

Change Management

The tire goes flat and we change it. The light bulb burns out and we change (replace) it. We change our clothes for weather, events or hygienic reasons. We change our tone or our word choice depending on who we are speaking to. Change happens every day. We change for obvious reasons and subtle reasons too. Yet, as much as we experience change for all the right reasons, big changes make us uncomfortable and may even scare us. Change forces us to examine our own beliefs and practices and alter what we "normally" do. It is based on the belief that something better exists or can be done more effectively. For some, that leads to the perception that what they are doing now is of poor quality or wrong. While that may be true, it more likely means that even though what they are doing may be good, it could be better.

People react and respond to change in 6 predictable ways according to the model developed by Lillie Brock and Ann Salerno, co-founders of the Change Cycle (TM) Series. These 6 stages occur in a cycle, reflecting the emotional thoughts, feelings, and behaviors of the person experiencing the change. The 6 stages are: **Loss, Doubt, Discomfort, Discovery, Understanding and Integration**. When individuals understand and recognize what they are experiencing as they go through the change process, it will allow them to better manage their responses to the change(s).

Because people think, feel, and do, change is inevitable. Typically, three components are at play:

1. Survival
2. Perceive and Problem Solve
3. Apply – People usually try to do this first or jump right to the solution with brute force

Skills needed to manage and lead change better:

- Not just an overcomer – understanding the impact of having a process geared to how our brain manages change is important
 - Neural Linguistics Programming: Visual, Auditory, & Kinesthetic
- Less than 2% of the population have innate skills to manage change without a little help
- Create an outcome in their minds – take the focus off the fear experienced in stage 1

The Change Cycle™

The Change Cycle™
SERIES



Stages

There are six Stages to the Change Management Cycle. This happens whether we like it or not, its just normal human behavior and it is normal, natural, and necessary to go through this, it lays down a transition pathway. The six stages are also defined by three simple colors Red, Yellow, and Green as a person progresses through the process.

1. Loss (Red)
 - a. People always have this experience: New experience comes in, one goes out (to the warehouse)
 - b. An unconscious process
2. Doubt (Red)
 - a. To get from stage 1 to stage 2, have to feel safe
 - b. Mad – “I really don’t like it”
 - c. In the first 2 stages we don’t yet have a good/clear picture, there are still gaps and inaccuracies in their minds
 - d. We will want to reject the change
 - e. Our sense will be that the change is bad
 - f. They realize that they will have to give up something
3. Discomfort (Yellow)
 - a. They will experience major discomfort
 - b. In stage 2 they may have gotten more clarity but they may still not like it
 - c. Confusion and anxiety around this new experience
 - d. Still not categorized (information) so it is still difficult to know how to use the new information
 - e. Productivity will likely go down during this period – confusion
 - f. Management usually reads this the wrong way – moral is bad but this is not the time to go back
4. Discovery (Yellow)
 - a. Overnight – realize they have choices/options – I am now beginning to manage this change
 - b. The brain has sorted this out seemingly overnight
 - c. Caution! Don’t allow go back at this point
5. Understanding (Green)
 - a. Ah ha moment – Light bulb goes off
 - b. Suddenly it becomes a “New toy” and fun to play with
 - c. Productivity goes up – more than makes up for what was lost in stage 3
 - d. Caution still should be taken not to allow for going back
6. Integration (Green)
 - a. Really making it part of their life
 - b. Just doing it, it has become habit