



One of The Institute's **worksheets** series, to help you improve your leadership skills and capability, making you a better leader

The focus of this worksheet, based on the Spotlight 'Emotional Responses to Change,' is how individuals perceive and react differently to change, and how emotional responses may be managed with reference to the Kubler-Ross Change Curve.

You should take approximately **two hours** to complete this worksheet and read the accompanying Spotlight

Emotions and Change Management

Use the table below to select TRUE or FALSE for each statement and explain the reasons for your choice:

	True or False	Why?
Insist everyone be positive about change, don't provide any opportunities for negative feedback from people		
Imposed change causes shock and anxiety		
Providing as much reassurance as possible will help support individuals experiencing initial reactions of shock and denial		
Resistance to change should be seen by the leader as abnormal, arising from uncooperative individuals who have no vision		
Some employees may feel angry about change, acknowledge their anger and defuse it by giving them the chance to express their true feelings		

Perceptions of Change

With reference to a recent change project that you are currently involved in, or have been involved in, complete the following table, reflecting on the desired **future state** from the organisation's point of view and how this future state was initially viewed by yourself and three colleagues impacted by the change, asking: **How does their job change? What must they do differently? How did they react?:**

Organisation view	Colleague one	Colleague two	Colleague three	You



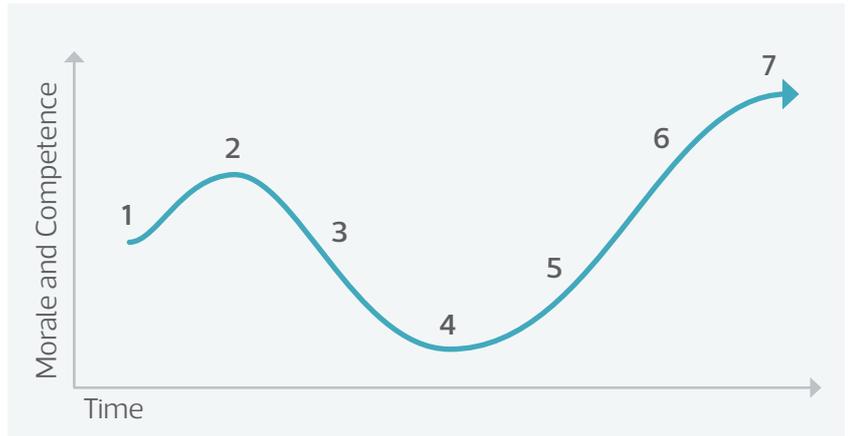
Worksheet

Leading Change: Emotional Responses to Change

Kubler-Ross Change Curve

Organisational change means different things to different people, and the Kubler-Ross Change Curve (right) identifies seven emotional phases employees go through during change.

With reference to the change project (above), complete the following table, reflecting on how the emotional phase was managed, or is being managed:



Emotional phase	How was/is this managed? What was the strategy?	Could this have been managed better? If so, how?
1. Shock		
2. Denial		
3. Frustration		
4. Depression		
5. Experiment		
6. Decision		
7. Integration		

Review: How would you start a conversation with a team member whose job role may be affected by proposed changes in the organisational structure?