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Cornerstone

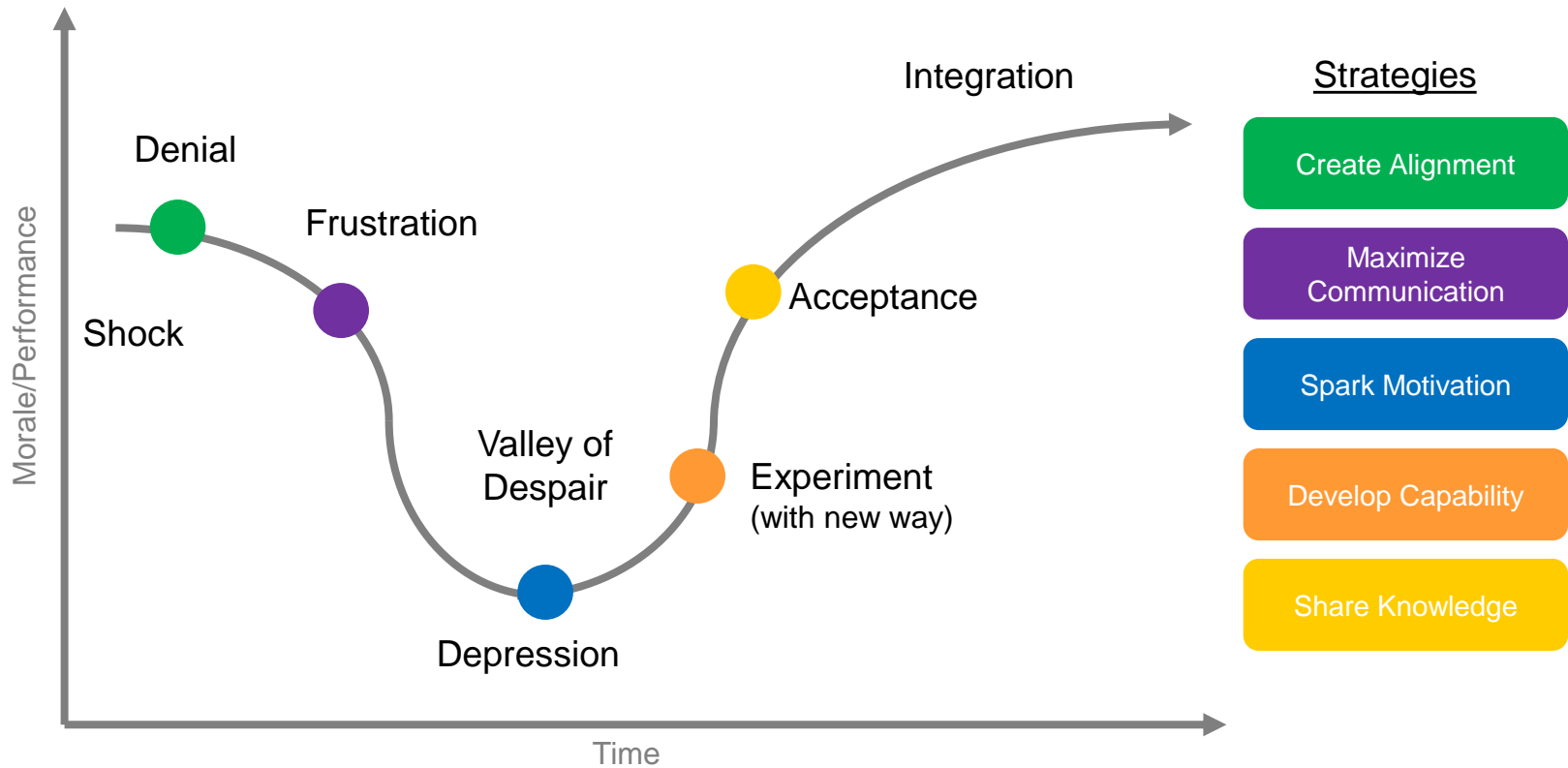


Transforming the Way We Work at Rutgers

Managing Change

April 2017

How People Respond to Change



Understanding the change cycle, can help you manage change in your unit

Common Responses to Change

The following are common responses by people during a change event:

1. **Information:** We are introduced to a big change with excitement and overly positive expectations.
2. **Fear:** Reality sets in when we realize what the change actually means to us.
3. **The Dip:** Everyone goes through a panic-filled “valley of despair” as we consider worst case scenarios.
4. **Commitment:** Change Agents help those who are impacted to “get it“, “get over it” and “get on with it” as the change is eventually adopted.
5. **Future State:** Once we have accepted the inevitable change, we become more productive, the organization reaps the benefits and everyone is better off for the experience.

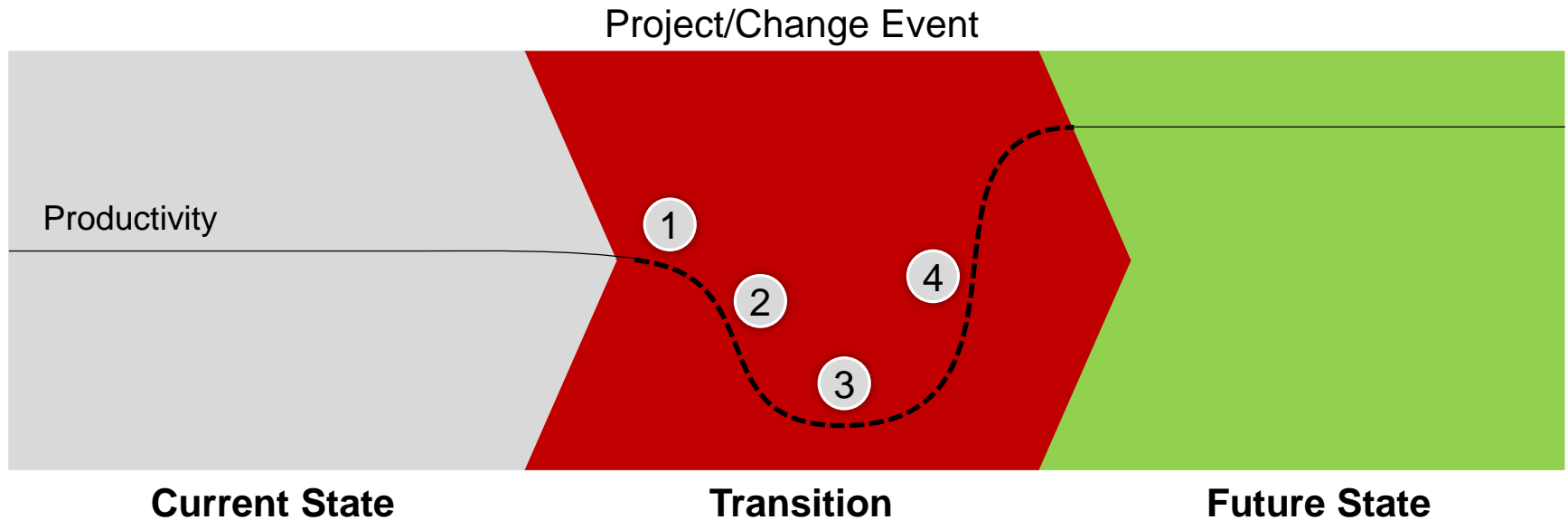
How to Communicate Change

1 – Betrayal
“Just the facts”,
What, when, who, why

2 – Denial
Continue with “Just the facts”
Reinforce the message

3 – Identity crisis
Supportive message
“It will be okay”
“We’ll train you”

4 – Search for solutions
Bright future message
“It’s going to be great!”



Effective communication is different during each stage of change and assists with adoption

How to Help Employees with Adoption

- **Need:** Continue to reinforce the urgency and need for adopting the changes
- **Training:** Make sure employees are attending and taking web-based training for their new roles
- **Business Processes:** Continue to reevaluate the business processes in your unit to streamline and align with the new tools and processes
- **Communication:** Identify the various stakeholders in your unit and target communication to them

How Can We Help?



Visit the Cornerstone website at cornerstone.rutgers.edu



Email us at cornerstone@rutgers.edu

Contact one of the Cornerstone Help Desks

Human Resources and Payroll	Monday-Friday, 8:00 a.m.–5:00 p.m. Eastern Phone: (848) 932-3888 Email: hrpayroll_helpcenter@hr.rutgers.edu Resources and frequently asked questions are here!
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