

# **Just When I Get Comfortable... Everything Changes**

**Proven techniques and approaches to create an attitude of change  
acceptance, management and adaptability**

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# Stages of Coping with Change

## Stage I: D

An early strategy that people use to cope with change is to deny that it is happening, or to deny that it will continue or last. Common responses during this stage are:

*"I've heard these things before. Remember last year they announced the new customer initiative? Nothing ever happened, and this will pass too."*

*"I bet this will be like everything else. The head honcho will be real gung-ho but in about six months everything will be back to normal. You'll see."*

*"I'll believe it when I see it."*

People in the denial stage are trying to avoid dealing with the fear and uncertainty of prospective change. They are hoping they won't have to adapt.

People tend to move out of the denial stage when they see solid, tangible indicators that things ARE different. Even with these indicators some people can remain in denial for some time.

## Stage II: A & R

When people can no longer deny that something is or has happened, they tend to move into a state of anger, accompanied by covert and/or over resistance. People in this stage tend to say things like:

*"Who do they think they are? Jerking us around"*

*"Why are they picking on us?"*

*"How could [you] the boss allow this to happen?"*

Actually people say far stronger things, but we need to be polite.

### **Stage III: E & A**

This is the stage where people begin to get over the hump. They have stopped denying, and while they may be somewhat angry, the anger has moved out of the spotlight. They have a better understanding of the meaning of the change and are more willing to explore further, and to accept the change. They act more open-mindedly, and are now more interested in planning around the change and being participants in the process.

People in this stage say things like:

*"Well, I guess we have to make the best of it."*

*"Maybe we can get through this."*

*"We need to get on with our business."*

### **Stage IV: C**

This is the payoff stage, where people commit to the change, and are willing to work towards making it succeed. They know it is a reality, and at this point people have adapted sufficiently to make it work. While some changes will never get endorsement from staff, (downsizing, for example) employees at this stage will commit to making the organization effective within the constraints that have resulted from the change.



## **Seven Dynamics of Change from Ken Blanchard**

### ***People will feel***

Whenever you ask people to do things differently, you disrupt their habitual ways of doing things.

### ***People initially focus on***

Even for positive changes such as promotions, or those that result in more autonomy or authority, people will concentrate on what they will be losing.

### ***People will even if everyone else is going through the same change***

Everyone feels (or wants to feel) that their situation is unique and special. Unfortunately, this tends to increase the sense of isolation for people undergoing change.

### ***People can***

On a personal level, people who undergo too much change within too short a time will become dysfunctional, and in some cases may become physically sick.

### ***People are at***

Some people thrive and change. It's exciting to them. Others don't. It's threatening to them.

### ***People will be***

People perceive that change takes time and effort, even if it has the long-term effect of reducing workload.

### ***If you take the pressure off, people will***

The leader must remind people that there is a new course, and that the new course will remain. Coaching towards the new ways is also important.

## **Resistance Plan**

What steps can you take to prevent or mitigate resistance before it emerges and impacts the changes the organization is undertaking? Begin by identifying what resistance might look like and where it is likely to come from. Typically people involved in change know where resistance is likely to come from based on past experience and the nature of the change.

Then, develop a set of steps that you can take to answer these objections before they manifest themselves and impact the project. The resistance management plan also identifies who will be involved in managing resistance and how you will prepare them to intervene.

## **Change as an Opportunity for Motivation and Innovation**

What good will the “change” bring?

What’s in it for me personally?

What’s in it for the department?

What’s in it for the patrons?

What’s in it for library?

What would happen if we don’t make this change happen?

What opportunities does this change present to us?

How will we support each other (positively) through the change?

Who will be in charge of handling questions and concerns about the change?

## 7 Steps to Becoming a Change Leader

1. Create tomorrow, don't maintain yesterday.

Anything that doesn't support what is most important to you needs to be abandoned. The focus must be on creating a tomorrow that you most want.

2. See your challenges as opportunities.

Welcome unexpected difficulties because they represent opportunities to make something better. This process isn't an easy one.

3. Be willing to risk.

It's important to know that when we risk, we are moving out of our comfort zone to a place that feels like an unknown.

4. Focus on successes and opportunities versus problems.

Problems can't be ignored, but it's vital to focus on the opportunities that you'll be attracting in your life as you move toward your dreams. View problems in the context of the larger vision you have for your life, and they become less important.

5. Use resources wisely.

A resource comes in such forms as energy, money, and time. Let go of any activities that won't move you toward the change you most desire. The question to ask is, "If I am to focus my resources on what is most important, will I do this activity?"

6. Imagine new possibilities.

Begin to acknowledge the new and exciting opportunities that lie ahead. Don't neglect this part of yourself.

7. Take action today for what you want tomorrow.

Taking action is about embracing the concepts of discipline, motivation and perseverance. It's not easy to stay focused and in pursuit of what you want. When you are taking action, your steps should be specific, achievable, realistic, and timely.

## **Your Personal Action Plan**

What three ideas from today are most relevant to me?

**1.**

**2.**

**3.**

What two actions will I take as a result of the workshop?

**1.**

**2.**

When will I do them? (Please list the specific date/month/year)

**Action #1**

**Action #2**

Who will I ask to support and encourage me?

**1.**

**2.**