

UNDERSTANDING THE CHANGE PROCESS - HOW INDIVIDUALS CHANGE

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1. Organizational change will succeed to the extent that individuals in the organization, themselves change. Change management requires understanding how INDIVIDUALS change since organizational change is based on changes in each employee.

The implication of the steps below is that individual change tends to happen over an extended period of time, as people adapt and assimilate change. That means that those involved in facilitating or leading organizational change must expect there will be extended periods of adjustment in the organization. In other words, the watchword is **patience**.

Steps in the Personal Change Process

PREPARATION STAGE:

1. Contact Stage: The earliest encounter a person has with the fact that change may take place or has already taken place.

2. Awareness Stage: The person knows that a change is being contemplated.

ACCEPTANCE PHASE:

3. Understanding Stage: The person demonstrates some degree of comprehension of the nature and intent of the change.

4. Positive Perception: The person develops a positive view toward the change.

COMMITMENT PHASE:

5. Installation Stage: The change is implemented and becomes operational.

6. Adoption Stage: The change has been used long enough to demonstrate worth, and a visible positive impact.

7. Institutionalization: The change has a long history of worth, durability and continuity and has been formally incorporated into the routine operating procedures of the organization.

8. Internalization: Persons are highly committed to change because it is congruent with their personal interests, goals or value systems.