



COACHING EXERCISE #15

Change Stages: Self and Team Assessment

Check all boxes that describe the readiness to change for each of the four stages you and your team will go through.

Stage One: Denial

Self Team

- | | | |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | Focus on the past |
| <input type="checkbox"/> | <input type="checkbox"/> | Displays disbelief, shock, numbness |
| <input type="checkbox"/> | <input type="checkbox"/> | Continues to work as usual |
| <input type="checkbox"/> | <input type="checkbox"/> | Makes denial statements like "the change doesn't affect me" |
| <input type="checkbox"/> | <input type="checkbox"/> | Passive behavior and non-responsive communication |
| <input type="checkbox"/> | <input type="checkbox"/> | Pretends nothing happened |
| <input type="checkbox"/> | <input type="checkbox"/> | Actively works to undermine the leadership or change process |
| <input type="checkbox"/> | <input type="checkbox"/> | Closed, withdrawn and unwilling to candidly share reactions |
| <input type="checkbox"/> | <input type="checkbox"/> | Talks about the change as if it will be only temporary |
| <input type="checkbox"/> | <input type="checkbox"/> | Decreased communication |

Stage Two: Resistance

Self Team

- | | | |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | Focus on the past, personal impact and loss |
| <input type="checkbox"/> | <input type="checkbox"/> | Increase self-damaging behaviors |
| <input type="checkbox"/> | <input type="checkbox"/> | Increase aggressive behaviors: shouting, threatening, fighting |

- Decrease productivity and performance
- Increase absenteeism, tardiness, accidents
- Increase venting of "look what they did to me/ others"
- Increase victim stories; grumbling
- Increase interpersonal conflicts
- Increase reluctance and resistance to try different methods, practices, etc.
- Increase emphasis on "it was never done this way"

Stage Three: Exploration

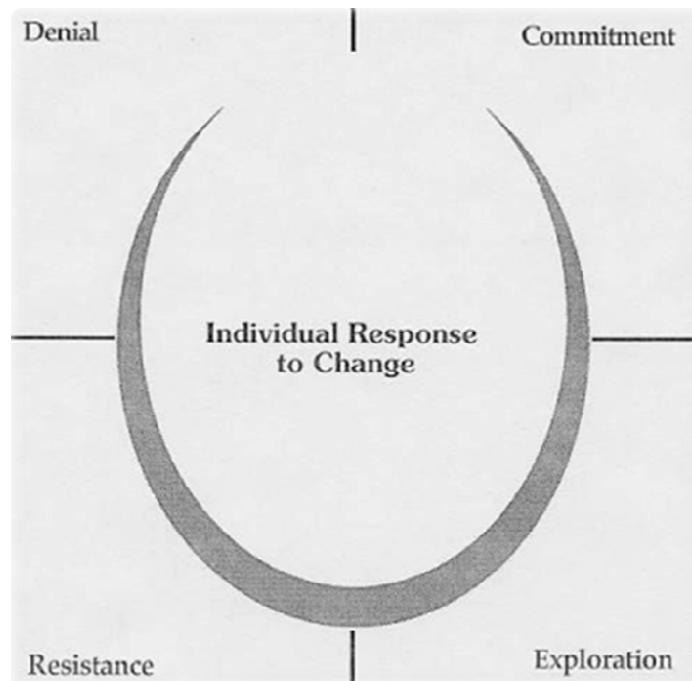
Self Team

- Focus on future, choices and benefits
- Attempts to implement desired changes
- Search, test and experiment
- Show interest in learning new skills
- Show interest in new roles, methods and practices
- Help others implement the change
- Increase questioning of reasons for change and direction for future
- Increase creativity and renewed interest in work
- Increase involvement in problem solving and planning
- Increase energy and interpersonal communication

Stage Four: Commitment

Self Team

- Focus on future, desired outcomes, and performance achievement
- High commitment to future success
- High commitment to new roles, work practices and results
- High levels of performance and productivity
- Ability to successfully apply new skills
- Willingness to share new skills with others
- Willingness and ability to monitor and self-correct own performance
- Increase advocacy and acceptance of change
- Ability to perform with little or no supervision
- Desire to celebrate success



Change Stages Scoring

Count the number of boxes you checked in each of the stages in the previous pages for “Self” and “Team.”

Indicate the stage below that you and your team have the greatest number of behaviors that you checked (if you have a tie then indicate two or more of the stages).

<i>Self</i>	<i>Team</i>	
<input type="checkbox"/>	<input type="checkbox"/>	Denial Stage
<input type="checkbox"/>	<input type="checkbox"/>	Resistance Stage
<input type="checkbox"/>	<input type="checkbox"/>	Exploration Stage
<input type="checkbox"/>	<input type="checkbox"/>	Commitment Stage