How People Respond to Change

- Shock
- Denial
- Frustration
- Depression
- Valley of Despair
- Experiment (with new way)
- Acceptance
- Integration

Morale/Performance vs. Time

Understand 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

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