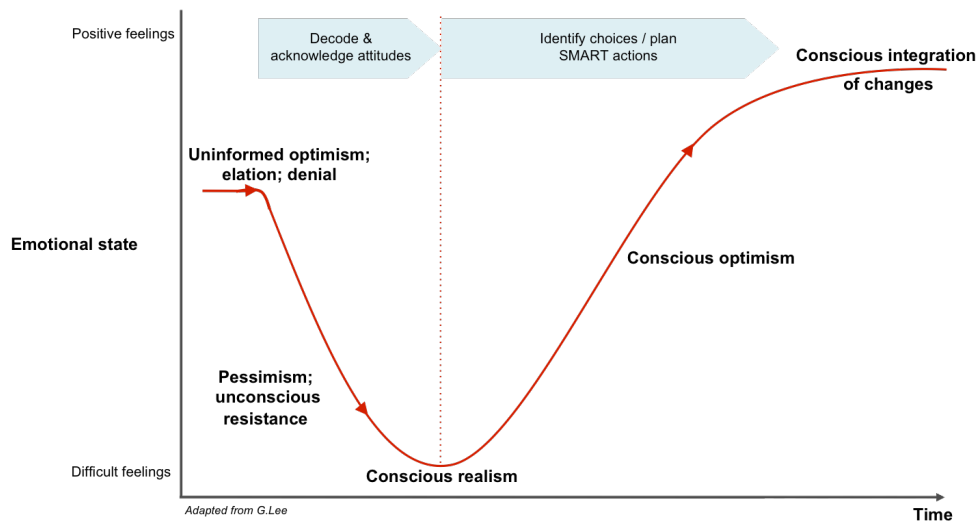


THE CHANGE CYCLE



Phases of Change and Transition

When change occurs or the security of the environment is threatened, people, groups, departments and organisations are bounced into The Change Cycle. The five phases of transition are Optimism, Pessimism, Conscious Realism, Conscious Optimism and Integration. This diagram above explains the five phases of The Change Cycle. It acknowledges that loss and change are an inescapable part of transitions.

Some people pass through all 5 stages, others get stuck at one of them. Some stages also seem easier than others and these differences makes each individual's transition experience unique to them.

1. OPTIMISTIC / DENIAL PHASE

Executive isn't fully apprised of key adjustments required for transition. They may be thrilled if they have benefitted from organisational changes - perhaps a promotion.

2. UNRESOURCEFUL, PESSIMISTIC PHASE

Pessimism is the most vulnerable part of transitioning.

As the requirements for success clarify, an executive may respond adversely by going into a brain freeze, go blank, feel uncertain, bored, blame, get annoyed or become otherwise

unresourceful. **Nb:** executives who successfully transition this Pessimism phase acknowledge the difficult feelings of change (albeit to themselves only). Unsuccessful transitions usually occurred where the individual could not bring themselves for acknowledge the difficulty.

3. CONSCIOUS REALISM

Choices – am I willing to explore or not?

The executive reaches a place of clarity where they are able to make informed choices. They commit themselves to exploring what works (and what does not) in the new landscape.

4. CONSCIOUS OPTIMISM

The executive is beginning to see positive results for their efforts. They can take responsibility for their progress. They try out different ways of doing things.

5. CHANGES INTEGRATED AND PAY-BACK

Generate effective solutions at the right time.

Ultimately the executive generates effective solutions for themselves. Results are experienced as effective, sustainable and creative.