

Journeys Through Change



Charting a course to maximize the personal, structural,
and procedural elements of change

– PREVIEW –



Journeys Through Change

As participants and leaders of change – whether we have initiated, inherited, or been directed to engage the change process – we have a multitude of tasks and responsibilities, all of which are oftentimes above and beyond our already substantial day-to-day duties. Furthermore, in addition to effectively engaging with the process of change (including leading others), it is paramount to tend to how we are personally relating to change as well.

Journeys Through Change is a workbook for individuals and teams to chart a course through the change process to maximize the personal, structural, and procedural elements associated with that change.

Getting the most out of this workbook

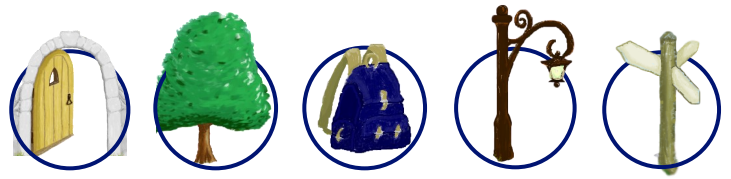
Journeys Through Change is a tool for anyone engaged in a change process. It can be used by individuals for self-reflection and planning, as well as used as a conversation and planning guide for teams and organizations. In particular for leaders of change, this tool can be used to quickly and efficiently gain an understanding of where team members may be in relation to the change process, and afford opportunities to meet team members where they are within the change process to increase the likelihood of success. In addition, it complements any existing change management framework you may have already engaged. As no journey of change is the same, how you choose to use this workbook and support your own journey is up to you!

A few things to keep in mind as you get started:

- **Multiple change processes can happen concurrently with the same individual or group.**
Make every effort to have one change process in mind when answering the observation questions, and then revisit the questions as many times as needed for other change processes.
- **While no journey of change is completely linear, it is recommended for the first time you use this tool that you complete it from start to finish, in order.**
Once you have gone through the content within the workbook in order, you can re-enter the tool at any point that is most advantageous to you and your team.
- **Each stage provides an overview with indicators to assist you in recognizing where you and your team/organization might be in the journey of change.**
A key contributor to challenges when implementing change is when individuals and teams do not meet people where they are in the change process and therefore miss opportunities to capitalize on the available structures, procedures, and personal experiences of change.

There is an abundance of resources available for implementing and managing change. However, opportunities to effectively and intentionally engage with the human experience of change are frequently neglected or overlooked – the result of which can create significant challenges and delays in successfully moving change efforts forward. You are invited to engage with this workbook individually and/or with members of your team/organization regarding a current or upcoming change to explore the personal, structural, and procedural elements of that change process. This tool is not intended to cover *all* aspects of the change process. Through the use of reflective questions, it is intended to provoke and prompt deeper thinking and conversation related to the multitude of elements that are engaged in a change, and ultimately it is intended to create opportunities for increased success for individuals, teams, and organizations in implementing sustainable change.

The content and structure of this tool is based upon the research and model for behavior change developed by James O. Prochaska and Carlo DiClemente. Their work began in the late 1970's and has been rigorously tested, validated and challenged, as well as expanded upon since then. Building upon that framework, Idea Infusion Consulting adds decades of work with individuals, teams, and organizations – across education, nonprofit, public health, government, and private sectors – that engaged in various change efforts and found success implementing sustainable change. This workbook seeks to increase the likelihood of your success in future change efforts by incorporating the lessons learned from those experiences, and highlighting how meeting people where they are in the process of change can dramatically increase the sustainability of those changes.



Contents

Getting the Most out of this Workbook	i
General Observations: Setting the Stage	1
<i>Journeys Through Change</i> : Overview	3
Stage 1: Dormancy	5
Key Factors in Success – Determinants for Change	9
Stage 2: Pondering	11
Stage 3: The Three P's: Planning, Preparation, and Practice	15
Stage 4: Implementation	19
Stage 5: Sustain & Maintain	23
Charting My Own Journey	27
Resources	29

General Observations: Setting the Stage

Consider a specific change process that you are currently engaged in, or that will be underway in the near future. Whether this change evokes enthusiasm and excitement, fear and dread, or any mixture of many emotions and questions, gaining clarity about your view of this change, as well as your past experiences with change, will set the stage for your continued exploration and journey. Please reflect and respond to the following:

What are my past experiences with change (in general)?

When the idea/conversation of change (personal and/or professional) comes up, I feel...
What feelings come up when I think about change?

Describe the change that is under discussion, being planned, and/or currently underway.

What is your role associated with this change?

Who else is involved in the process at this time?

In general, what are your initial observations about this change? For example, it has been a long-time coming, it is unexpected, and/or it is not exactly clear yet, among others?

How do I feel about this change?

What is the narrative (story) I have associated with this change, such as what it is and why it is happening?

Do others share this point of view?

Do others differ in their point of view?

Among those with different points of view related to this change, what might we each gain from the other to inform and/or expand our own view?

What have you *observed* within yourself and among others affected by this change?

Describe examples of recent behaviors and/or actions among yourself and others affected by this change; for example, related to engagement in the change process, any shifts in behavior(s), and any observable actions associated with the change process, among others.

What have you *heard* within yourself and from others affected by this change?

Describe examples of recent comments, questions, and/or statements made by yourself and others affected by this change; for example, statements made in direct conversations, during a meeting, and/or overheard in passing, among others.

Who will be affected by this change – directly as well as indirectly?

Among those who will be affected the most, what are the overall opinions and/or general feelings about the change?

What additional support(s)—such as, information, tools, and/or resources (time, talent/people, financial)—might increase effective implementation of this change? How might I access and/or capitalize on these potential supports?



“We change only if we decide that the change is meaningful to who we are.

...People are the solution to the problems that confront us.

Technology is not the solution, although it can help.

*We are the solution—we as generous, open-hearted people
who want to use our creativity and caring on behalf of other human beings and all life.”*

– Margaret Wheatley



Idea Infusion Consulting

Infusing high quality, high caliber ideas into collaborative projects since 1999



www.idealinfusion.net

P.O. Box 12322

Denver, CO 80212

© 2019