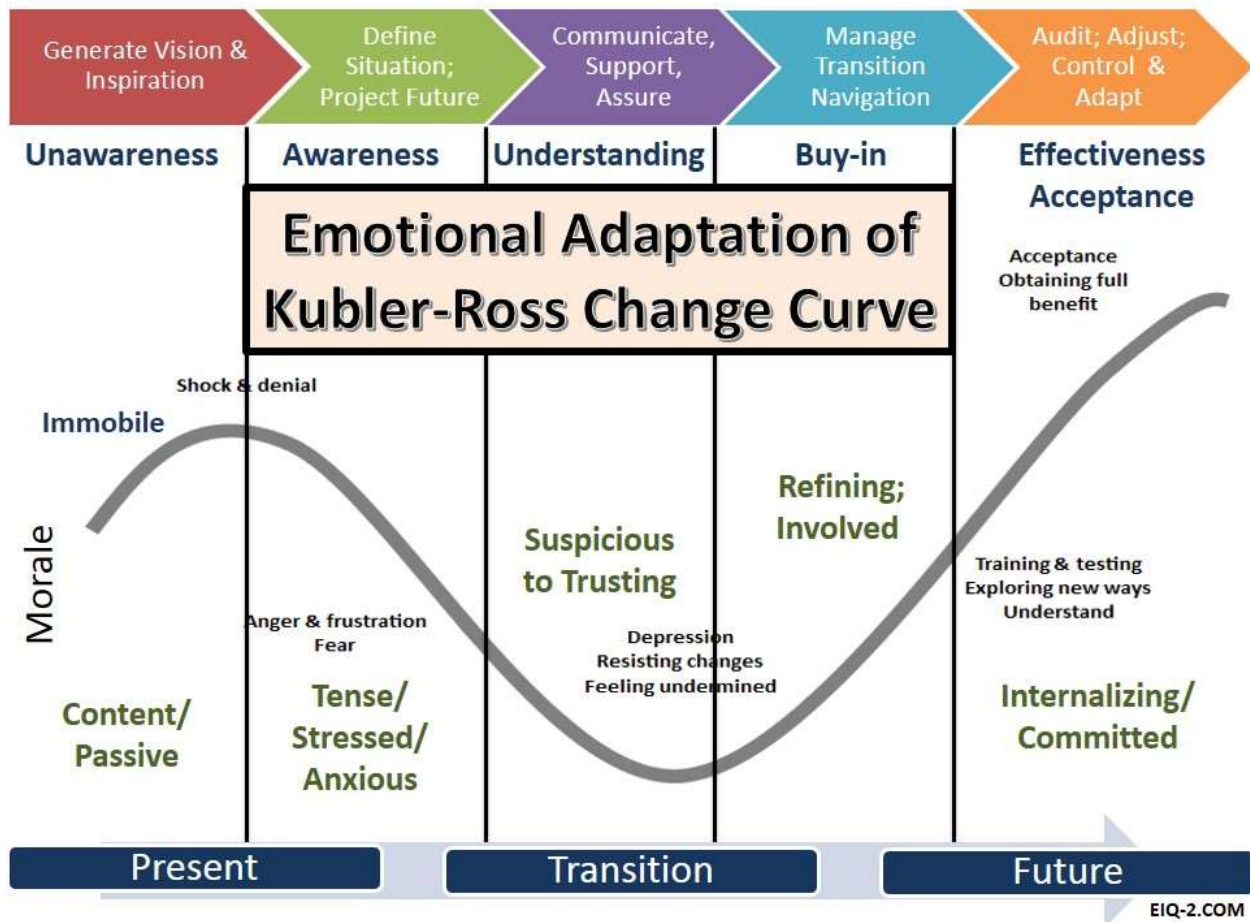




The Emotions of Change

Change is the one constant in life. Individuals, teams and organizations experience continuous transformation. Both internal and external environments are continuously in flux. While shifts are inevitable, progress and improvement are optional. Learning, preparation and management allow for successful development and growth. Feelings and relationships are the catalysts for effectiveness.

Transition impacts a wide array of emotions. These are both conscious and subconscious but all have real impact. Positive emotions facilitate development and progress while the negatives hinder and impede. Obstacles and setbacks make adjustments more stressful and challenging.



The Emotions of Change

The Kubler-Ross Change model suggests the impact of feelings on change. Initially, there is denial, resentment and feelings of fear. Transition requires a shift from the performance zone that has become familiar and comfortable. Change entails a degree of risk, discomfort, the unknown and chaos. At this point, the leader's role is to recognize and validate the team's feelings. Sensitivity and appreciation go far in creating a sense of unity for dealing with improvement.

When change begins, the leader's influence serves as the impetus for growth. Inspiration and influence convinces people that the gains far outweigh the risks. By recognizing and empathizing with feelings, the leader sets a path for success and creates a far easier transition.



Awareness triggers higher levels of stress, anxiety and worry. Anger and frustration come into play as team members become uncomfortable with uncertainty. Heightened levels of risk bring their abilities into question and can shake confidence. During this time, the leader's role is to bring assurance and stability. Clear definition, a well-developed plan, necessary resources and the organization to achieve settles unrest.

The Emotions of Change

The change leader nurtures motivation and drive. Support and inspiration allow for greater acceptance and effort. When the leader is confident, the team catches that emotion. Trust, likeability and powerful relationships transform suspicion and doubt into energy and development. Continuing supportive communication produces realistic positive expectations.



When dealing with change, leaders need to design and implement transition. Navigation can be difficult. The team needs to be assured that the rewards and results will compensate for the stress and pain of transition. Leaders succeed by communicating candidly and transparently. The relationship serves to enhance motivation and spirit. Communication inspires and generates reciprocal empathy. This supports feelings of teamwork and connection.

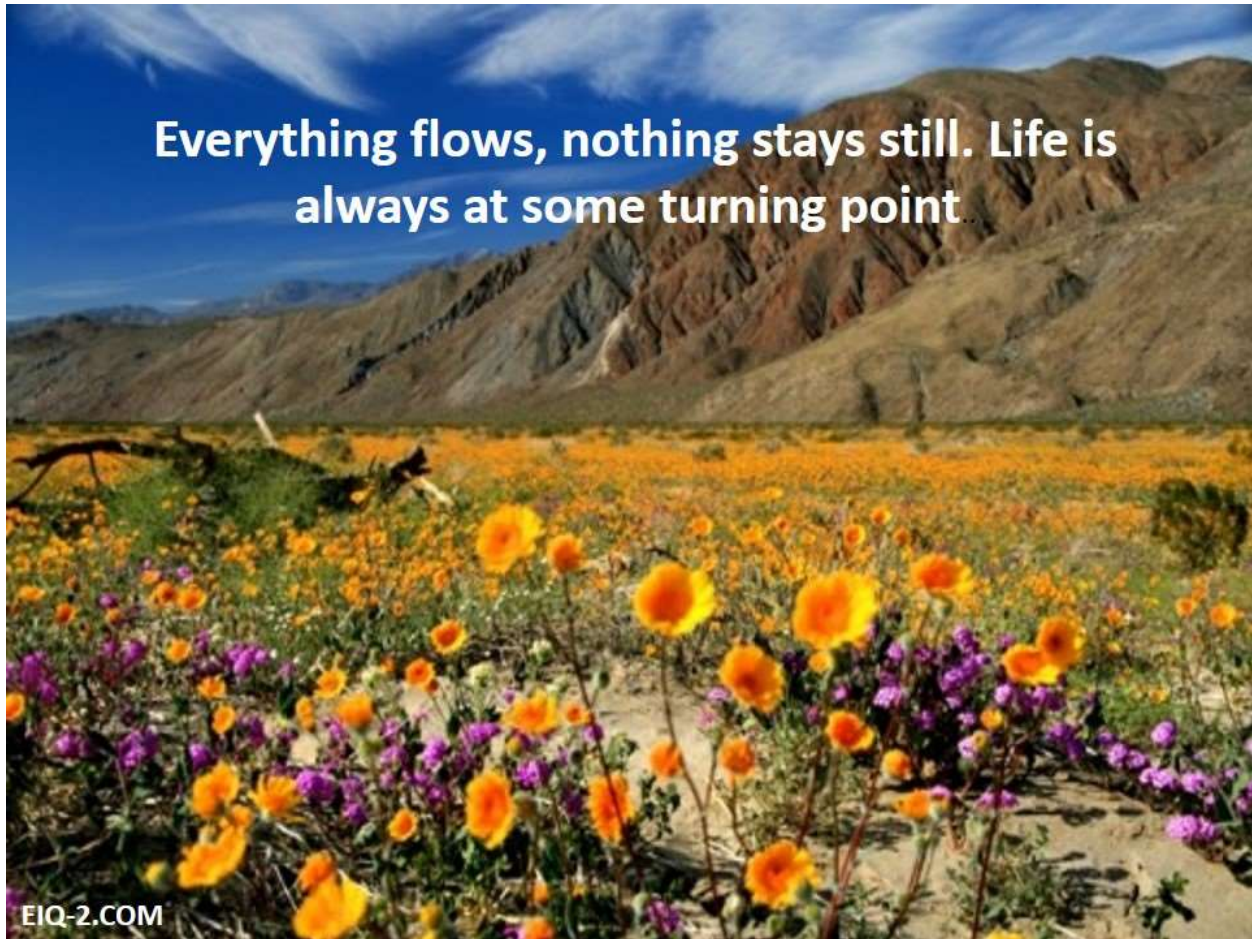
The leader's inner qualities assure that the journey will generate targeted outcomes. Imagination and learning provide continuously improving tools to direct the effort. As stability begins to return, the team is more energized and engaged. Positive feelings have replaced confusion and doubt.



Change is part of life. Progress is optional.

As the change cycle comes to a close, the culture and climate of the organization provide safety and security. When change is viewed in a positive way, it is a path to development. Progress comes from abandoning the old, worn out ways and accepting the adventure of developing something new and special. Organizations cultivate and nurture an emotional framework for development that supports positive feelings, encourages challenges, and assures that failure is not fatale.

Learning and emotional intelligence provide an impetus for positive feelings of growth. Creativity, curiosity and imagination ask about possibilities and potential. They like experimentation and exploration as long as risk is managed.



The organizations that will lead in the future are prepared to employ both the hearts and minds of their teams. They know that the only true security lies in change and continuous improvement.

For Further Reading:

Cameron, Esther; and Green, Michael © 2012 **Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change** Kogan Page Press

Cherniss, Cary; and Adler, Mitchell © 2000 **Promoting Emotional Intelligence in Organizations** ASTD Publishing

Flagello, Jane R. © 2013 **The Change Intelligence Factor: Mastering the Promise of EXTRA-ORDINARY** TPH Publishing

Freedman, Joshua; Ghini, Massmiliano; and Conley, Chip © 2010 **Inside Change: Transforming Your Organization with Emotional Intelligence** Six Seconds

The Emotions of Change

Kotter, John P. © 2011 **HBR's 10 Must Reads on Change Management** Harvard Business Review

Success Dynamics' **Emotional Intelligence in Change Management** Course (1/2 Day Program): Change is part of any organization. Improvement and creativity come through deliberate, managed development. Through emotional intelligence, feelings, energy, excitement and enthusiasm can be channeled for optimal achievement and targeted results.

You and your organization need to adopt a learning program that taps into empathy, emotional intelligence, leadership, influence and teamwork. Success Dynamics offers integrated, comprehensive, proven results through our assessments and learning systems:

The Empathy Principle

EQ-2 Emotional Intelligence

EQ-2L Emotionally Intelligent Leadership

EQ-2I Emotionally Intelligent Influence/Sales

TmEQ-10 Emotionally Intelligent Teamwork

ESO Emotionally Smart Organizations and

EQ-2CRM Emotionally Intelligent Customer Service and Relationships