


TOOL: Stages of Change

There are different “stages” in the change process and not everyone goes through them at the same time or in the same way. People need time to process what the changes mean to them. The change curve is a normal, predictable process. Everyone goes through it whether the change is personal or business-related; positive or negative; self-imposed or externally imposed.

 **Key Tip!**

People have a right to be angry when they don't have choices, but they don't have the right to be aggressive to others. Be clear about this.

DENIAL	
Indicators	Strategies
<ul style="list-style-type: none"> » Indifference » Disbelief » Avoidance » Withdrawal 	<ul style="list-style-type: none"> » Developing a vision and strategies for change » Focus on the long term



RESISTANCE	
Indicators	Strategies
<ul style="list-style-type: none"> » Frustration » Negativity » Glorifying past » Skepticism » Unwilling to participate 	<ul style="list-style-type: none"> » Probe for underlying feelings/concerns » Acknowledge and legitimize feelings » Clarify case for Change, vision and plan » Listen reflectively and actively » Reinforce stated expectations » Provide opportunities to influence through participation



COMMITMENT	
Indicators	Strategies
<ul style="list-style-type: none"> » Cooperation » Excitement » Initiative » High energy » Confidence 	<ul style="list-style-type: none"> » Provide guidance, support and recognition » Provide frequent feedback on progress » Provide opportunities for leadership » Reinforce new behaviors » Careful not to overload or burnout



EXPLORATION	
Indicators	Strategies
<ul style="list-style-type: none"> » Curious » Want more information » Ask questions » Cautious but excited » Somewhat optimistic 	<ul style="list-style-type: none"> » Acknowledge efforts and the struggle » Celebrate successes and endings » Provide opportunities for visible advocacy » Provide varied opportunities for participation and contribution

Source: Victor Maiki, Culture Change and Service Leader, NCAL