

Support Yourself and Others Through Change

LeaderTrak Lens Integration Session

One Page Integration Agenda

Support Yourself and Others Through Change

90 Minute Virtual Integration Session

Purpose

This integration session reinforces the concepts of the **Rational Change Model and the Emotional Change Model** and focuses on how leaders support themselves and others during organizational change.

Participants will explore the predictable human dynamics of change, recognize emotional responses to change, and practice coaching employees through change using a structured conversation approach.

Welcome and Session Context

0:00 to 0:10

- Welcome and connection to the video course
- Reflection on recent changes participants are experiencing
- The leader's responsibility to guide people through change

Why Change Happens: The Rational Side

0:10 to 0:25

- Review the Rational Change Model
 - Discuss why organizations must continually change
 - Identify examples of change occurring in participants' organizations
-

The Human Side of Change

0:25 to 0:45

- Review predictable emotional reactions to change
 - Discuss how resistance to change appears in organizations
 - Identify the four common emotional responses to change
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The Emotional Change Model

0:45 to 1:05

- Review the three stages of emotional change
 - Endings
 - Transitions
 - Beginnings
 - Discuss how leaders recognize where employees are in the model
-

Coaching People Through Change

1:05 to 1:20

- Review the Coaching Through Change Planner
 - Discuss how leaders help employees move through resistance
 - Apply coaching questions to real change situations
-

Leadership Commitments

1:20 to 1:30

- Identify one change situation you will approach differently
- Capture next leadership actions
- Key takeaways and close

Facilitator Integration Outline

Support Yourself and Others Through Change

90 Minute Integration Session

1. Welcome and Context

0:00 to 0:10

Facilitator message

“You’ve completed the video learning and workbook for **Support Yourself and Others Through Change**.

Today’s session focuses on applying these concepts to real leadership situations you’re experiencing right now.”

Explain

Change is constant in organizations, but leaders play a critical role in **how quickly people adapt and move forward**.

Successful leaders help people understand change both **rationally and emotionally**.

Opening Question

Ask participants

“What is one significant change happening in your organization right now?”

Follow up

“How has that change affected your team?”

Capture a few responses.

Transition

“Leading change effectively requires understanding both the business reasons for change and the human reactions to it.”

2. The Rational Side of Change

0:10 to 0:25

Explain

Organizations must continually evolve in order to survive and remain competitive.

Introduce the **Rational Change Model**.

Explain the three phases:

1 Getting Started

2 Building Momentum

3 Reinventing

Discuss

Organizations that fail to reinvent eventually decline.

Discussion prompts

Ask participants

“Can you think of organizations that failed because they did not adapt?”

“What organizations are good examples of reinvention?”

Then ask

“Where would you place your organization today in this model?”

Expected insights

Participants often recognize that

- organizations stay too long in the momentum stage
- leaders resist change until problems appear
- reinvention requires intentional leadership

Transition

“Understanding the rational need for change is important, but it doesn’t explain how people respond emotionally.”

3. The Human Side of Change

0:25 to 0:45

Explain

Even when people understand the business reason for change, they may still struggle with it emotionally.

Introduce the **predictable human reactions to change**.

Discuss examples such as

- feelings of loss
- confusion and uncertainty
- self-preservation
- reduced productivity
- lower morale or trust

Ask participants

“Which of these reactions have you seen during change in your organization?”

Follow up

“What impact did those reactions have on performance?”

Key insight

Leaders cannot eliminate emotional reactions to change, but they can **help people move through them more quickly**.

Transition

“This leads to one of the most important tools for leaders managing change.”

4. The Emotional Change Model

0:45 to 1:05

Introduce the **Emotional Change Model**.

Explain the three stages

Endings

Transitions

Beginnings

Explain

People must move through these stages emotionally before they fully accept change.

Discussion prompts

Ask participants

“Which stage do you think is most difficult for employees?”

“What behaviors do you see when someone is stuck in Endings?”

“What behaviors do you notice when people reach Beginnings?”

Key insights

Participants may observe

- resistance or frustration during Endings
- confusion and uncertainty during Transitions
- engagement and productivity during Beginnings

Explain

Different people move through these stages at different speeds.

Transition

“The role of the leader is to help people move forward through these stages.”

5. Coaching Through Change

1:05 to 1:20

Explain

One of the most effective ways leaders help employees navigate change is through **coaching conversations**.

Introduce the **Coaching Through Change Planner**.

Explain that the conversation focuses on

- understanding the employee's perspective
 - asking questions
 - listening carefully
 - identifying next steps
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Application discussion

Ask participants

“Think about someone on your team who is struggling with a change.”

Then ask

“What stage of the Emotional Change Model might they be in?”

Follow up

“What questions could you ask to better understand their concerns?”

Discuss examples such as

- What concerns you most about this change?
- What will you miss about the old way?
- What support would help you move forward?

Key insight

Coaching helps employees **process the change and regain confidence**.

6. Leadership Commitment

1:20 to 1:30

Ask participants to write down

- 1 One change situation they need to address as a leader
 - 2 One strategy they will use to better support employees during change
 - 3 One coaching conversation they plan to have
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Closing Reflection

Ask

“What is one insight from this course that will help you lead change more effectively?”

Close with

“Change is inevitable in organizations.

Great leaders help people move through change with clarity, empathy, and confidence.”

Optional Integration Activity

Integration Activity

“Where Are They on the Bridge?”

Emotional Change Model Application Exercise

Time: 15–20 minutes

Placement in Agenda: During the **Emotional Change Model section (0:45–1:05)**

Purpose

This exercise helps participants recognize how employees behave when they are in different stages of change and determine how leaders should respond.

Participants practice identifying whether someone is in **Endings, Transitions, or Beginnings**, then determine the most effective leadership response.

The Emotional Change Model shows that people must move through **Endings, Transitions, and Beginnings** before they fully accept change.

Facilitator Instructions

Explain to participants:

“Leaders often try to motivate employees before they are emotionally ready for the change.

In this activity, we’re going to look at real behaviors employees demonstrate during change and determine where they are on the Emotional Change Model.”

Display or read the scenarios.

Participants determine:

1. What stage the employee is in
2. What the leader should do

Scenario Examples

Scenario 1

Employee statement:

“I’ve been doing this job the same way for 15 years and it’s worked just fine. I don’t see why we need to change everything now.”

Discussion questions

- Which stage is this employee in?
- What emotions are showing up?
- How should the leader respond?

Facilitator insight

Stage: **Endings**

Leader response

- Show empathy
- Allow venting
- Acknowledge the loss of the old way

Scenario 2

Employee statement:

“I understand why we’re doing this, but honestly I’m not sure how this new system is supposed to work yet.”

Discussion questions

- What stage is this employee in?
- What do they need from their leader?

Facilitator insight

Stage: **Transitions**

Leader response

- Provide information
 - Clarify expectations
 - Answer questions and provide support
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Scenario 3

Employee statement:

“I’ve been experimenting with the new process, and I think it could really improve how we work.”

Discussion questions

- What stage is this employee in?
- How can the leader use this person effectively?

Facilitator insight

Stage: **Beginnings**

Leader response

- Encourage and motivate
 - Use them as a change champion
 - Help them support others
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Group Debrief Questions

Ask participants:

“What mistakes do leaders commonly make when employees are in different stages of change?”

Expected insights

Leaders often

- try to motivate people who are still in Endings
 - provide vision when people need empathy
 - fail to answer questions during Transitions
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Key Learning Point

Explain

“The leadership skill during change is recognizing **where someone is emotionally** and adjusting your leadership approach accordingly.”

If leaders respond incorrectly, employees can remain stuck in resistance.

Optional Advanced Version (Very Powerful)

Ask participants to think of a **real employee currently struggling with change**.

Then ask them:

1. Which stage is that person in?
2. What behavior shows that?
3. What leadership response would help them move forward?

This turns the exercise into a **real leadership application moment**, which works extremely well in the integration sessions.