

## POINTS TO PONDER:

### Coping With Change

1. **Change is inevitable.** The more you understand that, the less surprised and upset you will be when it happens.
2. **Recognize the stages.** Adjusting to change can make you feel like you are on a rollercoaster.
3. **Do some anchoring.** One part of your life may be changing, while others remain stable and constant. Let those anchors help you to put your changing worklife in perspective.
4. **Know your core values.** If you know what's really important to you, the world can't throw you.
5. **Take care of yourself.** Change naturally causes stress. Take breaks when it gets to overwhelming. Eat well, sleep well, exercise and take some time to "download" and relax.
6. **Develop a coping strategy.** Based on your decision-making style: Analytical, Conceptual, Behavioral or Directive. Or, your own, personal change tactics.
7. **Be flexible.** Realize your capacity to adapt. The better you are able to adapt to change, the greater your chances of being successful.
8. **Keep a positive outlook.** One thing you do have is control over your attitude. Decide to keep yourself in an open and positive frame of mind.
9. **Keep expectations realistic.** There will be some bumps along the road. Not everyone will change at the same rate.
10. **Avoid rumors and negative people.** Don't get caught up in workplace rumors or speculation. Venting can be a healthy part of adapting to change. Too much will have a negative impact on morale and it can be contagious.
11. **Become better.** Smarter, healthier, more confident. Invest in yourself.



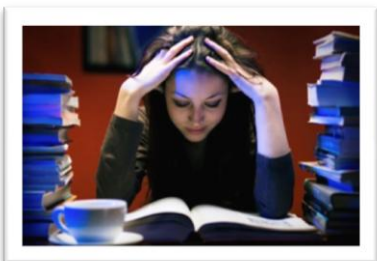
12. **OWN change.** Opportunities to **Win Now** – it can be a means to your goals, not a barrier.

Adapted from  
"Embracing Change", Susan Taylor, ESSENCE (Feb 2002); and  
*Managing with Style: A Guide to Understanding, Assessing and Improving Decision-Making*;  
Alan J. Rowe and Richard O. Mason  
(San Francisco: Jossey-Bass Management Series, 1987)

## DECISION-MAKING STYLES and COPING STRATEGIES

Read through the description of these styles and their corresponding strategies. Identify which style/strategy best describes you.

- **ANALYTICAL STYLE:** technical, logical, careful, methodical, needs much data, like order, enjoys problem-solving, enjoys structure, enjoys scientific study, and enjoys working alone.
  - **COPING STRATEGY:** You see change as a challenging puzzle to be solved. You need plenty of time to gather information, analyze data, and draw conclusions. You will resist change if you are not given enough time to think it through.
- **CONCEPTUAL STYLE:** creative and artistic, future oriented, likes to brainstorm, wants independence, uses judgment, optimistic, uses ideas vs. data, looks at the big picture, rebellious and opinionated, and committed to principles or a vision.
  - **COPING STRATEGY:** You are interested in how change fits into the big picture. You want to be involved in defining what needs to change and why. You will resist change if you feel excluded from participating in the change process.
- **BEHAVIORAL STYLE:** supportive of others, empathetic, wants affiliation, nurtures others, communicates easily, uses instinct, avoids stress, avoids conflict, relies on feelings instead of data, and enjoys team/group efforts.
  - **COPING STRATEGY:** You want to know how everyone feels about the changes ahead. You work best when you know that the whole group is supportive of each other and that everyone champions the change process. If the change adversely affects someone in the group, you will perceive change as a crisis.
- **DIRECTIVE STYLE:** aggressive, acts rapidly, takes charge, persuasive and/or is manipulative, uses rules, needs power/status, impatient, productive, single-minded, and enjoys individual achievements.
  - **COPING STRATEGY:** You want specifics on how the change will affect you and what your own role will be during the change process. If you know the rules of the change process and the desired outcome, you will act rapidly and aggressively to achieve change goals. You resist change if the rules or anticipated results are not clearly defined.



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