

STAGE	STATE	FEELINGS	BEHAVIOURS	LEADER ACTIONS	PD and TOOLS	SUPPORT
LOSS	IMMOBILISATION <ul style="list-style-type: none"> I'm shocked 	<ul style="list-style-type: none"> Stressed Anxious Overwhelmed Threatened Uncertain 	<ul style="list-style-type: none"> Unable to think clearly Procrastinate Overreact Accuse Spread/rely on rumours 	360° COMMUNICATION <ul style="list-style-type: none"> Ensure open communication lines with Manager/Supervisor Keep any messages clear & simple (repeat, repeat) Explain the case for change (& why we can't stay as-is) Explain clearly next steps 	All Staff <ul style="list-style-type: none"> Beat that Stress Change Maze Developing Workplace Resilience Introduction to Mental Health Emotional Intelligence Lynda change playlist 	<ul style="list-style-type: none"> OD Team - Coaching EAP Manager Colleagues/peers Coaches/Mentors
DOUBT	DENIAL <ul style="list-style-type: none"> This isn't really going to happen 	<ul style="list-style-type: none"> Disbelief Sceptical 	<ul style="list-style-type: none"> Block further attempts to discuss No attempt to change Don't seek further information or support 	REINFORCE <ul style="list-style-type: none"> Be patient Reinforce why BAU isn't an option Encourage 1:1 discussions with manager or People team Facilitate access to information and support Involve in change project 	Managers <ul style="list-style-type: none"> Leading Change Crucial Conversations Effective Communication suite Lynda change playlist OD Team – Coaching EAP Managers Support 	
DISCOMFORT	ANGER <ul style="list-style-type: none"> They can't do this! 	<ul style="list-style-type: none"> Loss of control Stressed Frustrated 	<ul style="list-style-type: none"> Highly reactive Defensive Intolerant Can't focus on work 	LISTEN <ul style="list-style-type: none"> Let people express their feelings and concerns Facilitate access to information and support Suggest follow up discussion with EAP / trusted colleague 	HR Tools <ul style="list-style-type: none"> Before change – Readiness for Change assessment 	
DISCOMFORT	DEPRESSION <ul style="list-style-type: none"> I don't know what I'm going to do 	<ul style="list-style-type: none"> Helpless Flat Worried Anxious Pessimistic 	<ul style="list-style-type: none"> Lack of energy and focus Quiet Complaining Error prone Procrastinating Increase dependency 	SUPPORT <ul style="list-style-type: none"> Show care and empathy Monitor ability to work safely and effectively Strongly recommend follow up Encourage EAP and medical support Ask a trusted colleague to keep in touch 	OD Tools <ul style="list-style-type: none"> Frydenberg's Coping Strategies Thinking Traps Professional Support Network Tool 	
DISCOVERY	BARGAINING <ul style="list-style-type: none"> Maybe we can do something about this? 	<ul style="list-style-type: none"> Hopeful Optimistic Interested 	<ul style="list-style-type: none"> Negotiating Attention seeking Influencing Manipulating 	DIRECT <ul style="list-style-type: none"> Confirm message and present options: Skills development options External career opportunities Refer for Psych assistance 	All Staff <ul style="list-style-type: none"> Skills Training Get that Job OD Tools <ul style="list-style-type: none"> Personal Strengths Finding Mental Toughness Index 	<ul style="list-style-type: none"> OD Team - Coaching EAP Manager Colleagues/peers Coaches/Mentors
UNDERSTANDING	TESTING <ul style="list-style-type: none"> What are my options? Where to from here? 	<ul style="list-style-type: none"> Curious Interested Sceptical Hesitant 	<ul style="list-style-type: none"> Seeking information Discussing options Exploring possibilities Involving family 	ENGAGE <ul style="list-style-type: none"> Help explore potential and realistic options for ongoing guidance Encourage to involve family / partner in decision making Encourage towards acceptance 	All Staff	<ul style="list-style-type: none"> OD Team - Coaching EAP Manager Colleagues/peers Coaches/Mentors
UNDERSTANDING	ACCEPTANCE	<ul style="list-style-type: none"> Informed Involved 	<ul style="list-style-type: none"> Keen to be involved Looking forward 	COACH	HR Tools	

	<ul style="list-style-type: none"> Tell me about next steps and what I need to do 	<ul style="list-style-type: none"> Hopeful Optimistic 	<ul style="list-style-type: none"> Exploring new possibilities 	<ul style="list-style-type: none"> Acknowledge interest and support decision making Ask for questions and commitment to action Encourage to help support of other colleagues who are not comfortable 	<ul style="list-style-type: none"> Post Change – Change evaluation <p>OD Tools</p> <ul style="list-style-type: none"> Team Charter template Team Management Profile 	
INTEGRATION	<p>COLLABORATION</p> <ul style="list-style-type: none"> We need to... How can I help? 	<ul style="list-style-type: none"> Satisfied Alert Enthusiastic Optimistic 	<ul style="list-style-type: none"> Keen to be involved Looking forward Exploring new possibilities Offering to help others 	<p>COACH/MENTOR</p> <ul style="list-style-type: none"> Acknowledge interest and support decision making Ask for questions and commitment to action Encourage to help support of other colleagues who are not comfortable 		