

Stages of Change

STAGE 1 RESISTANCE



STAGE 2 CONFUSION



STAGE 3 INTEGRATION



STAGE 4 COMMITMENT



STAGE 1: RESISTANCE

Change is intensely personal and everyone reacts differently. However, the processes of change remains consistent. All change involves **Resistance**. It is a shift from the known to the unknown; stirring up emotions that are difficult to express. It is costly to an organization not to address Resistance. Employees need to be encouraged to express concerns openly before they can move forward. Trust is non-existent; managers need to be open and honest and admit if they do not know something.

STAGE 2: CONFUSION

Once individuals move beyond personal reactions, they are on shaky ground regarding what is expected of them. This **Confusion** regarding roles and responsibilities is exhibited by frustration and diminished cooperation. Getting beyond this stage means restating goals and bringing whatever clarity is needed **WITHOUT GUARANTEES**. The bottom line concern is job security.

STAGE 3: INTEGRATION

The **Integration** Stage is characterized by the beginnings of renewal and optimism. People are ready to help the change work. This surge of enthusiasm can backfire if targets and goals are beyond an organization's capacities. To move through Integration means paying close attention to both tasks and processes.

STAGE 4: COMMITMENT

The **Commitment** Stage is best reflected in the surge of collaboration and risk-taking. People begin to work together; take initiative, openly express their views and strong commitment to the organization. The inherent danger is to become complacent. The next change is around the corner, so this time needs to be used to set the stage for more change, i.e., avoid settling into familiar habits and work patterns.