

# Leader Actions for the *Fear, Anger & Resistance* Quadrant

## Ways to Introduce the Change/New Ideas

- Ask people to explore ideas that help solve the “problem” that they now realize must be solved.
- Offer some possible solutions and strategies that address the challenge or problem facing the team/department/City.
- Work collaboratively with others to co-create a vision of the change — ensure that it is a shared vision that reflects others’ aspirations/hopes.
- Guide them in exploring the positive outcomes of the change — help them see the benefits and opportunities that the change presents.
- Acknowledge their objections, concerns, and fears about what is being proposed. Ask them to work with you to make the proposed change responsive to these concerns.
- Invite people to offer their own solutions to offset the perceived losses and strategies to realize the benefits — suggest your own ideas of possible gains and opportunities.
- Integrate their concerns about the change and their ideas for improving it into strategies that address their issues.

## Ways to Deal with the Emotions of Those Who are in *Fear, Anger & Resistance*

- Co-create the change vision — involve others in defining the possibilities of the future.
- Listen, listen, listen! Hear and *understand* what people are most concerned about with the change.
- Acknowledge their pain, perceived losses, frustrations, and anger.
- Don't try to talk people out of their feelings. Honor where they are while giving them a reason to be open to hearing about the possibilities and promise of the new direction.
- Help them address their frustrations and perceived losses by asking: “*How might we address this issue?*”
- Tell people what you know — and what you DON'T yet know. Be transparent. Let them know that you are learning and discovering the way forward along with them.
- Explore their ideas and possible solutions that might help *solve* the problems that they have with the change.
- Encourage discussion, dissent, disagreement, debate . . . keep people talking. Don't let concerns stay underground.
- Tell them that the City needs their knowledge, experience, and ideas to find the new way forward.

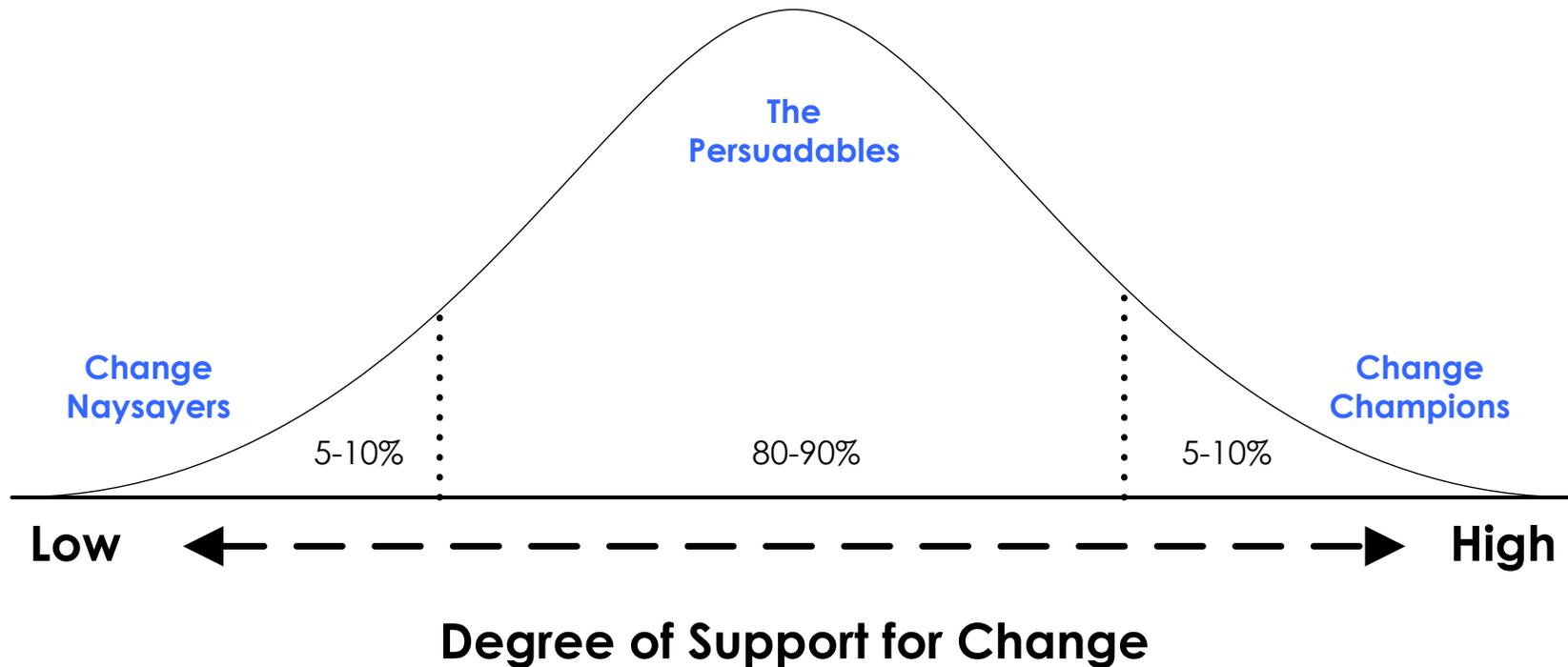


Adapted from **Change Basics**, by Linda and Jeff Russell  
ATD Press, 2006

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# The Change Acceptance Curve

The Change Acceptance Curve describes the expected distribution of responses people might demonstrate in response to a change. Guiding people through the **Leading Change** model involves honoring and meeting people where they are, exploring the origins of their response to the change, and inviting them to embrace the change – on their own terms. The Change Acceptance Curve acknowledges that there will always be people experiencing different levels of support for the change. The Curve also helps us recognize that we need different communication and influence strategies based upon where people are.



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