Carnegie Mellon University

Change Reaction: Leading and Working Through Change

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Welcome and Introductions

- Name

- One word that describes how you feel about change
Learning Goals

• Gain insight into how you react to change

• Understand the four phases of change

• Develop your skills in navigating through change
Pace of Change
How Change Affects the Individual
Individual Reactions to Change
Change is Upsetting and Disruptive
Change Curve Model

Source: HRDQ Mastering the Change Curve
Denial: Masks Internal Turmoil

- Begins with awareness of change
- Is a defense against change; preserves the present
- Takes the form of ignoring or not responding to information about the change

Source: HRDQ Mastering the Change Curve
Resistance: Feeling of Loss

- Normal and natural reaction to change
- Is a result of making people let go of their comfort zones
- Why leave what is safe and comfortable?

Source: HRDQ Mastering the Change Curve
Exploration: Shift from Threat to Opportunity

• Begins when the change is accepted

• Involves feeling stronger and more proactive about making the change work

• Less anxiety about the change and more confidence about taking needed action

Source: HRDQ Mastering the Change Curve
Commitment: Feel Confident and in Control

• Characterized by seeing the change as the “new norm”

• Feelings of success are a result of learning new skills and integrating the change into one’s life

Source: HRDQ Mastering the Change Curve
Increasing Will and Skill

Focus on areas you can control:

• Inside yourself
• With Others
• In Preparation

Source: HRDQ Mastering the Change Curve
Mastering the Change Curve Assessment
Change Curve Revisited

Source: HRDQ Mastering the Change Curve
In Summary

• Change is a journey

• Denial, Resistance, Exploration and Commitment are normal, natural responses to change

• There is no quick fix

• Communication is key

Source: HRDQ Mastering the Change Curve