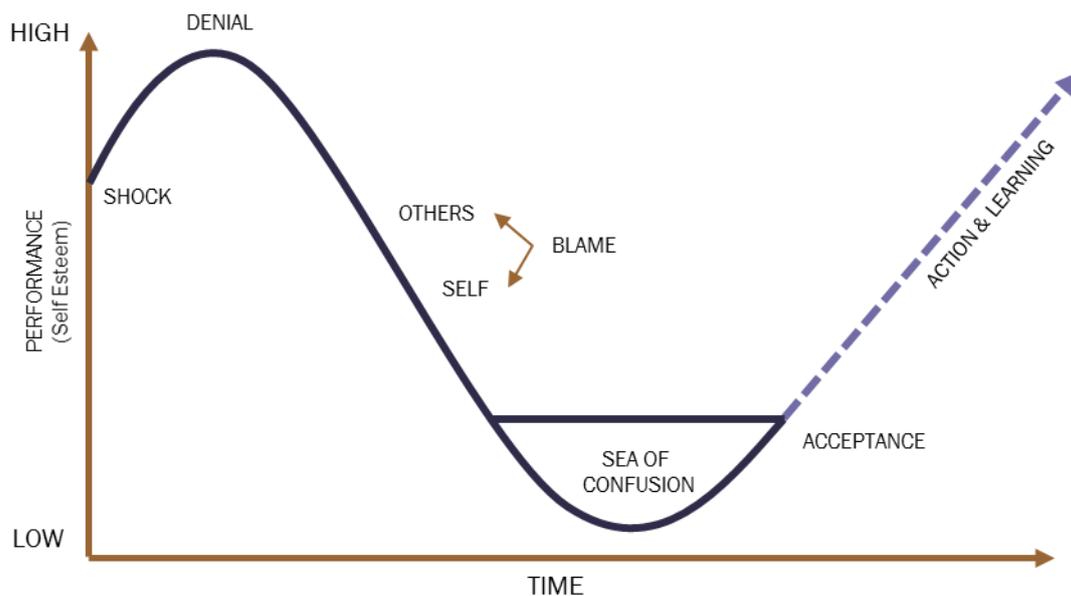


Human Response to Change

Change is something we experience every day in some shape or form, and with each experience we have a reaction. That reaction more often than not includes some resistance. This resistance is a natural human phenomenon; it is nature's way of helping us to keep ourselves safe and consider what we need to change and/or retain. However, resistance can also become an obstacle to moving forward.

As we grow and develop in life we have to accommodate change and sometimes we need help to do that. The first step in this is to understand the process of change and the stages within it. We can't change the fact that we have to go through change and that we'll have resistance to it, but by recognising it, understanding it and knowing how to intervene in it, we can potentially shorten the time that we're 'stuck' in resistance.



*Based on research performed by
Elisabeth Kübler-Ross*

Recognising the Stages

One way that you can recognise where people are on the Change Curve is to listen carefully to their language. Their phrasing often gives a clue to their state of being, e.g.:

Shock

- I can't believe it
- How can that be?
- I can't take it in

Denial

- There's nothing to it
- What's all the fuss about?
- Just wait and see, it will change back soon
- Been there, done that
- Here we go again, another initiative

Blame Others

- They don't know what they're doing
- They're to blame, not me
- If they'd have asked for my opinion they wouldn't be in the mess they're in now
- The business began to fail when they took over
- It's management's fault

Self Blame

- I should have listened
- I'm useless, why should I bother
- If I'd only ...
- I didn't do enough
- It's all my fault

Acceptance

- Everything will be alright
- I understand what I have to do
- I've just got to get on with it
- I know I can do it
- I need to move forward

Problem Solving

- What do I need to do next?
- How can we help each other to do this?
- What else do we need to know?
- I have a plan
- What part are we each going to play in this?

How Long Does It Take To Move Through The Curve?

Dependant on the individual and the situation, it can take differing amounts of time to move through the phases of the curve.

On some issues an individual may never move beyond SHOCK.

On others they may stick in DENIAL.

On others they may move through to ACCEPTANCE in a few minutes.

As an 'influencer' it can be useful to monitor where any of your people are on significant issues. The tactics you choose to influence someone in DENIAL should be different from those you would use if they were in SELF BLAME.

How You Can Intervene

Shock	Support the person.	PULL
Denial	Confront their reality.	PUSH
Blame	Support the person. Confront the perception.	PULL/PUSH
Sea of confusion	Support the person. Encourage understanding and decision-making.	PULL/PUSH
Acceptance	Support their decisions. Encourage ownership and accountability.	PULL
Problem Solving	Planning. Taking action. Seeking support.	PULL