

EXERCISE 2

THE CHANGE CURVE - OUR PRESENT PICTURE

When people face change we share a similar pattern of reaction, which can be illustrated in what is known as the change curve, or even better, the transformation curve. It is very helpful if the team you are leading through a period of change has a mutual understanding and vocabulary to deal with their individual transformation. This exercise helps you and your team to create that shared picture and identify where you all are currently on this change curve. It is very effective to use this exercise on a regular basis throughout the entire period of change. This helps you and your employees to manage and deal with your own and each other's mental and emotional state and reactions. The greater the impact the change has on each individual's identity, the deeper and stronger the reactions. The way earlier changes have been handled also has a major impact on how each individual deals with the change.

Purpose and objective

- To create a mutual picture and understanding of the change curve and where we see ourselves at the moment. To enable us to see and agree on what actions are appropriate to aid our individual transformation.
- At the end of this exercise you should be able to see various types of reaction and behaviour in your group.

Steps to take

1. Present/review the present status of the change your team/organisation is facing and needs to deal with. Make room for and encourage questions and concerns.
2. Present and walk through the four phases on the change curve. Encourage questions and clarification. Tip: Hand out a text describing the four phases. If you feel uncomfortable and insecure when presenting the four phases, say so. But emphasise that you think it is very important to discuss the phases in order to be successful with the change.
3. Ask everyone to draw the change curve on a blank piece of paper and put an "x" where they feel that they are in relation to the change curve. This should be done individually.
4. Draw the change curve on the whiteboard or flipchart and invite everyone to come forward and put their "x" on it. Explain that this is voluntary.
5. Take time to reflect with your group on the picture you now have and ask yourselves: Issues for reflection: What does it tell us about our group? What must we think about during the next period in order to manage our transformation optimally?
6. Give everyone a few minutes to reflect individually on these questions. After a while, encourage the group to share in pairs what they have written. Close by sharing your reflections with the whole group. Write key comments and conclusions on the whiteboard or flipchart so that everyone can read them.
7. Discuss and agree on the actions that are needed.

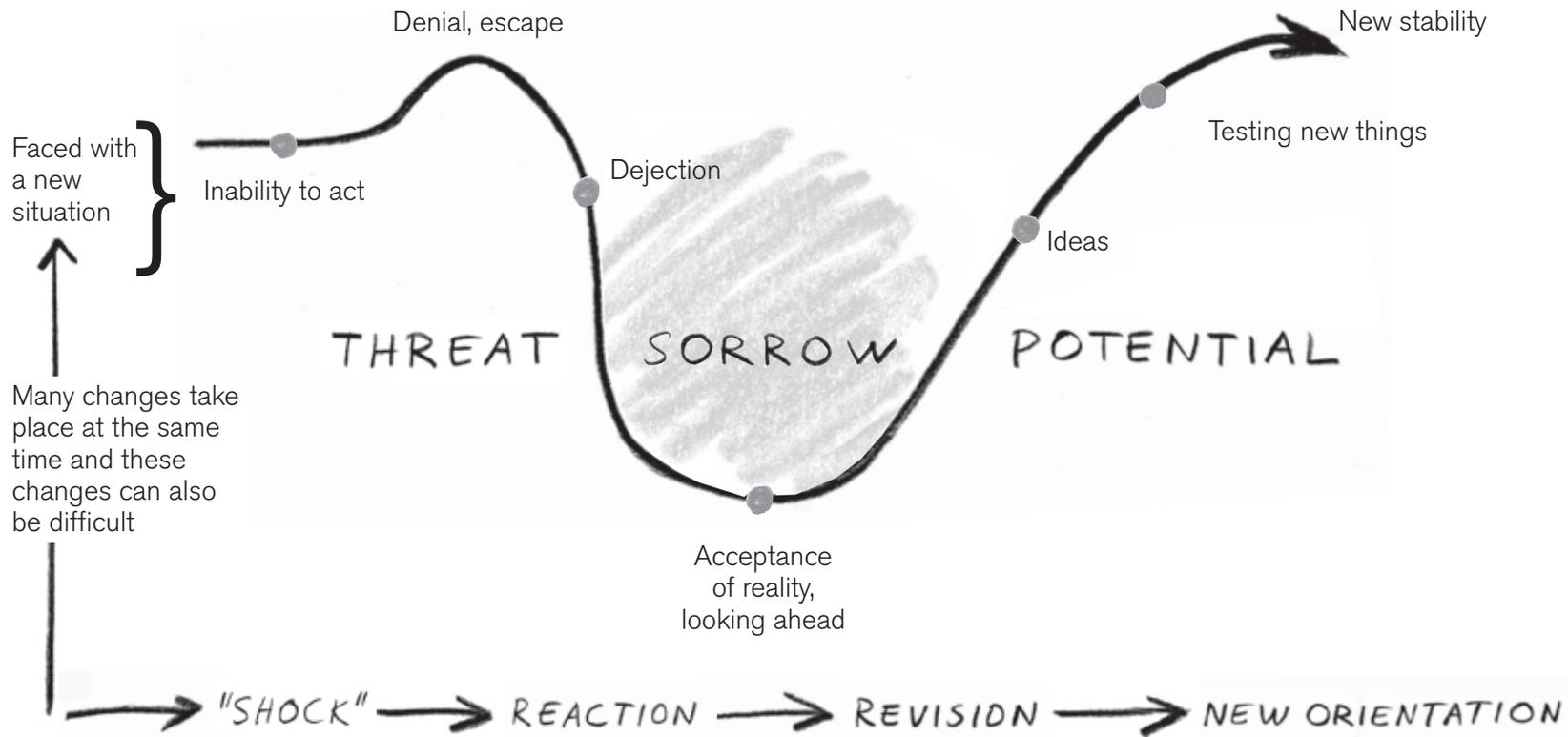
Time needed

You will need 20-30 minutes, including the introduction, exercise and reflection. Expect to need more time the first time you do this exercise with your group.

EXERCISE 2

THE CHANGE CURVE

Potential feelings and thoughts of people and groups undergoing change



Source: J Kullberg