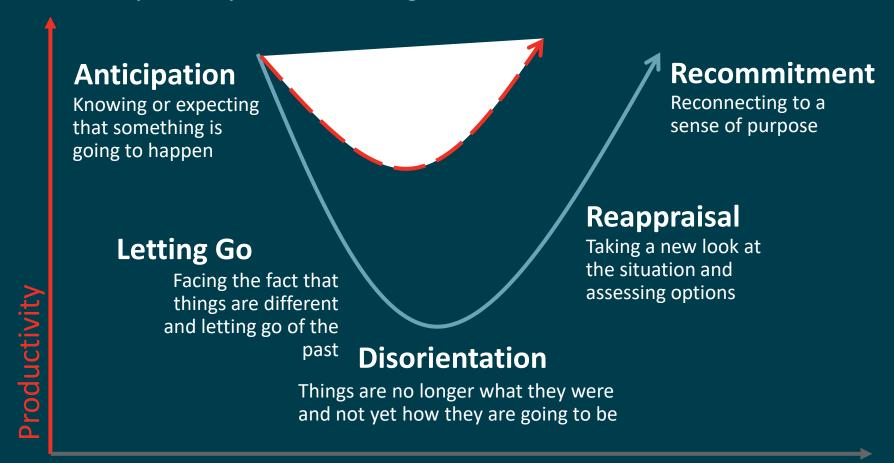


LHH CHANGE MAP

LEE HECHT HARRISON

LHH Behavior-Based Change Model™

How People Respond To Change

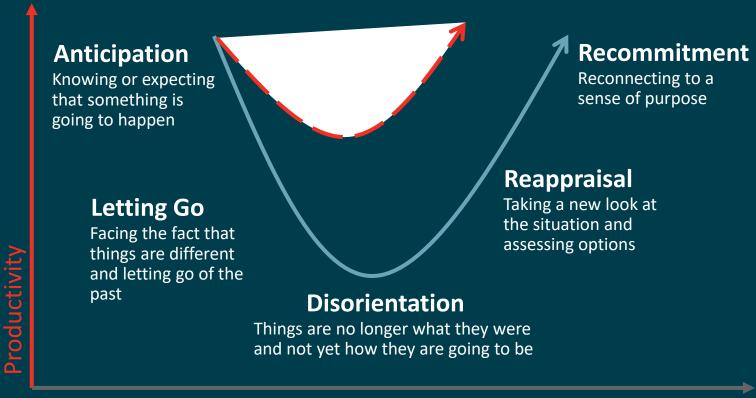


Time

The Stages of Change – Feelings and Behaviors

Stage of Change	Typical Feelings	Behaviors
Anticipation – Knowing or expecting that something is going to happen	Uncertain, excited, anxious, restless, energized	Excessive conversation, rumors, speculation
Letting Go – Facing the fact that things are different and letting go of the past	Anger, sadness, doubt, denial, shock, distrust	Complaining, blaming, disorganized, missing deadlines
Disorientation – Things are no longer what they were or how they are going to be	Lost, overwhelmed, confused, depressed	Withdrawal, indifference, inability to focus, not listening, difficulty making decisions
Reappraisal – Taking a new look at the situation and assessing options	Interested, curious, hopeful, unsure, "Is this still the right place for me?"	Making decisions, assessing options, exploring possibilities, trying new ways of working
Recommitment - Reconnecting to a sense of purpose	Optimistic, future oriented, confident, involved, impatient	Working on priorities, focused

Stage Identification – Your Team and You

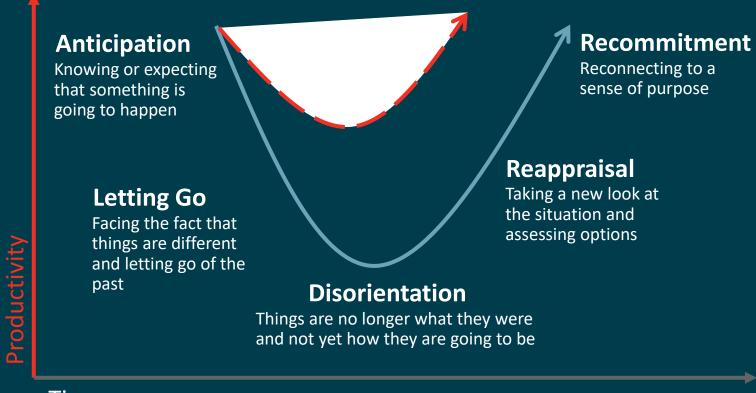


Time

Which stage(s) do you think your team is in now?

Which stage do you think you are in now?

Where is your Team in the Change?



Time

Based on where your team is in the change, how will that impact how you convey the right message in your team meetings?

Key Leader Actions During Change

Anticipation Recommitment Knowing or expecting Reconnecting to a sense of purpose that something is going to happen Leader's Action: Coach **Leader's Action:** Communicate Reappraisal **Letting Go** Taking a new look at Facing the fact that the situation and things are different and assessing options letting go of the past Leader's Action: Listen Disorientation Things are no longer what they were and not yet how they are going to be Leader's Action: Direct

Time

Navigating Change Requires Resilience

Resilience

The ability to quickly recover and maintain positive functioning despite stressors and change

COPE effectively with stress and uncertainty

BOUNCE BACK from physical and emotional stress

ABSORB high levels of change and remain effective

ADJUST to disruptions in life

MAINTAIN high levels of productivity