Appendix B

Employees’ Success Guide to Change

Note to the Reader: This chapter is intended to be a guide for employees to explore their thoughts and feelings as they experience the change process. It is not filled with content but rather with questions and ideas to guide an employee through the chaos of change. It also provides a legitimate path to the top for employees who want to be a part of the change effort.

Please feel free to make copies of it and share it with your employees. Before you do, you may wish to tailor it to your company. The Microsoft Word version of this appendix on the CD that accompanies this book will allow you to add or change information in the guide; for instance:

✓ You can substitute your organization’s name wherever the text says “organization.”
✓ Space is available on the first page to describe the change your organization is encountering.
✓ You can add resources to the last page that will help employees. For example, there is space for you to list a hotline phone number for information, a website referencing the change, and a contact person in HR.
✓ Feel free to remove topics that do not resonate with your organization.
✓ Likewise, you can add tools that your organization has already introduced to the workforce.
✓ Finally, you can add appropriate names, phone numbers, and email addresses—for example, where the guide suggests contacting the “implementation team.”
Employees’ Success Guide to Change

Change is exhilarating when done by us, and exasperating when done to us.
—Rosabeth Moss Kanter

“The only constant is change.” An overused oxymoron? Maybe, but we know it is true. Change is always around us and is often difficult to accept and adapt to. In a short time, our organization will embark on a change journey. We are convinced the change is necessary and good for us.

We are completing a business case for the change that we will share with you shortly. In the meantime, we want to provide you with this copy of the “Employees’ Success Guide to Change.” Though people might perhaps more commonly speak of a survival guide than a success guide, as you can see, we’ve made the title say success because we want you to do more than merely survive the change. We want you to thrive. We want you to succeed!

This “Employees’ Success Guide to Change” can help you succeed in several ways:

✓ Explain the change process to you.
✓ Assist you to explore your own ideas about change.
✓ Present activities to help you think about change.
✓ Give you tools and techniques to deal with the change.

This guide has been provided as a resource, and you are free to use it in any way that works best for you:

✓ You can start at page 1 and work through the guide to the end.
✓ You can open to any page, read the content, and complete the activities.
✓ You can use the guide as a resource whenever a need arises.

In any case, we hope you’ll find it helpful as you travel the change journey with us.

Please don’t hesitate to contact your supervisor or anyone on your change implementation team if you have questions.

Happy reading,

Change Implementation Team
You and Change

Everyone responds differently to change. Some get excited about it. Some dread it. Some just go along with it because there’s nothing much you can do about it.

Your attitude about change is important. How you react to change determines the impact change will have on you. No one controls how you respond to change—just you.

Think about the last change you went through. It could have been a personal or professional change. What did you think, and how did you feel about the change?

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_______________________________________________________________________________________

What happened that made the change difficult or easy?

_______________________________________________________________________________________

_______________________________________________________________________________________

What do you wish would have happened?

_______________________________________________________________________________________

_______________________________________________________________________________________

How did you deal with the change? Is this the way you usually deal with change? Or was there something different about this instance?

_______________________________________________________________________________________

_______________________________________________________________________________________

List three words that describe how you address change.

_______________________________________________________________________________________

_______________________________________________________________________________________

_______________________________________________________________________________________

You will find a list of quotes on the next page. Circle a couple that resonate with you. What do you think this tells you about how you approach change?

_______________________________________________________________________________________

_______________________________________________________________________________________
“Change is constant.” —Benjamin Disraeli

“If you want to truly understand something, try to change it.” —Kurt Lewin

“When the drumbeat changes, the dance changes.” —Hausa People

“Opportunities are never lost. The other fellow takes those you miss.” —Anonymous

“If the window of opportunity appears, don’t pull the shade down.” —Tom Peters

“High expectations are the key to everything.” —Sam Walton

“Determine that the thing can and shall be done, and we shall find the way.” —Abraham Lincoln

“Change your thoughts and you change your world.” —Norman Vincent Peale

“The way I see it, if you want the rainbow, you must put up with the rain.” —Dolly Parton

“I never think of the future; it comes soon enough.” —Albert Einstein

“If there were none who were discontented with what they have, the world would never reach for anything better.” —Florence Nightingale

“One change makes way for the next, giving us the opportunity to grow.” —Vivian Buchan

“Dig a well before you are thirsty.” —Chinese proverb

“All birth is unwilling.” —Pearl S. Buck

“Neither situations nor people can be altered by the interference of an outsider; it must come from within.” —Phyllis Bottome

“You must do the thing you think you cannot do.” —Eleanor Roosevelt

“Life is either a daring adventure or nothing.” —Helen Keller

“Before you change your thinking, you have to change what goes into your mind.” —Anonymous

“A habit cannot be tossed out the window; it must be coaxed down the stairs a step at a time.” —Mark Twain

“Our stomachs quiver at the prospects of change. But today’s leaders and managers have no choice.” —Robert Waterman

“Progress is not created by contented people.” —F. Tyger

“Why not go out on a limb? That’s where the fruit is.” —Will Rogers

“It is one thing to learn from the past; it is another to wallow in it.” —Kenneth Auchincloss

“It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.” —Charles Darwin

“We must become the change we want to see.” —Mahatma Gandhi

“We don’t see things as they are. We see things as we are.” —Anais Nin
What Do You Want?

When an organization implements a change effort, employees have expectations for what they would like to see happen. What would you like to occur? Use the grid below to capture what you would like us to do. Simply mark an X in the column for “yes,” “no,” or “not sure.”

<table>
<thead>
<tr>
<th>What do I want?</th>
<th>Yes</th>
<th>No</th>
<th>Not Sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>I want to know the organization’s vision for the future.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I want lots of communication.</td>
<td></td>
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<td></td>
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<tr>
<td>I want to know the reason for the change.</td>
<td></td>
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<tr>
<td>I want to know how this will affect my job.</td>
<td></td>
<td></td>
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<tr>
<td>I want to know what is going to be better.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>I want to know what is going to be worse.</td>
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<td></td>
</tr>
<tr>
<td>I would like to hear the bad news as well as the good news.</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>I want to participate in the planning.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I want to participate in the implementation.</td>
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<tr>
<td>I want to be able to give feedback to management.</td>
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<tr>
<td>I want to know who can answer my questions.</td>
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<tr>
<td>I want to know more about the transition plan.</td>
<td></td>
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<tr>
<td>I want to know the timeline.</td>
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<tr>
<td>I would like to know what part I will play in the change.</td>
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<tr>
<td>I would like to know how we will measure our success.</td>
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</table>

We are operating under the assumption that you will mark more yes’s than no’s. If we are incorrect, please let us know.

What else would you like to know?

Please communicate this to your supervisor or the implementation team. We are committed to keeping you informed. Let us know if we have not met your needs and how we can do better.
The CHANGE Model

Change is a very messy process. To help keep us organized, we are using a six-step CHANGE Model. The process creates a road map for us to follow from initiation through evaluation. We are aware, however, that change is rarely the nice, neat, linear process that is presented in this model. Sometimes the steps overlap, and sometimes we may be working on two different steps at the same time. That is in part due to the very nature of change—and because we won’t always have all the answers.

Every organization is different, and so every change intervention will be different. Each of the steps does, however, provide you with a general idea of what will be happening.

**Step 1: Challenge the current state.** This step addresses the recognition that something can be better, a preferred future that dares the status quo to innovate. This step is usually initiated by someone at or near the top of the organization who identifies a need for change. It may be externally generated, such as an impending industry regulation. Or it may be internally generated, such as a high percentage of retirement-eligible personnel on the horizon. This step addresses the question of “why?” Why do we need to do this?

**Step 2: Harmonize and align leadership.** This step focuses on aligning the organization’s leadership to understand the organizational need and to identify a way to focus on the challenge from a systems perspective. It is also leadership’s responsibility to create the vision for the future and model the expectation. You can expect leaders to begin to communicate with the rest of the organization about what will happen and why. This step addresses the question of “what?” What do we need to do?

**Step 3: Activate commitment.** At this step, teams are formed to begin to design, the implementation. Employees are involved to consider what to keep, what to change, and how to change. Leaders continue to communicate to ensure that everyone knows what is happening and understands how the change will occur. This step answers the question of “how?” How will we conduct the change effort?

**Step 4: Nurture and formalize a design.** This step ensures that the plans in the last step are the correct ones, that resources are available, and that everyone is on board to begin transitioning to the preferred future state. Many organizations skip the first three steps and begin their change effort at this point. They decide a change must take place and then begin to create the change. Unfortunately, this approach rarely works. As part of this step, we will conduct a risk assessment, select appropriate metrics, and utilize a number of implementation tools.

**Step 5: Guide implementation.** This step is where all the action occurs. Many people throughout our organization will be busy creating new processes and coordinating with people in other departments to keep the implementation moving forward. We will be looking for proof that we are doing the right thing for you and all our employees. We will call them short-term wins. We hope everyone, including you, will be on board with the change.
**Step 6: Evaluate and institutionalize the change.** Once the implementation has been completed, many organizations are off to find other dragons to slay. Instead, we will evaluate what we did to identify lessons learned for the future. We will also be focused on ensuring that the change is permanently institutionalized, and we hope you will help us with this step.

We are excited about the process we will use, and we invite you to join us in this important and exciting journey for our organization.

How would you like to be involved? Please let one of the members of the change management team know.

___________________

To learn more about implementing a change initiative, read John Kotter’s book *Leading Change.* (Full information on this and all other materials for further reading is given at the end of the guide.)
Changes and Decisions

“Who are you?” said the Caterpillar. . . .
“I—I hardly know, Sir, just at present,” Alice replied rather shyly,
“at least I know who I was when I got up this morning, but I think
I must have been changed several times since then.”
—Lewis Carroll

Like Alice in Lewis Carroll’s Alice’s Adventures in Wonderland, you may feel as if you have been changed several times in a day at work. Decisions made by you or someone else make your well-planned day go awry. Decisions and change go hand in hand.

Decisions in a change effort often require people to leave something behind or to bypass tempting alternatives. By recognizing the continual need to make choices during our organizational change, we can all see that a big change for the organization is really a series of smaller manageable choices. That is perhaps why it sometimes feels as if there are lots of changes occurring every day.

When was the last time you read Robert Frost’s poem “The Road Not Taken” (you can find it on the Internet at www.bartleby.com/119/1). Read it and think about some of the passages and phrases, such as “looked down one as far as I could” and “doubted if I should ever come back.” How does this poem reflect your life? Work? The change effort we are currently implementing? What lessons are here for you as we continue down the road on our change journey?

Throughout your life, you have made many decisions, gone down many roads, taken a few detours, and maybe even fallen down a rabbit hole! In most cases, you were probably most satisfied when you made the decisions yourself.

We believe you will be more satisfied with our change effort if you are involved and a part of the decision making. We want you to be A-W-A-R-E of the process:

A ware of what we are planning
Willing to participate in this new direction
A ble and knowledgeable about how to support the change
R eady to implement the change when the time is right
E nthusiastically encouraging others to be a part of the vision.
AWARE: Not Just Another Acronym

AWARE is not just another acronym. We have tried to think of what you require to be successful with the current change effort. Let's take a look at the organization's commitment to you.

**A**ware of what we are planning: We are committed to providing you with plenty of communication. We want you to be in the know. We are preparing a communication plan that will deliver information through numerous channels. We are counting on you to tell us how well the communication is working.

What can you do to help?

_______________________________________________________________________________________
_______________________________________________________________________________________

**W**illing to participate in this exciting direction: We know we can't just communicate. We need to ensure that you truly understand what we are doing; that you have a clear picture of the vision; that you know why this is important to the company, to you, and to the rest of the workforce; and that you know how we intend to create this change.

What can you do to help?

_______________________________________________________________________________________
_______________________________________________________________________________________

**A**ble and knowledgeable about how to support the change: We are committed to providing you with the skills and knowledge for your role in the organization. Tell us what skills and knowledge you need to support the change. Identify the skill gaps so that we can provide training, coaching, job aids, and whatever else you need as soon as possible.

What can you do to help?

_______________________________________________________________________________________
_______________________________________________________________________________________

**R**eady to implement when the time is right: We hope that you will be as conscious and knowledgeable of the timeline as we are. Help us keep the momentum up from an organizational perspective as well as from your personal perspective. We want you to be prepared to slip into your new role when the time is right. What challenges do you see?

What can you do to help?

_______________________________________________________________________________________
_______________________________________________________________________________________

_______________________________________________________________________________________
Enthusiastically encouraging others to be a part of the vision: Finally, we hope that you will go beyond your corner of the world and help us help others to get on board. What motivates you? What motivates others? Tell us how we can help you with this task.

What can you do to help?

_______________________________________________________________________________________

_______________________________________________________________________________________

We want you to be AWARE that we are here to help you with the change.
We Have a Vision—but I Can’t See It!

A vision statement should serve as the guiding light to employees, describing the preferred future that the change will create. It is more than words on a laminated card. A vision statement paints a picture of where an organization wants to be in 3, 5, 10, 50 years. It creates urgency and draws people in. And it inspires.

Employees need to see and understand the future. They need a target at which to aim. People are more supportive and willing to help create something that they understand. However, sometimes organizations write vision statements that are not easily understood by everyone.

Our leaders need to create scenarios for employees, painting a picture that everyone can understand. They need to map out a strategy that gives the vision life. Think about our vision statement.

1. What is our vision for the future?

2. What does our vision statement mean?

3. Can you see, hear, feel, touch, and taste the new organization in our vision?

4. Can you clearly describe why we need to move in the direction of the vision?

If you cannot positively answer the four questions above, please talk with your supervisor or contact a member of the implementation team.
What Can You Do If You’re Not Sure?

You are now almost halfway through this guide. What if you’re just not sure about your involvement or commitment? It probably means we have not done the job we need to do.

Do you need answers to these questions or others?

- Tell me again, why are we doing this?
- What’s in it for me (WIIFM)?
- How do I fit into the vision?
- What choices do I have?
- Will I have a job?
- What if I cannot perform the new job?
- What if I do not want to change?
- If I wait long enough, will this change go away?
- What do you expect me to do to support the change?
- Who can answer my questions?
- ?
- ?
- ?
- ?

If you have these questions, others undoubtedly do too. Obviously, we have not adequately answered them for you. Uncertainty can cloud the workplace and prevent you from doing the kind of job you’d like to do. Make a list of all your concerns and questions. Then turn to the next page to identify how you would like to get your questions answered.
Address Your Uncertainty

Not sure how to address your uncertainty? With your list of questions in hand, here are our best suggestions for getting the information you need:

- Identify someone who seems to be positive and in the know. Invite the individual to go to lunch and take your list with you.
- Perhaps you already have the information and you have simply encountered doubts through other people or through your own thought process. If so, use a “what’s good about it” scenario. Ask yourself to imagine that the change goes as planned. Ask what’s good about it.
- Take your list of questions to your supervisor and ask for the information you need. Don’t be surprised if your supervisor does not have all the answers. If you don’t know, others may not either.
- Check to learn if the implementation team has a “hotline,” question box, or some other communication process for answering these questions.
- Find out the names of the implementation team’s members. Make an appointment to talk with one of them.
- Check the communication plan to learn when the next general information session is scheduled. Attend with your questions in hand. Select your two most burning issues to ask about.

What else can you do to get your questions answered?
What Can We Do Better?

Organizations can prevent change from feeling uncomfortable and threatening.

William Bridges, the change expert and author of Managing Transitions, says that if employees are to feel comfortable with change, they need these four Ps:

- Purpose, or the reasons for the change.
- Picture of the expected outcome.
- Plan for navigating from the current situation to the future.
- Part the employee will play in making the changes successful.

Think about the current change effort our organization is implementing. How would you grade us on Bridges’s four Ps? For each, would we get an A, B, C, D, or F?

_____ Purpose, or the reasons for the change.
_____ Picture of the expected outcome.
_____ Plan for navigating from the current situation to the future.
_____ Part the employee will play in making the changes successful.

Why did you give the grades you did?

_______________________________________________________________________________________
_______________________________________________________________________________________

What recommendations do you have for management to make the change more acceptable to employees?

_______________________________________________________________________________________
_______________________________________________________________________________________

What could you do differently to help ensure success?

_______________________________________________________________________________________
_______________________________________________________________________________________

How can you share your thoughts with management?

_______________________________________________________________________________________
_______________________________________________________________________________________
Ideas to Keep You Involved and Learning

Do you want to be more involved in the change effort? Try one or more of these:

- Volunteer to help the implementation team.
- If your boss is helping with the implementation, ask how you can assist with some of the other projects on his or her desk.
- Attend informational meetings, town hall meetings, and other events, and listen for ways in which you could get involved.
- Volunteer to write some of the communication pieces that are delivered to the workforce, for example, newsletter articles, emails, flyers, posters, and other materials the committee produces.
- Join with others who want to learn more about the change process and read either *Who Moved My Cheese?* or *Our Iceberg Is Melting*. Meet to discuss the book and compare it with our organization.
- Visit the Our Iceberg Is Melting website (www.ouricebergismelting.com) for questions to stimulate discussion in the group mentioned in the previous suggestion or to stimulate your own thinking.
- Invite someone to attend your staff meeting (of course, if it is your boss’s staff meeting, check it out first) to provide an update about the change effort. Have a stack of index cards available for questions from the group.
- Provide open and honest feedback to the implementation team—good, bad, or neutral—we need to know.
- Read some of the books in the resource section of this guide.
- Identify a stretch task in your department and ask your supervisor to assign it to you.
- Ask yourself, “What skills and knowledge would I like to have next year at this time?”
- List other things you could do:
Summarize What You’ve Learned

The reason we need to change is

_______________________________________________________________________________________
_______________________________________________________________________________________

The opportunities that exist include

_______________________________________________________________________________________
_______________________________________________________________________________________

The benefits to me include

_______________________________________________________________________________________
_______________________________________________________________________________________

The skills to successfully travel the change journey include

_______________________________________________________________________________________
_______________________________________________________________________________________

What strengths do you bring to our organization’s change effort?

_______________________________________________________________________________________
_______________________________________________________________________________________

What strengths do you need to acquire?

_______________________________________________________________________________________
_______________________________________________________________________________________

Your plan to gain skills and knowledge for your new role includes

_______________________________________________________________________________________
_______________________________________________________________________________________
Oh, the Places You’ll Go!

I’m sorry to say so
but, sadly, it’s true
that Bang-ups
and Hang-ups
can happen to you.
—Dr. Seuss, Oh, the Places You’ll Go!

When was the last time you read a Dr. Seuss book? Well, that’s your task. Find a copy of his book Oh, the Places You’ll Go, read it (it’s more fun with a little friend!), and answer the questions in the next paragraphs.

In the book, characters react and respond to change differently:

• The path to change is either difficult or fun.
• The road to change may be a scary experience or a confusing one.
• The experience can be one that you hope will go away or one that evokes responsibility to get it done.
• Change can be an exciting open road or a speed bump to avoid.

1. Depending upon how long you have had this guide, and how involved you are in the change process, how would you gauge your feelings about the change in our organization on a 7-point scale. Place an X where you think you are:

<table>
<thead>
<tr>
<th>Pleased</th>
<th>Disappointed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td></td>
</tr>
</tbody>
</table>

2. What caused you to place your X where you did?

_______________________________________________________________________________________
_______________________________________________________________________________________

3. If your X was on the 1, great! Tell us what we need to do to keep you there.

_______________________________________________________________________________________
_______________________________________________________________________________________

4. If your X was anywhere except the 1, tell us what we need to do to move it to the left.

_______________________________________________________________________________________
_______________________________________________________________________________________

5. Have you thought about the skills you need to be better involved in pursuing the new vision? Please let us know what skills and knowledge you need. We’d love to hear about them.
**Holding On and Letting Go**

Sometimes things happen during the change process that continue to nag at us. We just can’t seem to let them go. This exercise will help you figure out why an issue is bothering you and what you want to do about it. Find a quiet spot where you will not be disturbed for 30 minutes or so. Identify a concern that you just can’t seem to let go—that is, not let it bother you anymore. Using the matrix below, identify all the advantages and disadvantages for holding on to it and all the advantages and disadvantages for letting it go. Then answer the questions on the next page.

**Issue:** __________________________________________________________________________

<table>
<thead>
<tr>
<th></th>
<th>Holding On</th>
<th>Letting Go</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Advantages</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Disadvantages</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

18
Holding On and Letting Go (Continued)

1. What did you discover as you completed the Holding On and Letting Go matrix?

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_______________________________________________________________________________________

2. In what ways could you minimize the positive reasons for holding on?

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_______________________________________________________________________________________

3. In what ways could you strengthen the advantages of letting go?

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_______________________________________________________________________________________

4. What made this exercise difficult?

_______________________________________________________________________________________
_______________________________________________________________________________________

5. What did you learn from this exercise?

_______________________________________________________________________________________
_______________________________________________________________________________________

6. What will you do differently as a result of this exercise?

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_______________________________________________________________________________________

You may not have reached any final decisions about your issue, but we hope this exercise helped you put what is keeping you from moving on in perspective. You may wish to speak with someone whose opinion you value to help you continue to address this issue.
**Did You Hear the Latest Rumor?**

“Did you hear we’re going to do all of their work too!”
“Did you hear that they’re planning to cut our pay?”
“Did you hear that the VP of finance is so fed up that he’s leaving?”
“Did you hear . . .”

Rumors abound during any change initiative. Why do they get started? There are many reasons, including:

- limited information from management, which is misinterpreted.
- fear about the unknown, so people play a “what if” game.
- a lack of communication, so employees “fill in the blanks.”
- anger that routines may be changed, which makes people strike out verbally.
- anxiety about uncertainties, which creates a void that needs to be filled.

Keep in mind that rumors may prevent people from moving forward. Perhaps you could help implement one of these ways to address rumors that may be buzzing around you:

- Use a Dear Abby approach called “Rose Rogers,” who wears, of course, rose-colored glasses.
- Post FAQs on the organization’s website.
- Use a toll-free “fact or fiction” phone number to ask for and to get answers.
- Have a Rumor of the Week contest.
- Deal with rumors up front by saying “This is what you don’t need to worry about.”

How do rumors affect your attitude?

What action do you need to take to maintain a positive attitude?

How do you perceive the change at this time?
Negativity

In addition to rumors, you may encounter negative attitudes. For negative people, the glass isn't half full. It isn't even half empty. It is broken!

Negativity is contagious. Be cautious that you do not catch the negativity bug. What can you do about negativity?

- Keep your distance from negative people.
- Change the subject to something more positive.
- Suggest the positive side of the issue.
- If the negativity centers on “can’t,” ask “Why not?”
- Don’t ignore negativity completely; perhaps the person has a valid point that needs to be addressed. Take the concern to someone in the know.

How can you help someone overcome a negative attitude? Try these ideas:

- Discuss the benefits of supporting the change. You might include increased professional growth, enhanced job security, and satisfaction in knowing you are helping the organization. What others can you think of?
- Release any energy that might be creating the negativity by asking the people expressing the concern to complete sentences such as “I am afraid the change effort will . . .” and “This change will only be successful if . . .”
- In conversation, try a creative approach, such as asking the person to view the change from the customer’s perspective or to view the change 10 years from now. What does he or she see looking at it from another perspective?
- Finally, here’s a helpful process you can use in many situations to SHIFT someone’s negativity, resistance, or pessimism. Just follow these steps that spell S-H-I-F-T:
  - Surface the resistance by making it safe to express it; listen carefully and be certain that you understand the root cause.
  - Honor the resistance by affirming the person’s right to resist; reassure that you understand, letting the person know that you appreciate the insight.
  - Identify the kind of resistance; differentiate between current resistance and former grudges, and between resentment and a need for attention.
  - Find out what the resister would prefer and begin to work toward a common objective. Check the status to learn if any agreement has been reached.
  - Thank the person and move on. You will not be able to turn everyone around, though this SHIFT process often works.
**Pack a New Bag for Our Change Journey**

What will you include in your new change bag?

What skills are necessary to be an employee who embraces change?

What have you learned? What do you still need to learn?
ACROSS
1 What our organization will go through
3 Most important during change
8 Opposite of positive
10 A vision should do this
12 False information
13 Author of book, Leading Change
14 Number of steps in the change process

DOWN
1 First word of the first step
2 Our company wants you to do this
4 Process to shift negativity
5 Change process is not neat
6 What's in it for me
7 Plan for the future
9 Acronym for employee success
11 One of the Bridges's 4 Ps
Crossword Puzzle Answers

1. CHANGE
2. COMMUNICATION
3. SIX
4. COMMUNI C AT I O N
5. INSPIRE
6. NEGATIVE
7. SHEVE
8. NFWE
9. KOTTER
10. AF
11. PE
12. RUMOR
13. MENS
14. FT
15. W
16. E
**Reading and Resource List**

There are many resources to help you with the change. The ones mentioned above and several others we rely on are listed here. If you find others, be sure to share them with your colleagues.

**Books**


**Other Resources**

Your Human Resources Department

Your supervisor