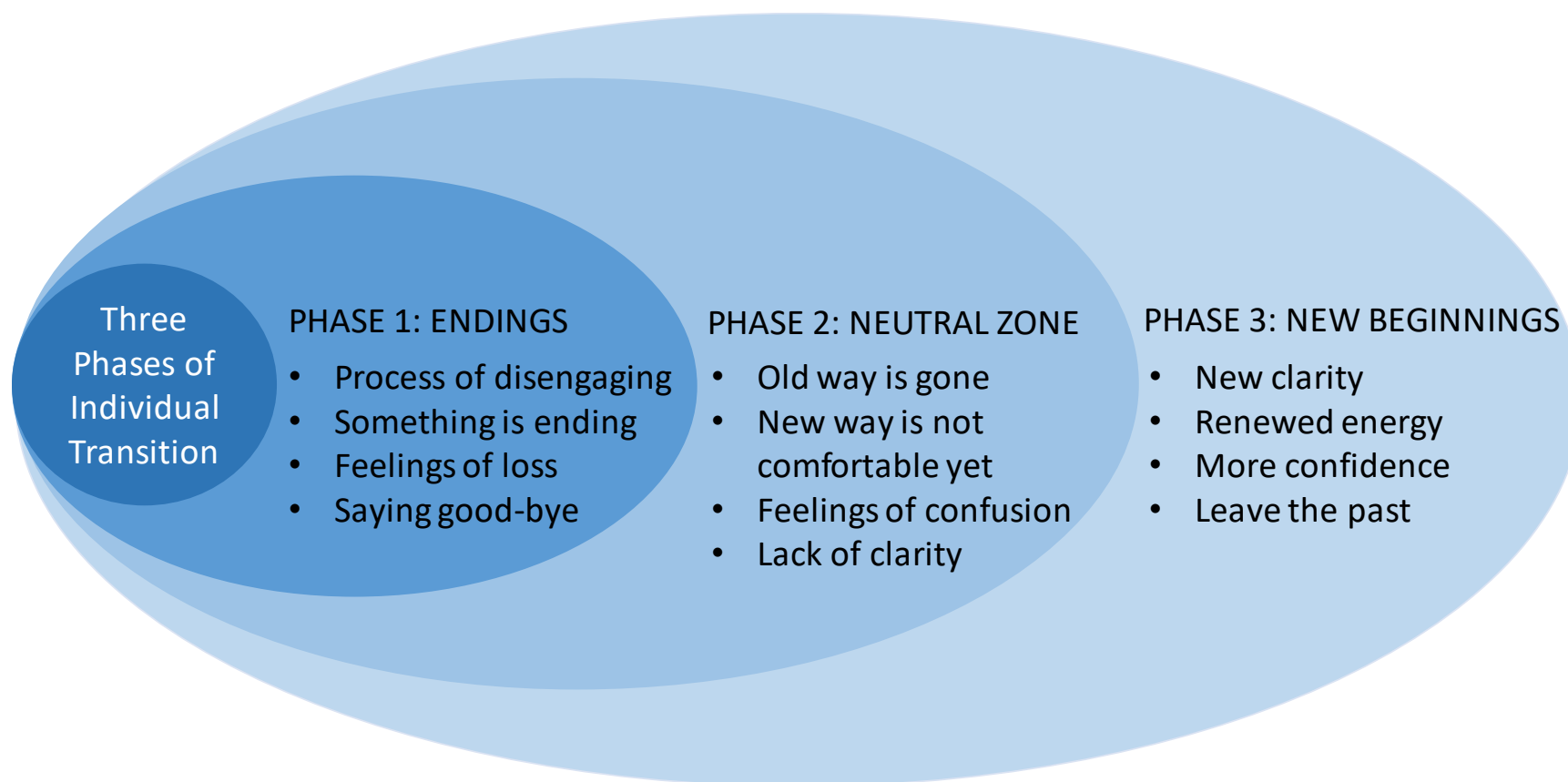




THREE PHASES OF INDIVIDUAL TRANSITION





ENDINGS

What people might say:

- “This is crazy, whose idea was this?”
- “This will never work.”
- “I feel like I don’t have any control over anything anymore!”
- “I need way more information.”
- “Will I have a job?”
- “Now wait a minute, that’s my area.”

What people might do:

- Challenge and complain
- Blame and finger point
- Shoot down ideas
- Withdraw
- Lose sleep
- Experience higher levels of stress
- Encounter mental health problems

People might mean:

Resistance happens even when people agree with change. In any change it is the transition, not the change that people resist. Therefore, what they are really resisting is loss. Things like loss of identity and the way things are now, loss of the familiar and loss of the feeling of competence.



NEUTRAL ZONE

What people might say:

- “Things are a mess, we are so disorganized.”
- “How did we decide to do this?”
- “I am so tired I don’t know which end is up.”
- “I am waking up in the night with all these ideas whirling around in my head.”

What people might do:

- Get involved
- Look for structure and order
- Think of lots of ideas and options

Show signs of:

- Willingness to learn
- Anxiety related to uncertainty
- Excitement

People might mean:

Exploration is a time of chaos and creativity that signals people are moving forward. It is the time between the old and the new, when people feel overwhelmed by the possibilities the change is presenting and all the work that needs to be done.



NEW BEGINNINGS

What people might say:

- “I got up today and felt like myself again.”
- “When you get used to this, it isn’t bad.”
- “I can see some ways to make this work.”
- “Oh I get it, I see what you mean.”
- “Our meetings are starting to feel pretty good.”

What people might do:

- Co-operate
- Collaborate
- Focus

Show signs of:

- Acceptance
- Satisfaction
- Confidence

People might mean:

True commitment happens as people begin to make the necessary adjustments and is facilitated by giving people the opportunity to express their concerns during resistance, and explore options. This is the point when change really begins and when you will find people are most ready, willing, and able to make it work.