



The Bridges Change Process



Endings

We let go of something stable, known, dependable



Neutral Zone

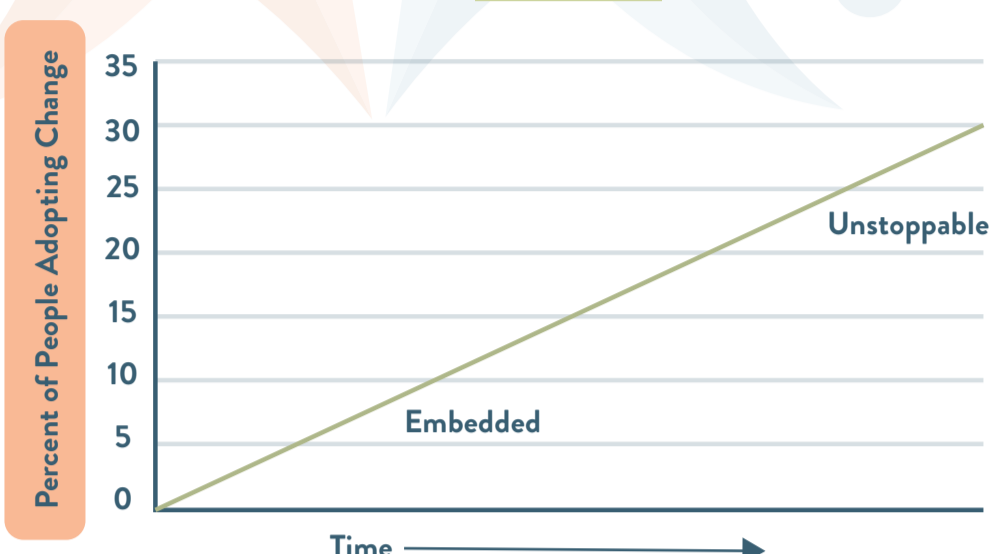
We are fully in transition.
No orientation to the past or the future.



Beginnings

Plunge headlong into something unknown and unknowable: our own future.

How People React to Change



The Innovators are people who want to try new ways of doing things or who have responsibility for continuous improvement. They will be pushing for change.

The Early Adopters on the team will be the first to embrace the changes. They may even rush in before they fully understand the change and why it is necessary. They welcome change either because they immediately see the benefits, or perhaps because they prefer variety to routine.

The Early Majority are those who are influenced by Innovators and Early Adopters and who prefer to be ahead of the wave rather than swamped by it.

The Late Majority are more cautious. They hold back until they are sure they know what they are doing and until they believe the change has a fair chance of working. Only then do they come on board.

The Late Adopters are the last to come on board and they may not come willingly. They are not easily convinced of the value of the change.

The Diehards resist the change. They do not come on board at all. If their resistance is absolute, they may be moved to a back position in the organization. They can become angry and bitter about the way things are going.

Connor's Five Keys to Resiliency



Positive

A positive attitude is crucial when dealing with change.



Focused

Stay focused on the change itself and what you can do to manage it. Try not to worry about things that are out of your control.



Flexible

Change will be much easier if you try to embrace it. Think of ways that you can adapt or things that you can do to make the change easier.



Organized

Put the changes in context with the rest of your schedule, approach to work, and look at it in line with the models we have discussed today. If you try to look at change in logical fashion, it may become less personal and easier to handle.



Proactive

If you anticipate change in the early stages and modify your expectations accordingly, it will be much easier to deal with the change than it is in the later stages, when things are already underway and you have less opportunity to influence or already feel a loss of control. Change that comes as a surprise is harder to deal with than things that we can prepare for.

The Conner Reaction Model



People have a need for control.



Need can be met by dictating/anticipating future



Expectations are established based on what can be dictated/anticipated

If reality matches expectations, people feel in control.

If reality doesn't match expectations, people lose sense of control.

The Conner Reaction Model

- Eager, strong, alive, open
- Able to do what I want
- Intelligent, independent
- Growing, warm, vibrant
- Insightful, groovy, courageous
- Non-conforming, radical
- Creative, rich, inspired

Contentment

- Confident, calm and relax
- Good about myself
- Willing to compromise
- Capable, composed, collected
- Useful, industrious
- Sense of belonging
- Comfortable, optimistic



Renewal

- Troubled, alone, frustrated
- Scattered, anxious, restless
- Inferior, a failure
- Confused, worthless, helpless
- Ambivalent, rootless, uncertain
- Afraid, sad, left out
- No one understands me
- Paralyzed, fragmented, in chaos

Confusion



Denial

- Irritated, tense, bored
- Calculating, withdrawn, mean
- Like an impostor
- Frozen, hesitant, entangled
- Oppressed, fettered
- A prisoner of necessity
- Indifferent, nagging, cynical
- Uninformed, critical, hostile