

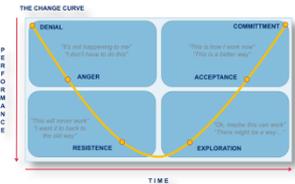
THE CHANGE CURVE

Purpose	The purpose of this session is to understand the different emotions of change, identifying where the team currently sits within the change curve model, and formulating a plan of action for the team to support one another through the current Evolving Transport changes.										
Outcomes	At the end of this session the team will: <ul style="list-style-type: none"> • Understand the different emotions of change through the Change Curve Model • Acknowledge where each team member currently sits • Recognise the obvious and not so obvious behaviours that occur during change • Have an action plan to help support one another through the change 										
Session at a Glance	Designed to be a 60-90min session – note session plan timings are set up for a 60min session, adjust accordingly based on team size. <ul style="list-style-type: none"> ○ Set up: Welcome team, provide context, purpose and session overview ○ The Change Curve: Introduce the Change Curve and team assess their current state ○ Change and Behaviours: Recognise behaviours associated with the change curve stages ○ Action Plan: How can the team support each other through the transition ○ Close Out: Team take-outs and opportunities to revisit 										
Support Tools	<ul style="list-style-type: none"> <input type="checkbox"/> Pre-prepped whiteboard / flipcharts <ul style="list-style-type: none"> <input type="checkbox"/> Change Curve <input type="checkbox"/> Change and Behaviours x 5 <input type="checkbox"/> Action Plan <input type="checkbox"/> Cheat sheet – The Change Curve <input type="checkbox"/> Post-it Notes <input type="checkbox"/> Pens / Markers 	<table border="1"> <thead> <tr> <th colspan="2">How will we look after</th> <th rowspan="2">How will we stay connected?</th> </tr> <tr> <th>Ourselves?</th> <th>Our peers?</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	How will we look after		How will we stay connected?	Ourselves?	Our peers?				<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> CHANGE STAGE X 5 Obvious behaviours </div> <div style="border: 1px solid black; padding: 5px;"> Less obvious Behaviours </div>
How will we look after		How will we stay connected?									
Ourselves?	Our peers?										

SESSION GUIDE

Agenda	Details	Owner & Tools
Intro / Set the scene 3 mins	<p>Address the current state of uncertainty given the Evolving Transport Transition.</p> <p><i>'It's great to have everyone together today, welcome. The announcement of RMS' amalgamation with Transport may have caused a level of uncertainty for some, whilst for others it may be an exciting and welcomed change. What's important to acknowledge is that each one of us deals with change differently, and that is ok.'</i></p> <p>Reassure the team that they are in a safe environment and that it is normal to experience a range of emotions as we transition through this change.</p> <p><i>'Today we will explore types of behaviours we might encounter, all perfectly normal and it's expected that most of us will experience a range of emotions during this period. I encourage you to be open and respectful of each other and acknowledge that each of us may be on a different emotional journey through the change curve at this time.'</i></p>	Leader

<p>Activity: The Change Curve</p> <p>15 mins</p>	<ol style="list-style-type: none"> 1. Display the Change Curve visual and use the cheat sheet [see attachment] to explain the model proving a comment at each stage 2. Ask the team to take a few minutes to reflect on how they are currently feeling about the recently announced changes, and where they currently sit on the Change Curve, placing their initials on a post-it note 3. One at a time, have team members plot where they currently sit within the change curve and share one word to describe how they are feeling about the changes at hand – advise that movement in both directions can happen 4. Once all team members have participated, give the team a couple of minutes to reflect on what does this <i>current state</i> mean for the team? <p>Note: Time permitting; invite team to share reflections from this exercise.</p>	<p>All Pre-prepared:</p> <p>The Change Curve Model</p> <p>Sticky note / Post-it note</p> <p>Cheat sheet – Change Curve</p>								
<p>Activity: Change & Behaviours</p> <p>30 min</p> <p>Note: Spend no more than 5 minutes on each stage</p>	<p><i>'At each stage of the change curve there are a set of behaviours that we might typically expect to see. However, sometimes the behaviour might be less obvious, and if we want to help support each other, do we know what to look out for?'</i></p> <ol style="list-style-type: none"> 5. Brainstorm and capture the obvious behaviours you would expect to see if someone was in <i>DENIAL</i> 6. Discuss and capture the not so obvious behaviours that might be displayed if they were in the <i>DENIAL</i> stage 7. Repeat the above two steps for each stage of the Change Curve (i.e. Denial, Resistance, Exploration, Acceptance and Commitment) 	<p>All</p> <p>Examples in Change Curve Cheat Sheet</p> <p>Pre-prepared:</p> <p>Change & Behaviours – Change Stages</p> <p>Pen/Marker</p>								
<p>Activity: Action Plan</p> <p>10 min</p>	<p>Now the team has an understanding of the Curve and types of behaviours to look out for, build an <i>Action Plan</i> to help team feel supported and connected during the transition.</p> <table border="1" data-bbox="715 1391 1342 1608"> <thead> <tr> <th colspan="2">How will we look after</th> <th rowspan="2">How will we stay connected?</th> </tr> <tr> <th>Ourselves?</th> <th>Our peers?</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table> <ol style="list-style-type: none"> 8. Ask the team to share their ideas, capturing responses: <ul style="list-style-type: none"> • How will I monitor my personal response to change? • What support can I offer my colleagues and when might I do this? • As a team, what mechanisms do we already have in place (or could easily implement) to ensure we remain connected and supported? <p>Time permitting ask team members to share an action that they will commit to.</p>	How will we look after		How will we stay connected?	Ourselves?	Our peers?				<p>All</p> <p>Pre-prepared:</p> <p>Action Plan</p> <p>Pen/Marker</p>
How will we look after		How will we stay connected?								
Ourselves?	Our peers?									
<p>Check out</p> <p>2min</p>	<p>Thank team for their participation highlighting the importance of creating an open and safe environment for these discussions. Ask team how they are feeling after reviewing the change curve and [time permitting] their biggest take outs.</p> <p><i>'What was useful about exploring the change curve? How has this session changed the way you were feeling about the current changes? When should we check back in?'</i></p>	<p>Leader</p>								



DENIAL Obvious Behaviours
DENIAL Obvious Behaviours
<i>Less obvious Behaviours</i>

The Change Curve

The Change Curve is useful model to understand the stages we, and our employees may go through when personally transitioning through change. The model helps us to predict how our team may react to the changes at various times; and provides an understanding as to their behaviour and how you can help them make their personal transition, ensuring that they have the support they need.

The Change Curve model (figure 1) highlights the main stages most people go through as they adjust to change.

Given we all experience change differently, it is not uncommon for our team members to be at different stages at any particular time. Depending on the nature and duration of the change, we could oscillate between particular stages, progress through some quickly or stagnate in others.

Inevitably, performance will be impacted through times of change. However, our goal is ultimately to progress ourselves and our team as quickly through the less helpful emotional stages. This will reduce the impact the change has on business performance and employee well-being.

Figure 1

THE CHANGE CURVE



Change Curve Stages

Below provides a description of how each stage of the change curve plays out:

Change Stage	Description
DENIAL	<ul style="list-style-type: none"> Keeps on doing things as per usual Highlighting why the change won't work False optimism <p><i>"Following a brief period of shock, it's common to experience denial. We may deny the change is taking place, that we will be affected or that the change will last – at this stage you're likely to experience people still cracking on like nothing has changed, false optimism or on the other end of the scale, vocalising why and how the change won't really happen as 'they've been here before'".</i></p>
RESISTANCE (INCLUDING ANGER)	<ul style="list-style-type: none"> Visible frustration Refusal to participate / cooperate Negative more often than not <p><i>"It's common for morale to be low at this stage and for self-doubt and anxiety levels to peak. We may display signs of frustration and anger (e.g. fist slamming on tables, eye rolling, audible sighs) or withdraw and see absenteeism and/or depressive moods. Individuals may refuse to cooperate with the changes or set-out to disprove new ways of working. Comments we may commonly hear during this stage include, 'this is a waste of time...it won't work, why are they doing this again, this is not fair...I've worked so hard and everything was working fine before'".</i></p>
EXPLORATION	<ul style="list-style-type: none"> Curious, asks more questions Looks at things from different perspectives and offers suggestions Asks questions about the change and the impacts it will have <p><i>"A more optimistic and enthusiastic mood begins to emerge. We start to show the first signs that we accept that change is inevitable, and begin to work with the changes rather than against it".</i></p>
ACCEPTANCE	<ul style="list-style-type: none"> Acknowledges what is within their control More open and willing to take on new tasks Helps others understand the big picture <p><i>"The focus now shifts towards the future and there is a sense that real progress can be made We may start to ask more questions and be curious about the possibilities and opportunities of our new ways of working, We refocus on delivering our work, instead of the change happening around us and normal topics of conversation begin to resume. The primary feelings now include acceptance, hope and trust along with enthusiasm and energy".</i></p>
COMMITMENT	<ul style="list-style-type: none"> Actively participants in and actions the change Increased productivity Positive energy <p><i>"At this stage we are now ready and willing to action the change... and depending on how quickly we moved through the change curve we may even have team members who can role model what needs to be done to change and mentor others still transitioning".</i></p>

Change and Behaviours Activity

Examples for the Change and Behaviours brainstorming activity:

Change Stage	Obvious Behaviours	Less Obvious Behaviours
DENIAL	<ul style="list-style-type: none"> • False optimism • Highlighting why the change won't work 	<ul style="list-style-type: none"> • Keeps on doing things as per usual • Focussed on self
RESISTANCE (INCLUDING ANGER)	<ul style="list-style-type: none"> • Visible frustration • Refusal to participate / cooperate • Resists getting involved • Negative more often than not • Aggressive outbursts – fist slamming on table; finger pointing or jabbing 	<ul style="list-style-type: none"> • Increased absenteeism • Dips in performance • Withdrawal from the team • Making excuses • Lethargy
EXPLORATION	<ul style="list-style-type: none"> • Curious, asks more questions • Looks at things from different perspectives and offers suggestions 	<ul style="list-style-type: none"> • Quietly trials new ways of working • Seeks out input from others • Asks questions about the change and the impacts it will have
ACCEPTANCE	<ul style="list-style-type: none"> • Acknowledges what is within their control • More open and willing to take on new tasks • Helps others understand the big picture 	<ul style="list-style-type: none"> • Quiet calmness • Refocused and centred on tasks and delivery • Increase in energy and positivity
COMMITMENT	<ul style="list-style-type: none"> • Actively participate in and action the change • Increased productivity • Positive energy 	<ul style="list-style-type: none"> • Provides support for others to bring them along (focussed on others)