

SARAH

Shock

(paralysis, denial, suppression)

Surprising, unexpected or unwanted change may lead to incomprehension or even spread a feeling of shock. Employees might become paralysed and stunned and find themselves facing mental barriers. The greater the degree to which an individual is affected personally by the change, the lower their ability to be in control and take action. Productivity declines.

Anger

(emotions such as fear, anger, aggression, uncertainty, helplessness, etc.)

At the beginning of a process of change, emotions play a key role, particularly fear and uncertainty. Employees in this phase are only partly open to rational justifications and "having been told all the facts". They see themselves as facing a situation that removes their security and triggers fears (failing, losing status, losing the job, financial losses, not being able to cope with the new challenges.) Non-reflective fear triggers automatic reflexes: fight or flight. If neither are possible he/she remains passive and frozen.

Resistance

(such as refusal, procrastination, sabotage, resignation, psycho-games, conflict)

Resistance derives from a feeling of helplessness. It occurs when an individual fears that they will have to accept personal restrictions and losses. Resistance is the motivation to maintain or re-establish the status quo. Depending on an individual's personality and the possibility to shape change, employees face external pressure with counter pressure or incipient cooperation.

Help

(interest, orientation, renewal, optimism, security)

The unfamiliar is implemented and given a try. Employees gain new experiences and learn from setbacks. The feeling of (self-) assurance, orientation and the ability to act returns slowly but surely. The stress level declines continuously. As a result of implementation successes, situations that were until recently viewed as threatening are seen more neutrally or as a challenge. The change process is complete and is being supported.

