

20 USES OF THE ROLLERCOASTER OF CHANGE

Change in Energy Levels and Their Many Uses

(A Primary Concept in Systems Thinking are These Natural Cycles of Change)

Cycles of Change Uses	PHASES				Future Vision #4 Reconstruction
	Today #1 Shock	#2 Depression	"Hang-in"	#3 Hope	
I. Systems Thinking Concept 1. Systems Thinking	Boiled Frog (Analytical Thinking)	Chaos and Complexity	Persevere, Yet Curious	Switch Paradigms (spontaneous self-org. in nature)	Systems Solutions
2. "Entropy" (Natural and Normal)	Loss of Energy	Run Down	Renewal	New Energy	Constant Energy
3. Change (Lewin/Beckhart)	Unfreeze	Crisis	Persist	Beginning Hope Norming	Refreeze Continuous Improvement on New Vision
Change/Transition Management (SCLSC)					
II. Self-Change 4. Understanding People/ Change (Death and Dying)	Shock/Denial	Depression/ Anger/Blame	Maximum Immobilization	Hope/ Acknowledge/ Readjust (Acceptance)	Rebuilding/ Constructive Work
5. Employee Actions	Don't Overreact	Ask Questions/ Express Feelings/ Be Skeptical	Don't Give Up	Get Involved/ Answer WIIFM/ Be Hopeful	Understand Vision/ Be Committed/ Take Action/ Fit Into System
III. Interpersonal Changes 6. Relationships (Wil Shutz)	Inclusion Desire	Control Issues	Growth Desire	Openness	High Performance
7. Proper Structure of Management Interactions With Employees	Highly Directive/ Low Supportive	Highly Directive/ Highly Supportive	Transition/ Persistence	High Supportive/ Low Directive	Low Supportive/ Low directive
8. Situation Leadership (New Leadership Skills)	Tell /Direct (Train)	Sell /Ask (Coach)	Persevere	Participate Involvement (Facilitate)	Delegate Within System (Empower)
9. Management's Specific Tasks	Change Self First/ Appreciate/ "Everyone changes at different rates and depths"	"Skeptics are my best friends"/Empathize/ Listen/Explain Why/ Face-to-Face Mtgs.	Be Consistent/ Model the Way	Seek Involvement/ Show WIIFM/ Challenge the Process/Celebrate the Heart	Shared Vision/ Articulate Again & Again/Enable Others/Systems Fit, Alignment & Integrity

The Rollercoaster of Change

Cycles of Change	PHASES					<i>Future Vision #4 Reconstruction</i>
	<i>Today #1 Shock</i>	<i>#2 Depression</i>	<i>"Hang-in"</i>	<i>#3 Hope</i>		
Uses						
III. Interpersonal Changes (Continued) 10. Coaching	Contact/Purpose	Chaos or Compatability	Continuous Relationship	Contract/Norms	Collaboration/ Work	
IV. Team Change 11. Group Dynamics Stages	Forming	Storming	Hang-in Point	Norming	Performing	
12. Dialogue and Discovery	Denial	Defend	Discussion	Dialogue (2-way = learning)	Discovery (of applications)	
V. Inter-Group Change 13. Learning Stages (People–Teams–Organizations)	Activity/Experience	"What" Process the Activity/ Feelings/Trends	Transition to Learning/Action	"So What" What have we learned? (learnings)	"Now What" Apply the Learnings (application)	
14. Conflict	Conflict	Raw Debate/ Polite Talk	Desire for Resolution	Disciplined Dialogue (skills)	Skillful Discovery (seek truth)	
15. Change in Diversity	Tell Policy	Deep Resistance	Persevere	Slow Acceptance	Higher Performance	
VI. Organizational Change 16. Strategic Management System (Include Strategic Change)	Where are we today? (our Current State Assessment)	What actions do we need to take? (content , processes and structures)			Where do we want to be? (our vision, values and measures)	
		"Holding On"	"Letting Go"	Align/Fit of Parts		
17. Two Different Strategies (Alignment)	I. "Cutting" Staff Cuts/Reorganizee/Cost-Focused		Fit of System/ Persevere; Don't Back Off	II. "Building" Future Vision/Strategies/Quality/ Service/"Customer-Focused"		
18. Organizational Life Cycle	Maturity	Decline	Death or Renewal	Growth	New Maturity	
19. Cultural/Values Change (Attunement)	Shock/Unfreeze Status Quo	Control/Education, Communications, Rewards/Sanctions	Rebuild Morale/ Motivation	Create Critical Mass	Reward/Empower New Culture	
VII. Orgn-Environment 20. Partnerships/Alliances	Scouting/Entry/ Contract	Buyers Remorse	Openness and Conflict Mgmt.	Clarify Goals, Values, Norms & Trust	High Performing Alliance	