

MANAGING PERSONAL CHANGE

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I. Keys for experiencing a successful personal change

1. Listen to yourself and journal thoughts, responses, and action ideas.
2. Focus on a few actions at a time.
3. Give yourself time. It takes 21 days to establish a habit and 21 days to get rid of one.
4. Review your action ideas daily.

II. Responses to change. Change causes disruption, excitement, distress, and sometimes crisis. It can also bring uncertainty and transition. When you go through a change, be alert to negative effects of change on:

1. Your body – headaches, rashes, exhaustion, stomach problems, minor pains and increased chances of becoming ill.
 2. Your mind – negative thoughts, confusion, difficulty concentrating, lower productivity, sleeplessness, forgetting details, and mind goes blank.
 3. Your feelings – anxiety, anger, fear, frustration, depression, excitement or withdrawal.
- Change demands energy. Your energy depends on how well you take care of your body.
 - Physical self-care
 - A change master is someone who is willing to change and who has learned how to learn new things.

A. Learning how to learn:

1. Study and develop new technical and human skills.
2. Seek people who know or who are learning.
3. Push yourself beyond the same ways of acting.
4. Learn to act without all the information.

B. Building security: When old structures break up there is often a time of chaos when more openness is created in the organization.

- Change masters can communicate across boundaries, influence one side for another, broker information and mediate differences along the edges. Security is no longer found at the center of organizations. Be in touch with change. Become an information seeker.

C. Create your own security

1. Span boundaries at work – learn to listen across different parts of the company.
2. Go beyond your job.
3. Be multi-competent.
4. Be flexible.

D. Become hardy to change

1. Learn to control your inner or emotional response to the change, your attitudes toward it and how you will act with others.
2. You can influence the change process by talking to others and giving feedback.
3. You can gather information about what will happen and ask for help and support.
4. You can practice physical self-care.

E. Keys to being an effective change master

1. Be involved and committed to your job.
2. See change as a challenge and an opportunity.
3. Focus attention on things you can control.
4. Ask for help and support from co-workers and feel a sense of connection to them.

III. Moving through personal transition: your success at managing changes you've experienced in the past will provide insight about how you will manage future changes.

A. Your life cycle contains many predictable transitions: birth, childhood, adolescence, young adulthood, choosing work, making relationships, starting a family, growing in work, parenting your children, losing your parents, career changes, retirement, and death.

- Reading or educational courses and counseling can prepare you for the shift that comes with predictable change.
- It is common to have four or five distinct careers in a lifetime.

B. Personal factors determine your reaction to change.

1. Personal history – traumas, losses, etc...
2. Group history – team, family experiences
3. Gender
4. Ethnicity
5. Life cycle phase

- The Chinese character for crisis is in two parts: one signifies danger and the other, opportunity

C. The Four Phases of Change

1. Denial – shock, general refusal to recognize the information, ignoring, minimizing
2. Resistance – mourning past, distress level rises
3. Exploration – more focused on future. You realize you are going to make it. You begin to discover and explore new ways.
 - a. You start clarifying goals.
 - b. You assess resources.
 - c. You explore alternatives.
 - d. You experiment with new possibilities. Energy and creativity are high.

4. Commitment – you focus on a new course of action. You grow and adapt.

- Develop a vision for the future.

IV. Increasing personal power:

1. Manage yourself through change by mobilizing your best assets and creating your own best strategy for moving through the learning curve.
2. Pay attention to precise areas where you can make a difference.
3. Get yourself to move toward your goals.
4. Respect self. Face the future. Review liabilities and resources. Trade in old expectations and change old beliefs.

A. To increase your personal power over change:

1. Take care of yourself physically, emotionally, and mentally. Create a positive internal climate that is receptive to change.
2. Create a strategy to take action to deal with the new situation.
3. Take an inventory of what you can do to make a difference.

B. Build influence and support by networking. You can learn from coworkers what is really going on and give/get emotional support.

C. Sources of support:

1. Family
2. Friends and community
3. Work networks
4. Professional counselors

- Seek out people to talk to. Ask. Brainstorm with others. Talk about your ideas.
- Renegotiate relationships.