



Carnegie Mellon University

**Change Reaction:
Leading and Working Through
Change**

Presenter

Gloria Gruber

Director, Human Resources

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



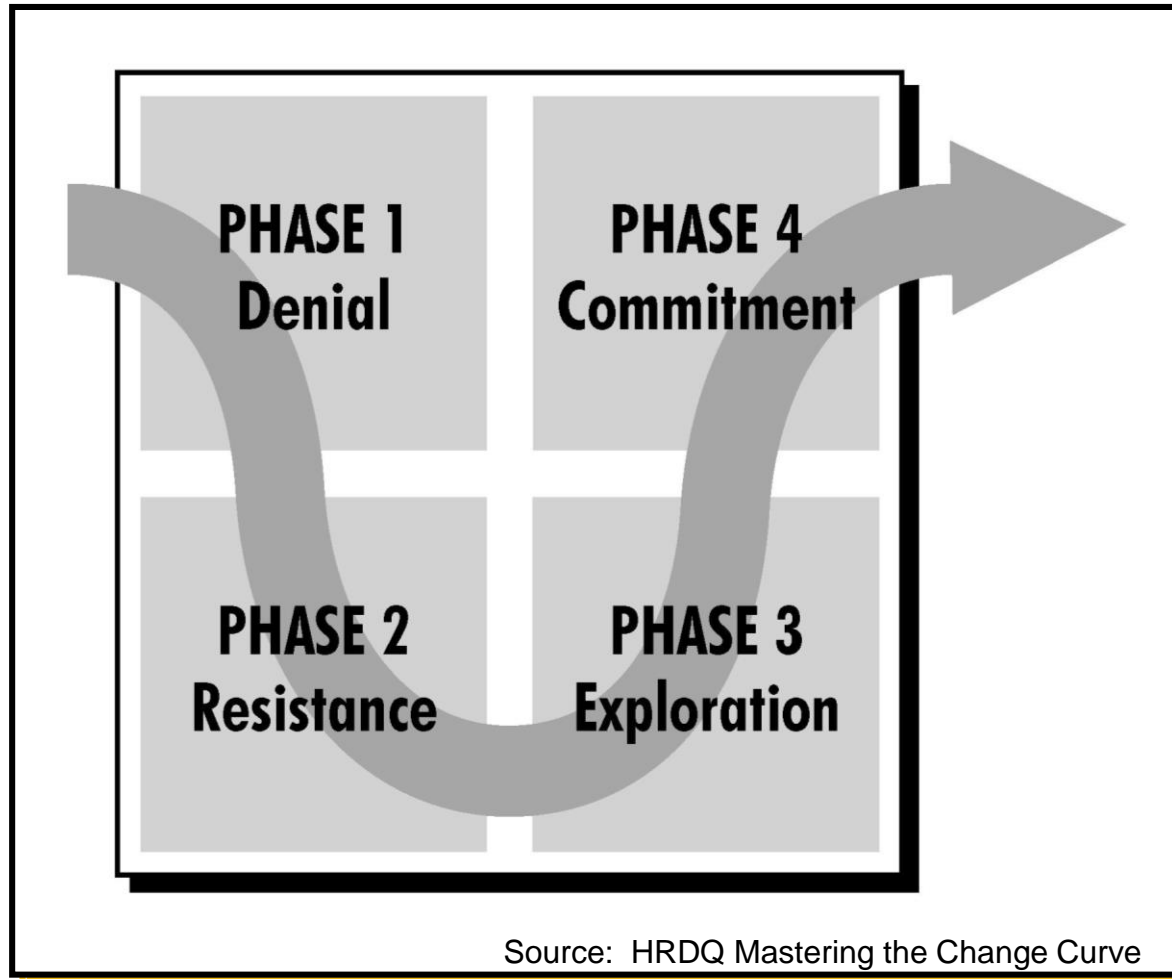
Individual Reactions to Change



Change is Upsetting and Disruptive



Change Curve Model



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:

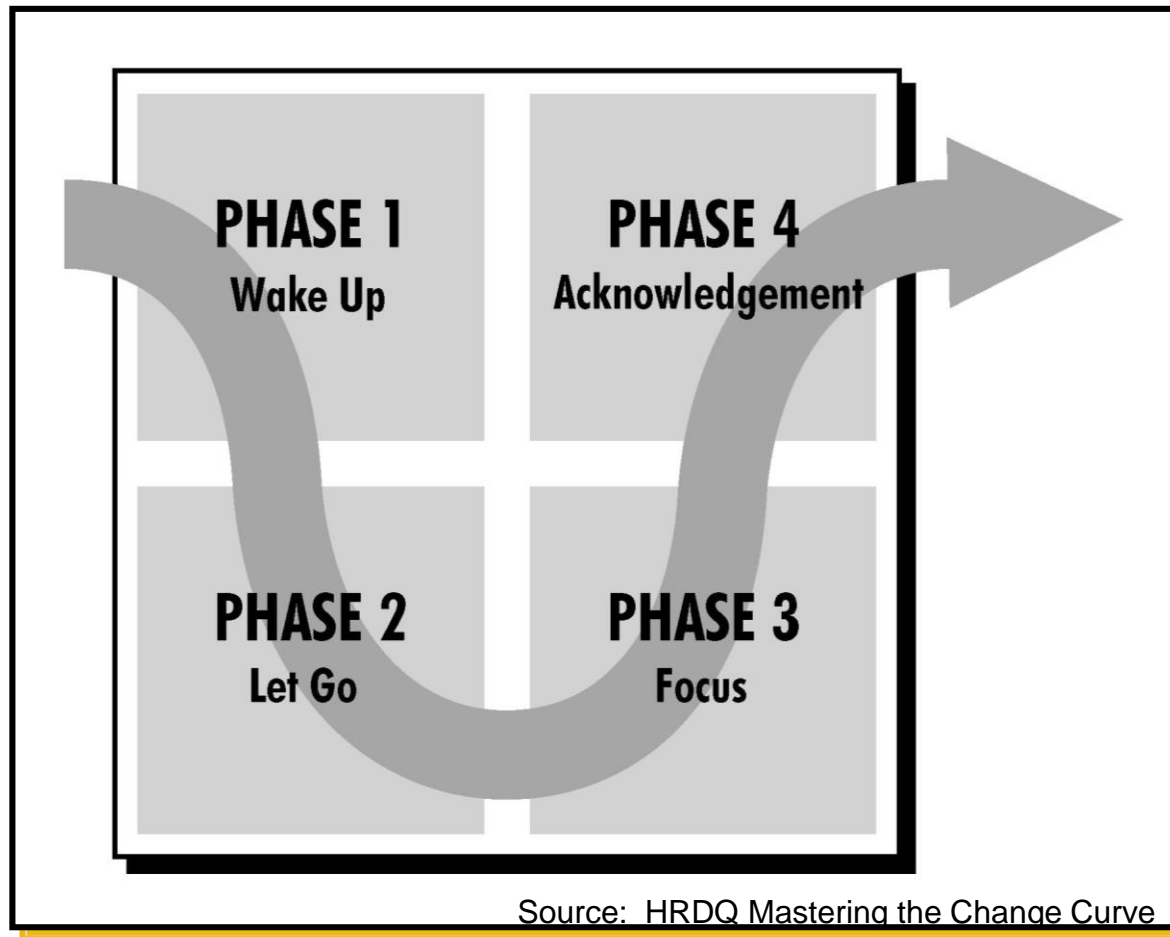
- Inside yourself
- With Others
- In Preparation

Source: HRDQ Mastering the Change Curve

Mastering the Change Curve Assessment



Change Curve Revisited



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