

The Change Reactor

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When people are faced with change, they experience a range of emotions. As they transition through change, their reactions will change — some in a positive way and some in a negative way. In the far left column insert the initials of your team members based on where you believe them to be regarding the changes in your organization. In the right column, outline your strategy to keep them moving through the change.

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Who	Emotion	Reaction	Explanation	Strategy
	Anxiety	Will I be able to handle this?	The individual sees the change as something outside of his control or range of understanding.	
	Denial	Why change? Things are fine the way they are.	This reaction can appear at different times. In the initial stages, the individual denies the need for change. His feeling is that things are fine as they are. In the later stages of transition, the individual may deny that any change has taken place, continuing to operate as he always has.	
	Approval	It's about time!	Perceiving the current situation to be negative, the individual welcomes change. Even if the present is perceived in a positive light, the individual views change as the possibility for improvement. After all, nothing is perfect.	
	Fear	How will this affect me?	Perceiving a change to the normal way of doing things, one may fear the impact it will have on his self-perception or how others view him.	
	Threat	I'll never be able to do that.	This reaction may result when comprehensive change to one's normal behavior pattern is required. He may view future choices to be limited and be unsure how he will be able to perform in a new environment with a new set of rules.	

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Who	Emotion	Reaction	Explanation	Strategy
	Depression	How will I function?	Change may cause the individual to be uncertain about what the future holds for him or how he will fit into the changed environment. This lack of a clear vision of how to operate in the future may undermine the individual's sense of identity and lead to feelings of depression.	
	Discontent	This will never work. I'm out of here!	This individual views the pending change as incompatible with his goals, beliefs, and values and becomes dissatisfied, losing focus and motivation. The individual may withdraw mentally by going through the motions, but with no real commitment. In the extreme, the individual will resign.	
	Rebellion	I'll show them. We didn't need to change.	The individual ignores the new processes (and may even work to undermine them) and continues to operate in the old manner even though the outcomes are less than successful. This is an extreme form of denial.	
	Exploration	This might be a good thing.	The individual gradually accepts the change and begins to see the possibilities and how he fits into the new picture in the future.	
	Commitment	This can work.	The individual rededicates himself to the new behaviors, performing new tasks, and working in new ways to support the company's new direction.	

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