Disclaimer: This model is based on management best practices and the first-hand input of a cross section of leaders who have successfully led and managed change at UAB.

When going through change, we generally experience the following stages:

**Angst**
- Self-Preservation
- Desire for Security

**Hesitation**
- Being Right
- Desire for Security

**Confusion**
- Giving Up
- Desire for Purpose, Guidance

**Discovery**
- Acceptance
- Desire to Change, Succeed

**Comprehension**
- Move too Quickly
- Desire for Success

**Adoption**
- Assuming You Are Done
- Desire for Closure

The Change Cycle
<table>
<thead>
<tr>
<th>The Change Cycle</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Angst</strong></td>
</tr>
<tr>
<td><strong>Primary Behavior</strong></td>
</tr>
<tr>
<td><strong>Instinctual Reaction</strong></td>
</tr>
<tr>
<td><strong>Cause of Primary Behavior</strong></td>
</tr>
<tr>
<td><strong>Challenge</strong></td>
</tr>
<tr>
<td><strong>Derailer</strong></td>
</tr>
<tr>
<td><strong>How to Lead</strong></td>
</tr>
</tbody>
</table>
## The Change Cycle

<table>
<thead>
<tr>
<th>Angst</th>
<th>Hesitation</th>
<th>Confusion</th>
<th>Discovery</th>
<th>Comprehension</th>
<th>Adoption</th>
</tr>
</thead>
</table>
| • Reflect on personal point of view, behaviors, actions  
• Proactively communicate what you know, don't know, expect, and hope  
• Be seen - communicate primarily in teams, town halls, group meetings, and one-on-ones  
• Align message with mission, vision | • Acknowledge difficulties and changes involved in effort  
• Create environment that is inviting and open to thoughts, feelings, struggles, etc.  
• Listen and allow others to be and felt heard  
• Have frequent check-ins to see how individuals are doing | • Be straightforward, honest, genuine, sincere  
• Provide clarification of tasks, goals, day-to-day efforts  
• Establish stop-gap approaches to achieve results while change effort is still in process | • Continue to prioritize tasks and clarify path to success  
• Identify with others' viewpoints  
• Practice patience  
• Be open to alternatives  
Remain empathetic | • Give praise  
• Call attention to early wins  
• Be encouraging  
• Empower team to embrace new role, tasks, responsibilities | • Nominate change agents as team leaders  
• Share successes corporately and individually  
• Be continually positive/motivate, and coach others |

<table>
<thead>
<tr>
<th>What Not To Do</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
</table>
| • Share doubts in change effort  
• Feed anxieties or uncertainties in strategic direction  
• Assume others know why/how change effort is beneficial | • Plow ahead with blinders on  
• Equate employee resistance with personal dislike/failure  
• Point the finger at others for unsuccessful or unnecessary change effort | • Communicate a “change or else” message  
• Assume others are clear on priorities, purpose, direction  
• Forget to build in learning curve for performance and adoption of effort | • Push too hard  
• Take a laissez-faire approach  
• Discount road still ahead | • Dismiss others’ ideas/suggestions  
• Expect all to be early adopters  
• Communicate “we need to do this” or "just get it done" without outlining how to do it | • Call attention to failures of the past  
• Forget to capture lessons learned  
• Leave employees on their own without feedback and guidance |