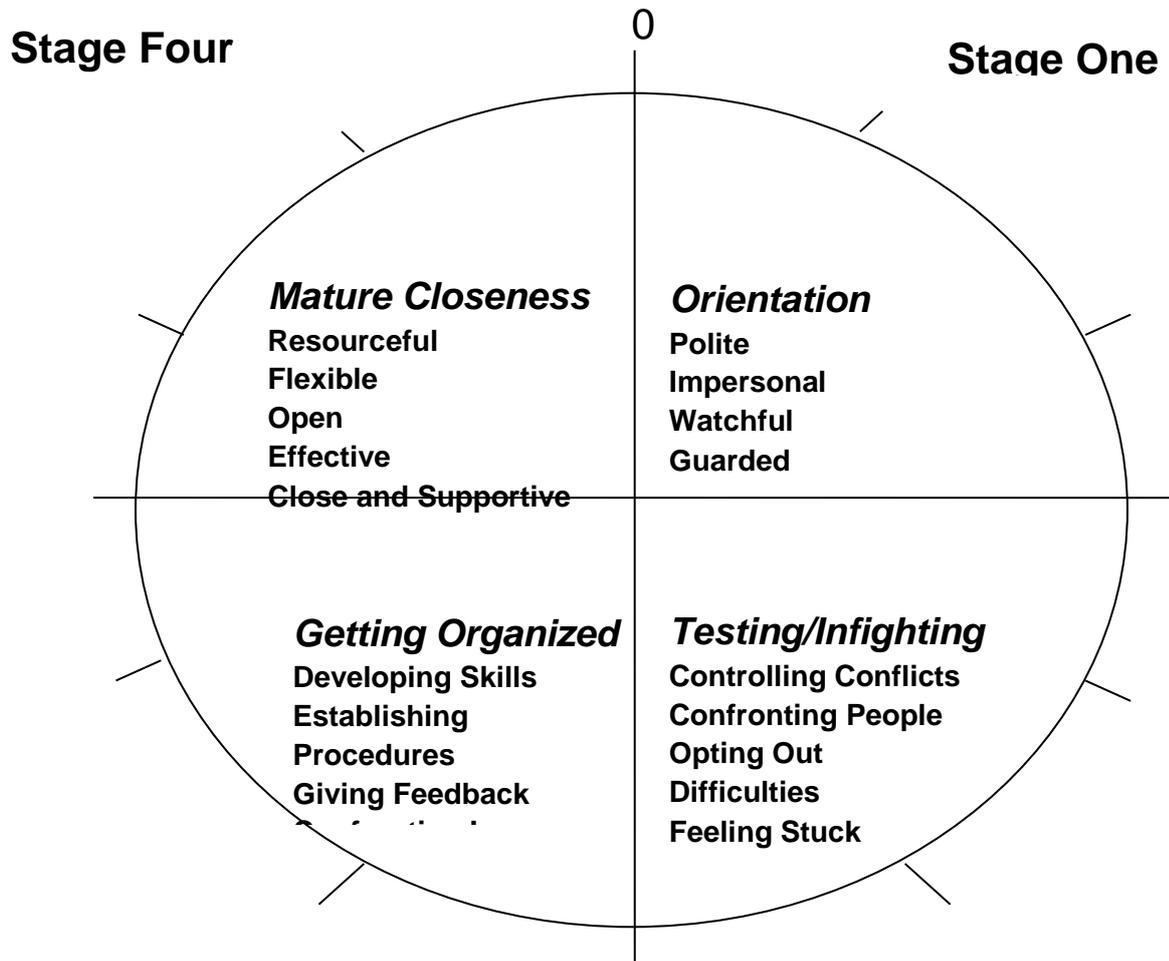


AES

Session 4:

Stages of change and strategies to support teams in the process of change

**TEAM STAGES OF DEVELOPMENT**



**1. Moving successfully through the 'forming' stage:**

- be clear about team goals
- agree individual objectives
- establish communication strategies
- spend some time in team building activities, encouraging team members to get to know one another.

**2. Moving successfully through the 'storming' stage:**

- continue team building activities
- establish a conflict resolution strategy
- promote open and honest communication
- ensure all members' views are being heard, not just those of the most extrovert members.

**3. Moving successfully through the 'norming' stage:**

- maintain group input into decision making processes
- perform evaluations of individual and team effectiveness
- aim to maintain motivation and momentum
- adopt a more facilitative leadership style, with greater degrees of delegation.

**4. Moving successfully through the 'performing' stage:**

- management may take the form of coaching as the team dynamics operate smoothly
- celebrating successful completion of milestones will maintain momentum
- this is the point to reap the benefits of knowledge creation not just transfer
- remember that team development is a perpetual task
- encourage constructive feedback.

**5. Moving successfully through the 'adjourning' stage:**

- reflect on what went well, what didn't and identify improvements for the future
- encourage all team members to participate fully
- provide an opportunity for team members to share their feelings about the whole process and the end of the project
- end on a positive note to help members move on quickly and effectively.

**INDIVIDUAL STAGES OF CONCERN**

**Adopter style is the 'disposition' toward adopting change. Stages of concern are the 'steps we pass through to eventually adopt the change.**

Stage of Concern	Expression of Concern
6. Refocusing	I have some ideas about something that would work even better.
5. Collaboration	How can I relate what I am doing to what others are doing?
4. Consequence	How is my use affecting learners? How can I refine it to have more impact?
3. Management	I seem to be spending all my time getting materials ready.
2. Personal	How will using it affect me?
1. Informational	I would like to know more about it.
0. Awareness	I am not concerned about it.

## Levels of Use of the Innovation: Typical Behaviors

Levels of Use	Behavioral Indicators of Level
VI. Renewal	The user is seeking more effective alternatives to the established use of the innovation.
V. Integration	The user is making deliberate efforts to coordinate with others in using the innovation.
IVB. Refinement	The user is making changes to increase outcomes.
IVA. Routine	The user is making few or no changes and has an established pattern of use.
III. Mechanical	The user is making changes to better organize use of the innovation.
II. Preparation	The user has definite plans to begin using the innovation.
0I. Orientation	The user is taking the initiative to learn more about the innovation.
0 . Non-Use	The user has no interest, is taking no action.

### PLANNING TOOL

<b>Mobilization: What will you do to get people interested and motivated?</b>
<b>Implementation; What will you do to get the change going in classrooms?</b>
<b>Institutionalization: What will you do to ensure the change is sustained?</b>

## The Change Curve

The Change Curve model describes the four stages most people go through as they adjust to change. You can see this in figure 1, below.

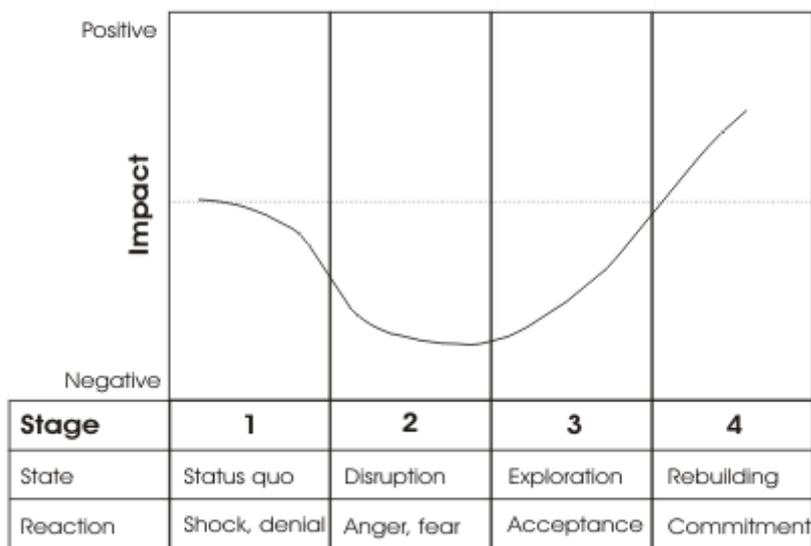
When a change is first introduced, people's initial reaction may be shock or denial, as they react to the challenge to the status quo. This is **stage 1** of the Change Curve.

Once the reality of the change starts to hit, people tend to react negatively and move to **stage 2** of the Change Curve: They may fear the impact; feel angry; and actively resist or protest against the changes.

Some will wrongly fear the negative consequences of change. Others will correctly identify real threats to their position.

As a result, the organization experiences disruption which, if not carefully managed, can quickly spiral into chaos.

Figure 1: The Change Curve



For as long as people resist the change and remain at stage 2 of the Change Curve, the change will be unsuccessful, at least for the people who react in this way. This is a stressful and unpleasant stage. For everyone, it is much healthier to move to stage 3 of the Change Curve, where pessimism and resistance give way to some optimism and acceptance.

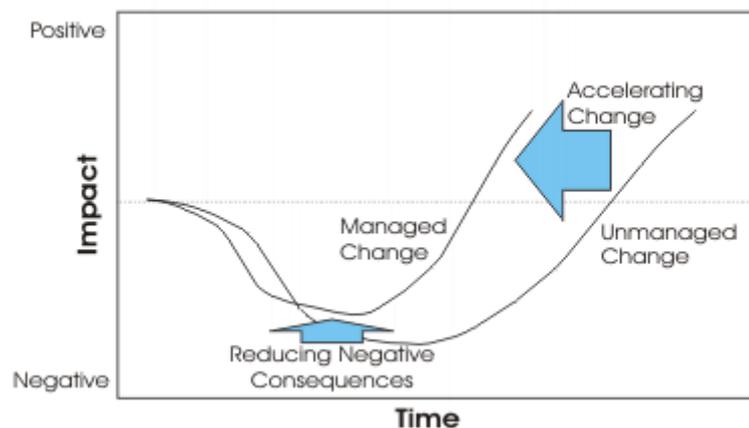
At **stage 3** of the Change Curve, people stop focusing on what they have lost. They start to let go, and accept the changes. They begin testing and exploring what the changes mean, and so learn the reality of what's good and not so good, and how they must adapt.

By **stage 4**, they not only accept the changes but also start to embrace them: They rebuild their ways of working. Only when people get to this stage can the organization can really start to reap the benefits of change.

## Using the Change Curve

With knowledge of the Change Curve, you can plan how you'll minimize the negative impact of the change and help people adapt more quickly to it. Your aim is to make the curve shallower and narrower, as you can see in figure 2.

Figure 2: Using the Change Curve



As someone introducing change, you can use your knowledge of the Change Curve to give individuals the information and help they need, depending on where they are on the curve. This will help you accelerate change, and increase its likelihood of success.

Actions at each stage are:

### Stage 1

At this stage, people may be in shock or in denial. Even if the change has been well planned and you understand what is happening, this is when reality of the change hits, and people need to take time to adjust. Here, people need information, need to understand what is happening, and need to know how to get help.

This is a critical stage for communication. Make sure you communicate often, but also ensure that you don't overwhelm people: They'll only be able to take in a limited amount of information at a time. But make sure that people know where to go for more information if they need it, and ensure that you take the time to answer any questions that come up.

### Stage 2

As people start to react to the change, they may start to feel concern, anger, resentment or fear. They may resist the change actively or passively. They may feel the need to express their feelings and concerns, and vent their anger. For the organization, this stage is the "danger zone." If this stage is badly managed, the organization may descend into crisis or chaos.

So this stage needs careful planning and preparation. As someone responsible for change, you should prepare for this stage by carefully considering the impacts and objections that people may have.

Make sure that you address these early with clear communication and support, and by taking action to minimize and mitigate the problems that people will experience. As the reaction to change is very personal and can be emotional, it is often impossible to preempt everything, so make sure that you listen and watch carefully during this stage (or have mechanisms to help you do this) so you can respond to the unexpected.

### Stage 3

This is the turning point for individuals and for the organization. Once you turn the corner to stage 3, the organization starts to come out of the danger zone, and is on the way to making a success of the changes.

Individually, as people's acceptance grows, they'll need to test and explore what the change means. They will do this more easily if they are helped and supported to do so, even if this is a simple matter of allowing enough time for them to do so.

As the person managing the changes, you can lay good foundations for this stage by making sure that people are well trained, and are given early opportunities to experience what the changes will bring. Be aware that this stage is vital for learning and acceptance, and that it takes time: Don't expect people to be 100 percent productive during this time, and build in the contingency time so that people can learn and explore without too much pressure.

### Stage 4

This stage is the one you have been waiting for! This is where the changes start to become second nature, and people embrace the improvements to the way they work.

As someone managing the change, you'll finally start to see the benefits you worked so hard for. Your team or organization starts to become productive and efficient, and the positive effects of change become apparent.

Whilst you are busy counting the benefits, don't forget to celebrate success! The journey may have been rocky, and it will have certainly been at least a little uncomfortable for some people involved: Everyone deserves to share the success.

What's more, by celebrating the achievement, you establish a track record of success: Which will make things easier the next time change is needed.