



Change Navigator

From Resistance to Resilience

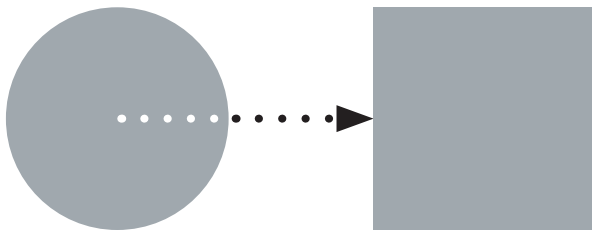
Christopher Musselwhite, M.A., M.S.I.E., Ed.D.
Discovery Learning, Greensboro, NC

Tammie Plouffe, M.S.O.D
Innovative Pathways, Toronto, ON

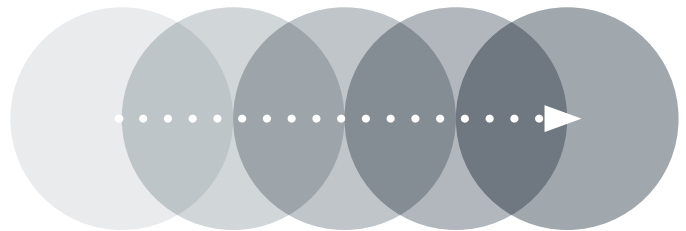
CHANGE AND TRANSITION

While change is an event, such as a death, a birth, a merger, reorganization, a new job, or downsizing, people's response to change is more like a process. Reactions to change can range from anxiety, fear, anger and confusion to anticipation, excitement and curiosity. In essence, the psychological response is a process of transitioning that occurs over time. Typically, people do not change their attitudes, beliefs, feelings and allegiances overnight. Those attributes can change, but gradually. As William Bridges wrote in *Managing Transitions*: "It isn't the changes that do you in, it's the transitions."

CHANGE



TRANSITION



Is an **event**—a new job, different worksite, marriage, loss of position, change in team roles, or new rules or policies.

Is usually understood in terms of a **beginning** or starting something.

Usually happens in a **specified time** frame.

Is experienced **externally** and openly for others to see.

Is **psychological and emotional**—the process people go through to come to terms with the new event.

Is understood in terms of **endings**—it begins with leaving something behind and letting go.

Usually happens **gradually** and differs from person to person.

Is experienced **internally** and may not be observable by others.

MAKING SENSE OF YOUR RESULTS

The Change Navigator identifies and facilitates movement through four commonly identified stages of transition that people typically experience as a result of change.

The four stages are normal and predictable and, in fact, can bring value to a change initiative. The Change Navigator describes and explains the feelings, attitudes and behaviors associated with change, and describes actions people can take to improve the leadership of change initiatives.

While all people going through change experience these four stages, the focus, pace and intensity of the stages may vary.

Acknowledging

- Begins with the indication of change
- The process of becoming aware
- Denial is common
- Information is critical
- Value–building understanding of need for and scope of change

Implementing

- Begins after options are defined
- The process of defining new expectations
- Learning is expected
- Buy-in is critical
- Value–building new skills, behaviors and norms

Reacting

- Begins after change is acknowledged
- The process of coping with feelings
- Emotions are apparent
- Patience is critical
- Value–building acceptance and commitment

Investigating

- Begins after reactive feeling are vetted
- The process of understanding new options
- Anticipation is common
- Honesty is critical
- Value–building the new reality

