

Change Cycle

Understanding Change

The Change Cycle

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

	Angst	Hesitation	Confusion	Discovery	Comprehension	Adoption
Primary Behavior	Angst	Hesitation	Confusion	Discovery	Comprehension	Adoption
Instinctual Reaction	Self Preservation	Being Right	Giving Up	Accept/Come Around	Moving Too Quickly	Assuming You Are Done
Cause of Primary Behavior	Desire for security	Desire for certainty	Desire for purpose, guidance	Desire to change, succeed	Desire for progress	Desire for closure
Challenge	Focusing on potential instead of fear	Accepting all points of view, perspectives, information	Remaining patient	Making well informed and well timed decisions	Involving others in the leadership process	Remaining present
Derailer	Playing the victim	Pointing the finger, placing blame	Forcing change	Being overly enthusiastic, excited/ready to get to the end	Failing to properly delegate tasks, ask for assistance	Becoming complacent
How to Lead	Proactively Communicate	Listen	Direct	Guide	Empower and Encourage	Motivate, Inspire, and Coach

The Change Cycle

	Angst	Hesitation	Confusion	Discovery	Comprehension	Adoption
Recommended Action	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Continue to prioritize tasks and clarify path to success • Identify with others' viewpoints • Practice patience • Be open to alternatives • Remain empathetic 	<ul style="list-style-type: none"> • Give praise • Call attention to early wins • Be encouraging • Empower team to embrace new role, tasks, responsibilities 	<ul style="list-style-type: none"> • Nominate change agents as team leaders • Share successes corporately and individually • Be continually positive/motivate, and coach others
What Not To Do	<ul style="list-style-type: none"> • Share doubts in change effort • Feed anxieties or uncertainties in strategic direction • Assume others know why/how change effort is beneficial 	<ul style="list-style-type: none"> • Plow ahead with blinders on • Equate employee resistance with personal dislike/failure • Point the finger at others for unsuccessful or unnecessary change effort 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Push too hard • Take a laissez-faire approach • Discount road still ahead 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Call attention to failures of the past • Forget to capture lessons learned • Leave employees on their own without feedback and guidance