

SUPPORTING STAFF THROUGH CHANGE

One model for change we can use to understand better how we, and our co-workers, deal with change is the Trans-Theoretical Model (TTM), otherwise known as the Stages of Change model (Prochaska & DiClemente, 1983; Prochaska, DiClemente, & Norcross, 1992). This theory proposes that we typically progress through five stages as we incorporate a new behavior, attitude, or skill into our lives. The wonderful news about this is that we can learn to identify at what stage a colleague is, and offer support to help them move forward.

Stage	Behavior	What you can do to help
<i>Precontemplation</i>	Doesn't intend to change, feels no need to change. May feel hopeless, defensive, ashamed or angry.	<i>Support feelings:</i> You seem sad/ scared/nervous. <i>Ask non-threatening questions:</i> What do you think about . . .? How would you handle this? <i>Listen.</i>
<i>Contemplation</i>	Growing awareness of need to change. More open to feedback. Thinking about change, not taking action. Indecisive, not ready to commit to change.	<i>Support feelings:</i> This seems scary to you. <i>Ask open questions:</i> What would happen if . . .? How would it be to . . .?
<i>Preparation</i>	Intent to take action in near future. May have already begun taking some steps toward change.	<i>Show understanding and support:</i> Other staff feel the way you do. This is a really tough decision. You're making a great start. I like what you've already done.
<i>Action</i>	In process of changing. Practices new behavior consistently.	<i>Ask supportive questions:</i> How can we help you stick with this?
<i>Maintenance</i>	Feels confident and comfortable with behavior.	<i>Show support:</i> What an accomplishment! Good job. Look how far we've come.
<i>Relapse</i>	Reverts to any former stage	<i>Support feelings:</i> You seem frustrated/sad. <i>Ask non-threatening questions:</i> What helped you . . .? What do you think about . . . ?

Stages of Change Worksheet

Think about an actual change your team is going through right now, or a change you anticipate, or a change you would like to promote. List and stage key members of your team in regard to this change, and why you think they're in that stage (indicators).

Name	Stage	Indicators
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1.

2.

3.

Now list these key people again, and write down one thing you can do or say to support them.

Name	What you can say or do
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1.

2.

3.

What is one thing you can do as a team leader to support *your entire team* as it faces this change?

Who can help *you*, and what can they do?