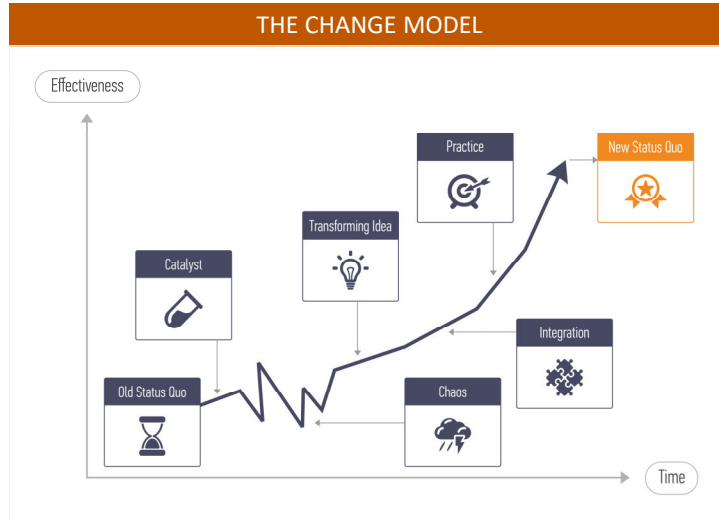


Change Management



Satir Institute of the Southeast, Inc.

Change Management

Continuous Change Process

Old Status Quo	
Positive Emotions	Negative Emotions
<ul style="list-style-type: none">• Security• Comfortable• Peaceful• Restful• Confident• Satisfied	<ul style="list-style-type: none">• Bored• Restless• Dissatisfied• Tired

2



Old Status Quo: The status quo is like a magnet. It is an area of comfort, known and familiar, like your home. If you find yourself in the process of change and hit an area of discomfort, uncertainty or temporary reduction, the tendency is to revert to the old status quo. Status quo does not mean you aren't doing anything positive or moving forward. It simply means you are doing it the same way you've done it before. Performance at this stage could be flat, improving or receding.

Some of the feelings the old status quo can evoke:

Change Management

Continuous Change Process

Catalyst	
Positive Emotions	Negative Emotions
<ul style="list-style-type: none">• Excitement• Exhilaration	<ul style="list-style-type: none">• Fear• Frustration• Despair• Anger• Anxiety• Pressured• Confused

3



Catalyst: The catalyst is the motivator for changing the status quo. While it can be internally motivated for the sake of improvement, it is more often brought on by an outside influence or event. It could be a death or illness, a transition, competition, a lost customer or supplier, a downturn in performance or a consultant.

There is a wide range of emotions involved at this stage:

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Continuous Change Process

Chaos	
Positive Emotions	Negative Emotions
<ul style="list-style-type: none">• Excitement• Exhilaration	<ul style="list-style-type: none">• Fear• Frustration• Despair• Anger• Anxiety• Pressured• Confused

4



Chaos: Chaos usually is brought on by impending change because, while there is a catalyst, there is no known solution or path to resolution. The period of chaos usually peaks at this period, but can extend all the way to the new status quo or comfort level or until reversion to the old status quo. This is the period where it is easiest to fail at change and the most common stage in which to revert to the old status quo. That's because the old status quo it is still familiar and close, while the vision of the new status quo has not yet become clear, learned and accepted.

The same emotions apply to this period as to the Catalyst period and they may vary widely. Likewise, performance may vary widely and is often negative, reinforcing the desire to go back to the old status quo.

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Continuous Change Process

Transforming Idea	
Positive Emotions	Negative Emotions
<ul style="list-style-type: none">• Excitement• Exhilaration• Confident	<ul style="list-style-type: none">• Fear• Anxiety• Uncertainty

5



Transforming Idea: The transforming idea stage of change is the clarification of what the new status quo might look like and the plan of how to get there. The new idea carries some additional excitement; relief and comfort, with increasing belief that there will be a positive outcome to this change. The idea and plan itself can instill confidence and satisfaction.

Due to these positive emotions effectiveness often improves at this stage. However, there is often still chaos present and there can be continued decline in effectiveness at this stage, because there has been no permanent change. It is still common to revert to the old status quo if there is insufficient confidence in the plan or the plan looks to difficult or tedious to implement. Most failures at this point of the change process occur due the lack of a strong plan behind the good idea. The result is often a return to the old status quo.

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Continuous Change Process

Integration	
Positive Emotions	Negative Emotions
<ul style="list-style-type: none">• Excitement• Exhilaration• Confidence• Satisfied• Comfortable• Secure	<ul style="list-style-type: none">• Fear• Frustration• Anger• Anxiety• Pressured• Confused

6



Integration (Implementation): This stage involves putting the plan in place, making the change for the first time. It is a period of excitement and challenge. This is a difficult stage and requires perseverance. Buy in from others is critical. Support is a must to keep you on plan and assure you of the value of the vision (new status quo). A solid action plan is a must. It often has to be sold strongly to those involved with or affected by the change.

Chaos and its negative emotions are still in place during implementation because the idea is not yet proven and effectiveness has not yet reached desired levels. Change may even be painful. You may experience significant resistance from those to whom change is feared or who don't see what's in it for them. In fact, effectiveness may still even fall until the full effect of implementation can be felt. Therefore the old status quo or even chaos can still seem more comfortable than the new vision we have yet to experience.

Change Management

Continuous Change Process

Practice	
Positive Emotions	Negative Emotions
• Excitement	• Fear
• Exhilaration	• Frustration
• Confidence	• Boredom
• Satisfied	• Anxiety
• Comfortable	• Pressured
• Secure	• Confused

7



Practice: This is the most undervalued, but important stage in the process. We now have a vision of the new status quo and our positive emotions, comfort and satisfaction, are our biggest danger. These are the emotions that cause us to neglect this critical stage and ultimately fail to change habits and behaviors. Until, the new status quo becomes habit and is perfected we do not get the full effectiveness benefit. Training and practice are critical to making the new status quo a way of life and therefore a permanent change.

Remember, there is still an element of chaos as we try out new techniques or new ways of doing or looking at things. We often times experience failure upon our first try and may still feel more comfortable and capable at the old status quo.

Practice or training can be (doesn't have to be) boring or tedious. Many avoid it for this reason. Others just want the solution handed to them rather than working for it. The result is too often failure and reversion to chaos or the old status quo.

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Continuous Change Process

New Status Quo

The new status quo is not reached as a permanent change until fully integrated, practiced and its usefulness fully realized.

The new status quo is just a stopping off point to refuel until the next challenge or vision thrusts us back into the change process.

New Status Quo: The new status quo is not reached as a permanent change until fully implemented, practiced and its usefulness fully realized. However, the new status quo quickly becomes the old status quo. Once the newness wears off, the rate of increase in effectiveness generally tops out. Thus, a new change is eventually needed to accelerate increased effectiveness once again. This is the essence of a continuous improvement process.

Hopefully, the new status quo is just a stopping off point to refuel until the next challenge or vision thrusts us back into the change process.