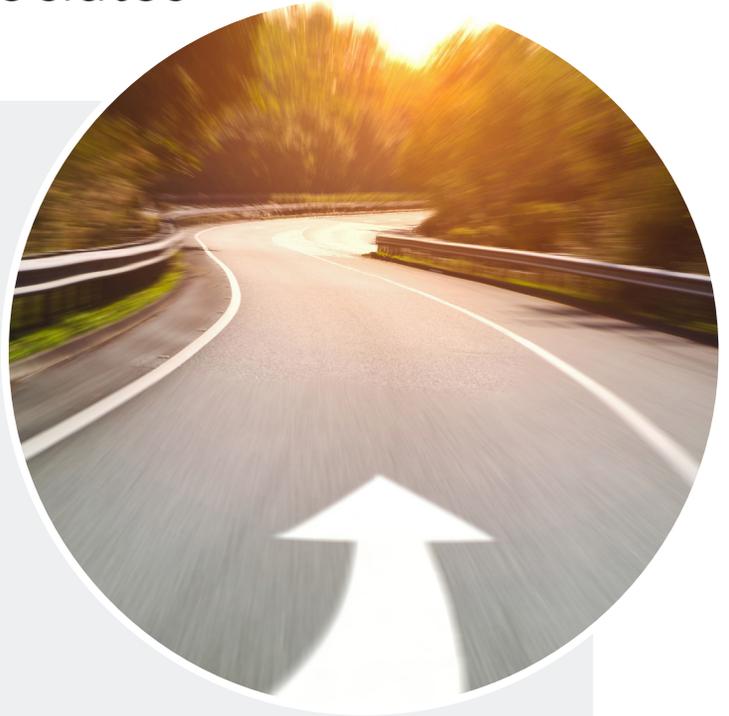


# Personal Change

A guide for Toyota associates and team members



This **Personal Change Guide** is designed to help you be successful in mastering change. Change is occurring at accelerated speed everywhere around us, not just at Toyota North America. Change is often challenging, so we can all benefit from tools and resources to help us as we move through change.

Your role as a Toyota associate and team member is to:

- Understand and manage your reactions to change
- Get the information and support you need during change
- Look for opportunities in change

## What's Inside

- Understanding Change
- The Four Phases of Change
- Personal Change Tools
- Resources

# Understanding Change

Every change can bring about a sense of loss. Some of the perceived losses that you might experience are:

- **Loss of Attachment.** Leaving the “known,” which can often feel threatening and make people anxious
- **Loss of Meaning.** A challenge to the core principles that govern our lives
- **Loss of Control.** Usually the primary loss experienced during change

What are some feelings of loss that you are experiencing as a result of this change?  
List them below.

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It’s normal to experience difficulty during times of change. The key is to identify signs of stress early and proactively seek help. Common signs and symptoms of stress include:

**Physical:** Headaches, muscle tension, indigestion, shortness of breath, high blood pressure

**Behavioral:** Isolation, substance use/abuse, neglecting tasks, decline in performance, poor hygiene, sleep disruption, absences

**Emotional:** Defensive, irritable, pessimistic, feeling unappreciated, anxiety, confusion, loss of direction, hypersensitivity, depression

What are some symptoms that you have noticed in yourself or others as a result of this change?  
List them below.

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# Accomplishments

It is important to recognize that you've probably already mastered a number of very significant changes in your life. There is a tendency to undervalue our past accomplishments and catastrophize future challenges. We often discount changes we mastered by insisting they were nothing or that it really wasn't so bad. The result is that we fail to acknowledge our competence in managing change.

What are some major changes you've experienced in your life? List them below.

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Pick one change you handled successfully, and answer the following:

Describe the change: \_\_\_\_\_

What challenges did you face? \_\_\_\_\_

What were you able to achieve? \_\_\_\_\_

By considering past changes you have successfully managed, you can see that you already have some skills in dealing with change that you can call upon. Change is inevitable and a natural function of the growth process. Growth comes from mastering each successive challenge, not avoiding it.

# The Four Phases of Change

Psychologists and social scientists have studied people's reactions to change and they've discovered a pattern of essentially four phases: **Denial**, **Resistance**, **Exploration** and **Commitment**. Moving through these phases is a normal and necessary part of reacting and adapting to change.

## Denial

This initial phase often involves a feeling of shock and surprise, followed by attempts to deny or minimize the potential impact of the anticipated change.

## Resistance

After the reality of change sinks in, we enter the second phase, where things seem to get worse and we feel increasingly apprehensive and irritated. Resistance behaviors are normal and perfectly acceptable.

## Exploration

After a period of struggle and doubt, there is a shift to the third phase. Individuals become more positive and future-oriented. They become confident that they can survive the change.

## Commitment

The final phase is one of commitment and renewal and a sense that the change has been mastered.



*The Transition Curve*, by Cynthia D. Scott and Dennis T. Jaffe

Following are some examples of the reactions people may exhibit in each of the phases. See if some of these resonate with you.

## DENIAL

Shock  
Avoidance  
Withdrawal  
Numbness  
Satisfied with the current state  
Uninformed optimism

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“This can’t be happening.”  
“It’s no big deal.”  
“They’ll never go through with it.”  
“I don’t know who or what to believe.”  
“Maybe this won’t affect me.”

## COMMITMENT

Optimism and excitement  
Increased productivity  
Preparations to move forward  
Collaboration  
Confidence

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“I am going to survive this.”  
“How can we work together on this?”  
“What’s next? What do we need to accomplish?”  
“I have learned from this experience.”  
“The change really was for the best.”  
“I never thought it would work out but now it’s our new normal.”

## RESISTANCE

Anger  
Complaints  
Sadness  
Withdrawal  
Irritation, fault-finding  
Absence, illness  
Drop in productivity and creativity

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“This makes no sense.”  
“There’s no way this is for the best.”  
“Don’t they know how this will impact us?”  
“This will never work; they’re going to fail.”

## EXPLORATION

Focus on understanding options  
Hopeful attitude  
Risk-taking, learning new skills

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“If this is going to happen, what should I do next?”  
“This could be our chance to change it all.”  
“What options are available to me?”  
“This might be an opportunity.”  
“This may be for the best.”  
“I can figure this out.”  
“I have to decide what to do next.”  
“I see lots of options.”

*The Transition Curve*, by Cynthia D. Scott and Dennis T. Jaffe

## Remember:

- Everyone goes through these phases, moving downward through Denial and Resistance, then gradually moving upward through Exploration towards Commitment.
- This is not necessarily a one-way process. For example, you may reach Exploration, and then new information is introduced that sends you back to Resistance.
- People move through the stages at different speeds.
- You can expect to ride this wave of transition every time you experience change; however, you will find that over time, as you work through change, you become more resilient and adept at working through the issues associated with it.

## Notes:

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In some cases, if you're unable to reconcile your needs, values and expectations with the new reality, you may get stuck in Denial, Resistance or Exploration. If this happens to you, see page 10 for tools to help you get unstuck and moving forward again.

# Personal Change Assessment

Knowing where you are in the change process is useful in helping you figure out what strategies will be most effective in keeping you moving forward. Different strategies are effective for different phases and for different people.

The statements below describe how you may feel about the changes you and your team are facing. Respond to each statement describing how you actually feel, not how you think you should feel. In the white box, rate your response using the following scoring key:

- 0 Strongly Disagree
- 1 Somewhat Disagree
- 2 Somewhat Agree
- 3 Strongly Agree

		A	B	C	D
1	This change doesn't really affect me				
2	I prefer the way things were before				
3	I'm excited about all the new possibilities this change allows				
4	I've really come a long way with this change				
5	The reality of the change hasn't set in yet				
6	I don't know if I can do what is expected of me in this change				
7	Everything is up in the air, but we're dealing with the real issues				
8	I would not go back to the way things were before				
9	I'm not wasting time worrying about the change				

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# Personal Change Assessment

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		A	B	C	D
10	I think this change is bad for the organization				
11	I keep thinking of new ways to do things				
12	I have mastered what needs to be done to be effective in this change				
13	I'm sure this whole thing will blow over soon				
14	I feel angry about the change				
15	Recently I've had a lot more energy to deal with the change				
16	I am comfortable in the new work environment				
17	I don't have any feelings about the change				
18	I can't concentrate on my work				
19	I'm amazed at how many new things I'm learning as things change				
20	I feel good about what I've accomplished to support the change				
21	I just try to do what I have to do to get through the day				
22	I'm upset about the way this whole thing has been carried out				
23	I feel like the worst part of the change is over				
24	I've learned things that will help me deal with the next change				
TOTAL					

## Calculating and Interpreting Your Score

To calculate your score, add the numbers in the white boxes only in each column.

For example, to calculate your “A” score, add only the numbers in boxes 1, 5, 9, 13, 17 and 21.

Each column represents a different phase of the change curve. Your highest score indicates where you are right now; your second highest score indicates the direction you’re heading.

A. \_\_\_\_\_ (Denial)

B. \_\_\_\_\_ (Resistance)

C. \_\_\_\_\_ (Exploration)

D. \_\_\_\_\_ (Commitment)

Now that you know where you are in the change process, what should you do about it? Remember that change is a process, and you don’t move from one stage to the next on a set timetable. But concentrating on certain tasks at each stage can help you move forward.

- If you’re in the **Denial** phase, your task is to accept the reality of the change and its impact on you.
- If you’re in the **Resistance** phase, your task is to acknowledge and express your feelings, whatever they are.
- If you’re in the **Exploration** phase, your task is to experiment. Try different ways of doing things and different ways of behaving.
- If you’ve reached the **Commitment** phase, you probably have a clear sense of where you want to go and how you’re going to get there. If so, your task may be to help your colleagues work through the different stages in their transitions.

It’s common to move back and forth from one phase on the change curve to another. You could find yourself feeling the anger of resistance again after exploring new options, for example. If you feel stuck, use the tools included in this guide, and don’t be afraid to ask for help.

*The Transition Curve*, by Cynthia D. Scott and Dennis T. Jaffe

# Personal Change Tools

Individuals who remain healthy and productive in times of high stress and change are described as “change masters.” They demonstrate the following behaviors:

- Have a strong sense of meaning and purpose and a commitment to growth
- View change as a challenge and an opportunity
- Focus their energy and attention on what they can control
- Seek support from others and feel a sense of connection

As you move through the transition to One Toyota North America, consider using some of these strategies and tools during each phase of change:

## DENIAL

Gain power through information

- Gather information from reliable sources, i.e. , HR, One Toyota portal, communication forums and more
- Avoid getting caught up in rumors and speculation; discuss rumors openly with managers or HR to verify facts
- Allow yourself time to internalize and reflect on how you feel about the change; don't be swept away by others' emotions
- Avoid staying stuck in this stage - it can be draining and defeating

## COMMITMENT

Keep the momentum

- Revisit and refine your goals
- Continue to rally people around the change
- Continue to expand your skills and knowledge
- Break out of your comfort zone by taking on new assignments and challenges

## RESISTANCE

Stop spinning your wheels

- Accept that this is a period of emotional turmoil and that you may experience feelings of anger, hurt, disappointment, depression, betrayal and loss
- Identify what is lost and balance it with what can be gained
- Seek emotional support from trusted friends, family, peers and managers
- Avoid self-defeating behavior such as acting like a victim, developing a bad attitude and rallying others to fight the change
- Decide if you are going to make the change work or acknowledge that there is too much personal loss and move on

## EXPLORATION

Venture into uncharted territory

- Look for opportunities
- Establish criteria for making a decision about whether you can join Toyota in the new HQ
- Imagine different outcomes
- Focus on what can be made to work rather than listing all the things that can go wrong
- Focus on priorities and set short-term goals
- Acquire new skills and knowledge

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## Changing Lenses

During times of change, it's easy to get stuck in the Denial and Resistance phases as a result of limiting beliefs.

**Limiting beliefs** are thoughts that leave you feeling helpless and hopeless. This kind of thinking encourages you to give up before you start. Limiting beliefs are pessimistic. They emphasize failure, dire consequences and helplessness and make it likely that you will be a change victim.

Conversely, **empowering beliefs** are optimistic. They emphasize opportunity and positive consequences and make it likely that you will be a change master.

Examples of empowering beliefs:

- It may be tough, but it's not impossible
- I can do it
- It's not the end of the world
- I've handled changes bigger than this before

### Here are four steps to changing your beliefs:

1. Take responsibility. Limiting beliefs are self-inflicted. You cause them and you can change them.
2. Experiment. Test your beliefs – what's the evidence for them?
3. Substitute challenging beliefs – select and repeat positive statements in the place of any limiting beliefs.
4. Positive imagery rehearsal – visualize in detail the steps to positive change.

What are some limiting beliefs that you hold, with regard to this change? List them below.

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## Changing Lenses

Now try to substitute an empowering belief for each limiting belief. List them below. Sometimes, it helps to do this exercise with a partner, who may be able to see if you are stuck in your thinking.

Limiting Belief	Empowering Belief

## Personal Power Grid

During times of change, it's also easy to get stuck in the Denial and Resistance phases as a result of focusing on things you can't control. What have you been focusing on during this change?

Look at the personal power grid on the right:

- **Mastering** is taking action on things you can control.
- **Spinning Wheels** is trying to affect things beyond your control, spending time reacting or never allowing yourself to feel a sense of accomplishment.
- **Giving Up** is not taking action on things you could control, acting helpless or feeling like a victim.
- **Letting Go** is not trying to influence things beyond your control and not feeling guilty or resentful; when you let go, there's a physical feeling of relief and release.



**Try to focus the greatest amount of energy on the areas that will make the biggest difference: Mastering and Letting Go. This will give you a sense of accomplishment and well-being.**

- When you decide to stay focused on the areas over which you have some control or influence, you'll feel energized and empowered.
- Accept that you have no control over the aspects of change that are "given," rather than resisting or minimizing what's going to happen.
- Spend energy where you have influence and where you can gain the larger wins.
- Spend time on areas you can control: your attitude, skills and abilities, knowledge, flexibility and openness to new ideas and opportunities.

## Personal Power Grid

1. Think about the things you can control or influence during this time of change. List them in the table below.
2. Think about the things that are out of your control. List them in the appropriate spot in the table below.

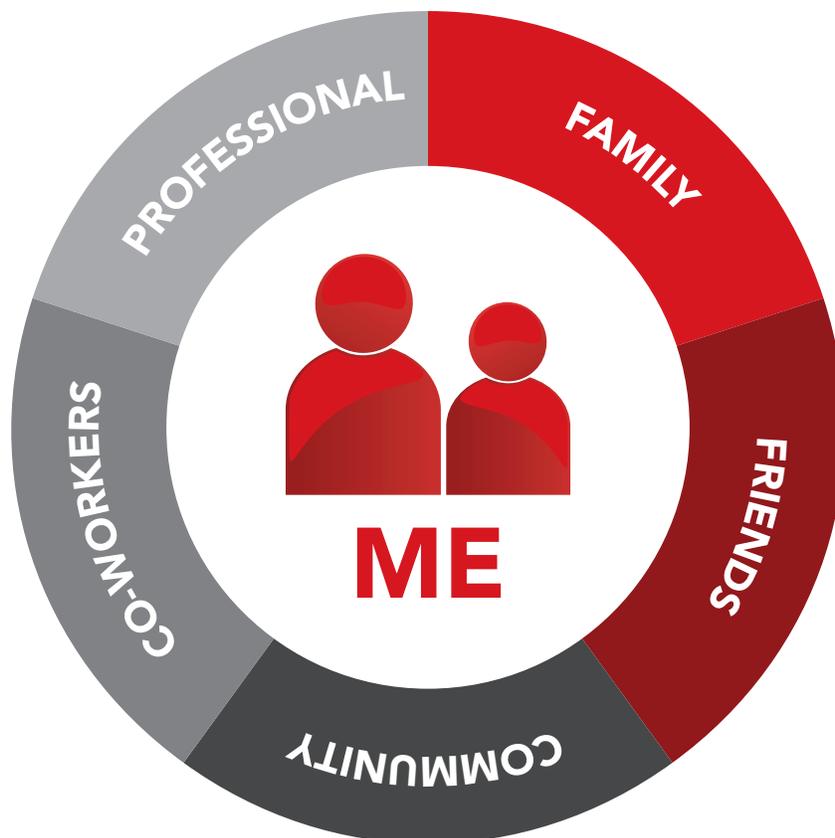
Things I Can Control	Things I Can't Control

## Network Map

During times of change, it's also easy to get stuck in the Denial and Resistance phases as a result of isolation from others. With whom have you been connecting during this time of change?

The most powerful coping strategy for dealing with change involves connecting with others. It has been found that those with a number of contacts and an effective support network usually do best with change. Other people can help by being a resource for relevant information, emotional support, maintaining perspective, etc.

1. Think about the people you can turn to for information and support. List them below.
2. Review your network. Where do you see gaps? List them below.
3. Consider where you need help and who can assist. List those people below.



## Network Map

Steps	Notes
List the people in your network	
Identify any holes	
Ask for help	

## Personal Action Plan

Resolve to be a change master, not a change victim, by creating a personalized action plan for how you can successfully thrive during this change.

Action	By When	Resources Needed







