. Ensure that individuals are recognized for their new behaviors</b></li> <li><b>2. Where possible implement quickly, show results, celebrate successes</b></li> <li><b>3. Adapt processes to support desired behaviors</b></li> <li><b>4. Build feedback mechanisms</b></li> </ol>  

## LEADING THROUGH THE CHALLENGE OF CHANGE

### APPLICATION



**Self-Care Plan:** Review your satisfaction ratings on your Replenishment Wheel.

- Ask yourself - Which 1-2 scores do I want to impact? What would I like to be different?
- What actions will I take? When will I take these actions?
- What support do I want to help me get into action?

**Work Application Plan:**

	<i>During these times of accelerated change, what two things can I do differently as a leader, in service of my direct reports/team?</i>	<i>If this helps, what do I hope and expect will be the impact?</i>
1.		
2.		