



## Communicating through the Change Curve

People need help when they are going through change. This guide gives you some ideas of what symptoms to look for and how to handle reactions at each stage of the change curve.

### DENIAL/ENDING THE STATUS QUO

Reactions in ENDING	What you will hear your team say	What you will see your team do
<ul style="list-style-type: none"> <li>- Denial</li> <li>- Anger</li> <li>- Shock</li> </ul>	<ul style="list-style-type: none"> <li>- “Just sit tight, this won’t last long”</li> <li>- “People aren’t serious about this”</li> <li>- “This won’t work here”</li> <li>- “I’ll keep my head down”</li> </ul>	<ul style="list-style-type: none"> <li>- Business as usual</li> <li>- Decrease in quality and quantity of work</li> <li>- Gossip and rumours</li> <li>- Difficulty concentrating</li> <li>- Loss of perspective</li> </ul>
<b>Management strategies for ENDING stage</b>		
<ul style="list-style-type: none"> <li>- Keep reinforcing the change; check for understanding – by questioning, by clarifying</li> <li>- Allow your team to voice their anger</li> <li>- Communicate - give specific directions in small pieces</li> <li>- Set clear expectations about performance standards</li> </ul>		

### EXPLORING THE NEW SCENARIO

Reactions in the neutral zone	What you will hear your team say	What you will see your team do
<ul style="list-style-type: none"> <li>- Fear</li> <li>- Anger</li> <li>- Frustration</li> <li>- Confusion</li> <li>- Stress</li> <li>- Avoidance</li> </ul>	<ul style="list-style-type: none"> <li>- “I don’t know what I’m doing or what to expect”</li> <li>- “What does all this mean to me?”</li> </ul>	<ul style="list-style-type: none"> <li>- active rumour mill</li> <li>- arriving late</li> <li>- absenteeism</li> <li>- angry outbursts</li> <li>- lack of productivity</li> <li>- informal meetings wherever</li> </ul>

<ul style="list-style-type: none"> <li>- Creativity</li> <li>- Scepticism</li> <li>- Acceptance</li> <li>- Impatience</li> <li>- Hope</li> </ul>	<ul style="list-style-type: none"> <li>- “Do you think anyone up there knows what they are doing?”</li> </ul>	<p>people meet or pass</p>
<b>Management strategies for EXPLORATION stage</b>		
<ul style="list-style-type: none"> <li>- Schedule frequent meetings</li> <li>- Be patient</li> <li>- Explain impact on people personally</li> <li>- Communicate</li> <li>- Provide structure</li> <li>- Focus on short term goals</li> </ul>		

### COMMITTING TO THE NEW BEGINNING

Reactions in the <b>NEW BEGINNING</b>	What you will <b>hear</b> your team <b>say</b>	What you will <b>see</b> your team <b>do</b>
<ul style="list-style-type: none"> <li>- Energy</li> <li>- Anxiety</li> <li>- Enthusiasm</li> </ul>	<ul style="list-style-type: none"> <li>- “ I wish we could just get on with this“</li> <li>- “I can see how we can do this better”</li> </ul>	<ul style="list-style-type: none"> <li>- try new things</li> <li>- impatience with people who are not in the new beginning</li> <li>- forming new alliances</li> </ul>
<b>Management strategies for the NEW BEGINNING stage</b>		
<ul style="list-style-type: none"> <li>- empower people</li> <li>- engage individuals as change agents</li> <li>- communicate</li> <li>- delegate work appropriately</li> <li>- develop new job accountabilities</li> <li>- emphasise the need for the team to ‘make it better’</li> </ul>		