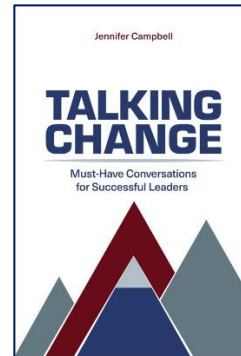


The Seven Dynamics of Change

Predictable patterns people go through when experiencing change. Adapted from Ken Blanchard's work.

1. Awkward and uncomfortable
2. Focus on losses
3. Feel all alone
4. Can only take so much change
5. Different levels of readiness
6. Not enough resources
7. Revert back to the old way



Dealing with Resistance

People resist change for three main reasons:

- Not aware – didn't know about the change
- Not able – don't have the skills or capabilities to behave in a new way
- Not willing – may not agree with the change or are focused on what they may lose

Conversations to help you uncover resistance and address it

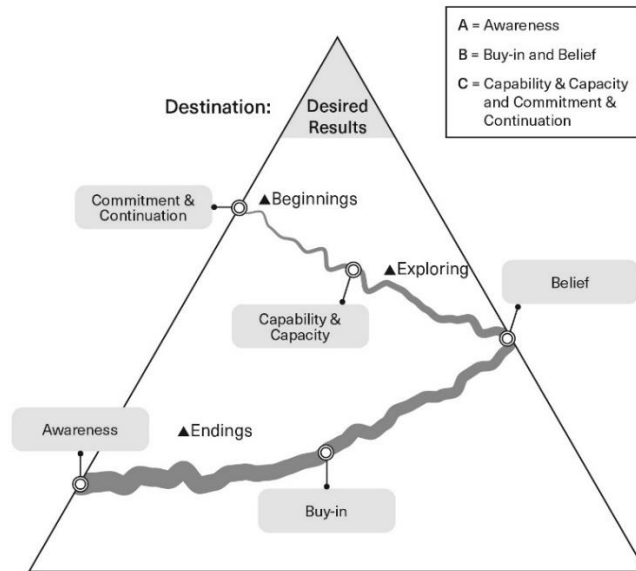
1. **The Stakeholder Conversation** – when planning the change, anticipate why people might resist and develop mitigation strategies.
2. **The Debrief Conversation, The Impact Conversation, The Change Track Record Conversation** – provide opportunities for people to articulate their concerns and frustrations.
3. **The Personal Change Journey Conversation** – help people build their own self-awareness about their reactions to change.
4. **The Stop, Start, Continue Conversation** – help people prioritize their work.
5. **The Coaching Conversation** – help people understand expectations and provide one-on-one support.
6. **The Celebration and Thank You Conversation** – celebrate wins to build momentum.
7. **The Are You on Board? Conversation** – set expectations and provide specific feedback about resistant behaviors.

Leading Change in a Post-Pandemic World

BCRPA Conference May 2023



The ABC Transition Roadmap™



Source: *Talking Change: Must-Have Conversations for Successful Leaders*, J. Campbell, 2020

Source: *Managing Transitions*, Bridges 1991

Transitions

Endings

The process of understanding what is going to be different and letting go of the current state.

Neutral Zone (Exploring)

The process of dealing with potential losses, recognizing, and addressing resistance, trying out new ways of doing things.

New Beginnings

The process of choosing new behavior and attitudes, accepting a new way of doing things and gaining the benefits of change.

Engagement Conversations (from [Talking Change: Must-Have Conversations for Successful Leaders](#))

These are the conversations to have with those who need to make change. Commitment to change happens when people feel heard. People feel heard when they are engaged in conversation.

Conversation	ABC Transition Roadmap™ Link	Purpose
The Debrief Conversation	Create Awareness Build Buy-in	Gauge what people have heard and understood about the announced changes
The Impact Conversation	Build Buy-in	Identify the impact of changes on people and what they perceive they will lose and/or gain from the change
The Change Track Record Conversation	Establish Belief	Acknowledge the past. Identify actions to leverage or avoid, and what will help or hinder the current change
The Stop, Start, Continue Conversation	Create Capacity	Identify priorities to create capacity to change and ownership of actions
The Coaching Conversation	Develop Capability	Provide feedback to improve performance
The Are You on Board? Conversation	Determine Commitment to the change	Determine a path forward for those who continue to resist
The Lessons Learned Conversation	Continue to learn how to best implement the change	Identify what's working and what's not and adapt as needed
The Celebration and Thank You Conversation	Continue to generate wins and embed the change	Celebrate wins and thank people for their efforts