



CBF Peer Learning Groups

Responding to change

Change is constant in our lives, so it's important to learn how to go – and to lead others – through it in healthy ways. Here are business professor Robert Quinn's six stages and accompanying skills for individuals responding to change:

1. Loss

- Goal: Safety
- Skills:
 - Clearly defining the change and the desired outcome
 - Distinguishing between real and imagined fears
- Challenge: Challenging the “endless victim” mentality
- Opportunity: Learning to channel fear into appropriate action

2. Doubt

- Goal: Accumulation of accurate information
- Skills:
 - Reframing the change
 - Gathering information that creates an accurate picture
- Challenge: Accepting valid information differing from your position
- Opportunity: Seeking and utilizing new knowledge

3. Discomfort

- Goal: Self-motivation to “break through”
- Skills:
 - Taking mental action
 - Creating mental distraction
 - Committing to physical action
- Challenge: Keeping anxiety from becoming depression
- Opportunity: Taking small breakthrough steps in the midst of chaos
- Stage 3 Danger Zone
 - Recognize that you might feel the overwhelming urge to give up
 - Avoid the Danger Zone by knowing the Zone is coming, focusing on Stage 3 skills, increasing physical activity, and finding a “change partner”

4. Discovery

- Goal: Decision-making from available options
- Skills:
 - Being willing to take risks
 - Understanding and practicing perspective
 - Identifying and using your strengths
- Challenge: Acting on your decisions
- Opportunity: Knowing how to stay focused on priorities

5. Understanding

- Goal: Grasp of the benefits of change
- Skills:
 - Identifying the benefits of change
 - Giving credit where credit is due
 - Celebrating progress
- Challenge: Keeping moving to complete the change cycle
- Opportunity: Acknowledging assistance from others

6. Integration

- Goal: Implementation of change
- Skills:
 - Identifying the benefits of change
 - Giving credit where credit is due
 - Celebrating progress
- Challenge: Keeping moving to complete the change cycle
- Opportunity: Acknowledging assistance from others

Questions for discussion:

- What is a recent (or current) change in your life?
- How do you feel about this change?
- What were the consequences of the change?
- Can you identify your current stage in relation to this change?
- What was your experience in earlier stages?
- Did you experience the Danger Zone?
- What is the next step in moving forward in this change?
- How might your PLG encourage and hold you accountable as you take this step?
- How might your experience with this change, along with a new understanding of the six stages of change, impact how you lead your congregation through change?

Materials adapted from the CBF Fellows Teaching Guide and Resource Notebook.