

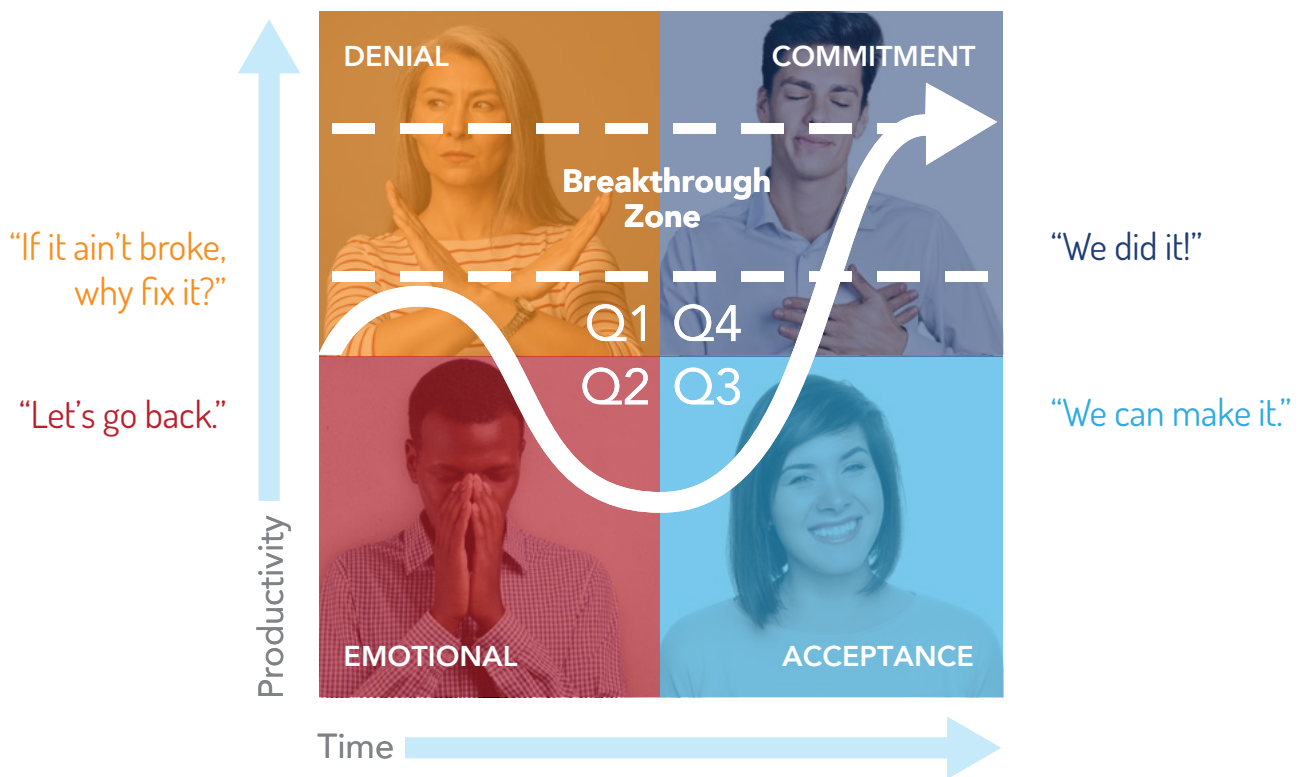
ORGANIZATIONAL & INDIVIDUAL CHANGE CURVE

DENIAL

- Need to change is unclear to many people
- Much active and passive-aggressive fights for status quo
- Rationalization and justification—using logic to resist change
- Selective listening/responding
- Much cynicism and turf guarding

COMMITMENT

- Teamwork high—roles, goals and linkages clear
- Changes and adjustments yield breakthrough results
- Morale, teamwork and productivity high
- Positive mindsets and emotions—people are excited to come to work
- People strengthened by persevering through challenges—self esteem is high



EMOTIONAL

- Changes begin, and morale, competency and productivity decline
- Fears of: the unknown, failure, incompetence, rejection and losing control
- Anger/frustration and confusion common, along with sadness, depression, helplessness, guilt, resentment, illness and negativity
- Turf battles, opportunism, victimization and reactive behaviors
- Vision and end-state unclear—cloudy perspectives

ACCEPTANCE

- Worst part of the change curve is over—fewer 'bad days'
- Growing sense that things may work out
- Less emotionalism and negativity
- Morale and productivity begin to increase
- Understanding of roles—goals and processes begin to clarify
- Vision of end-state more clear—rising sense of achievability

ORGANIZATIONAL & INDIVIDUAL CHANGE CURVE

Discover and understand the meaning of your Organizational Change Curve experience by discussing these 5 reflective questions with your team.

1. **What was your most painful and challenging moment?** Note any discouraging thoughts that may have occurred during that time or after and how you overcame them.

2. **How did rapid changes influence our team dynamic?** Consider whether these changes had positive or negative effects, or a combination of both.

3. **What did the shift teach us about what is required to sustain high levels of team cohesion, unity and trust?** How was the team challenged in that regard? How did the challenge strengthen our team?

4. **What did you learn about how you personally handled adversity?** Share one positive behavior or characteristic you demonstrated. Also identify any unproductive habits or behaviors you may have slipped into that you would want to watch out for in the future.

5. **Did the change "force" us to do anything differently?** If so, what new process or practice did we adopt? What was the impact?
