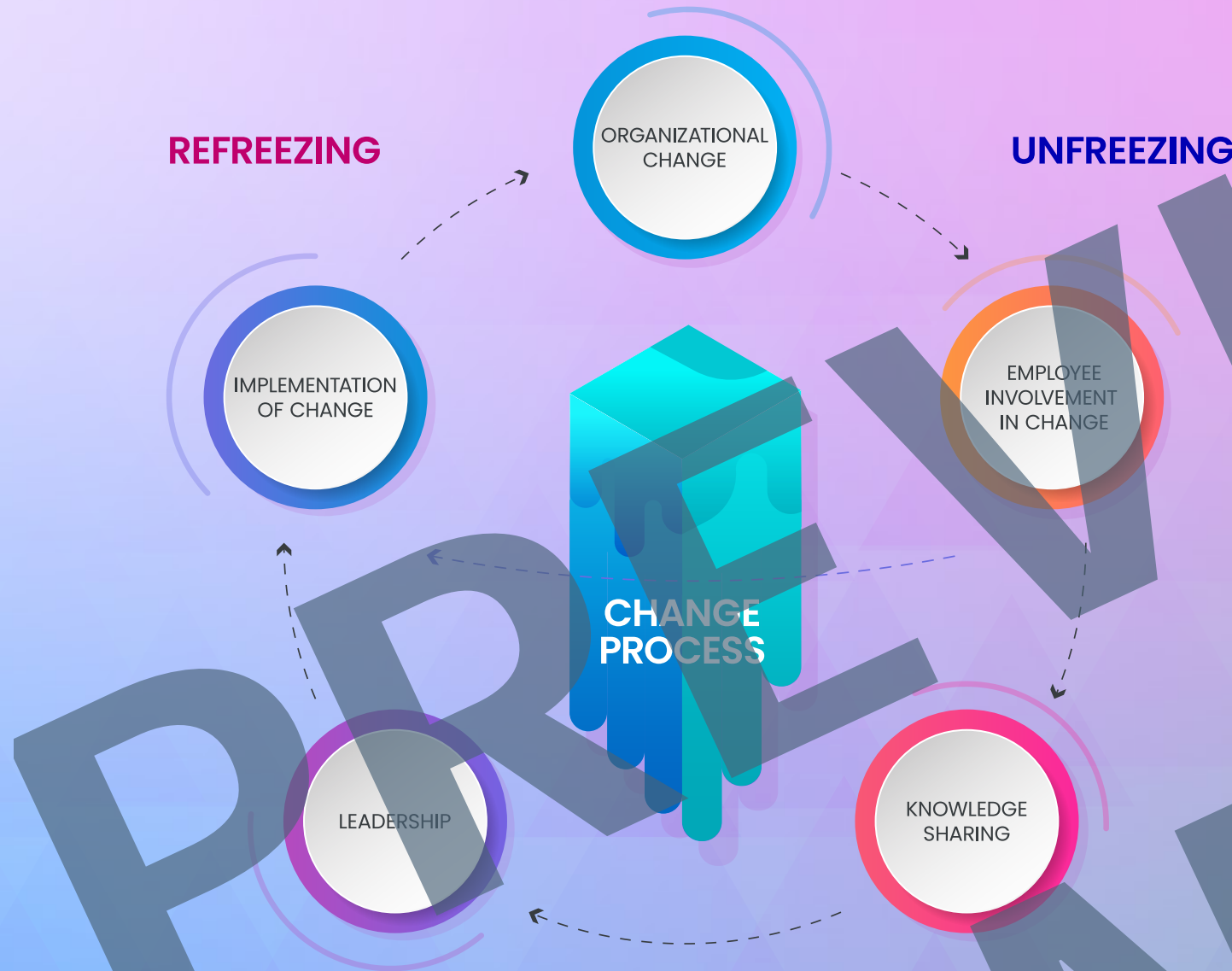


# Why Your CHANGE MANAGEMENT STRATEGY NEEDS A BEHAVIORAL HEALTH CHECKUP



**“If you truly want to understand something, try to change it.”**



## LEWIN'S CHANGE MANAGEMENT MODEL

"If you truly want to understand something," says social psychologist Kurt Lewin, "try to change it." Wise words. Lewin also gave us "unfreeze, change, refreeze," a model so elegant in its simplicity that it's practically a cliché. That's part of the problem. Like so many corporate change models (ADKAR and Kotter, most of which we know by acronyms and names), it's almost too tidy. Change in the real world? Messy. Chaotic. Full of plot twists your boardroom presentation never saw coming.

### Let's be honest:

When have any of our change initiatives matched those perfect PowerPoint plans? We spend months getting alignment from various decision-makers and juggling buzzwords, but do we actually see positive linear results when it's time to put our plans into action? Or are all the corporate change models simply different deck-chair arrangements on the Titanic?

An evidence-based model for successfully navigating change actually exists. It's been hiding in plain sight for decades. It's not business-savvy. It's not plastered on conference room walls. That might be because it comes to us from the world of addiction treatment.

Before my career in Learning and Development, I helped lead a company that created treatment curricula for millions each year in substance use, criminal justice, and mental health. These were populations facing the kind of changes that make or break lives. These individuals and the staff supporting them were not interested in catchy acronyms or business-speak. They needed research and results. So, what did these millions of treatment professionals rely on? It was called The Transtheoretical Model.

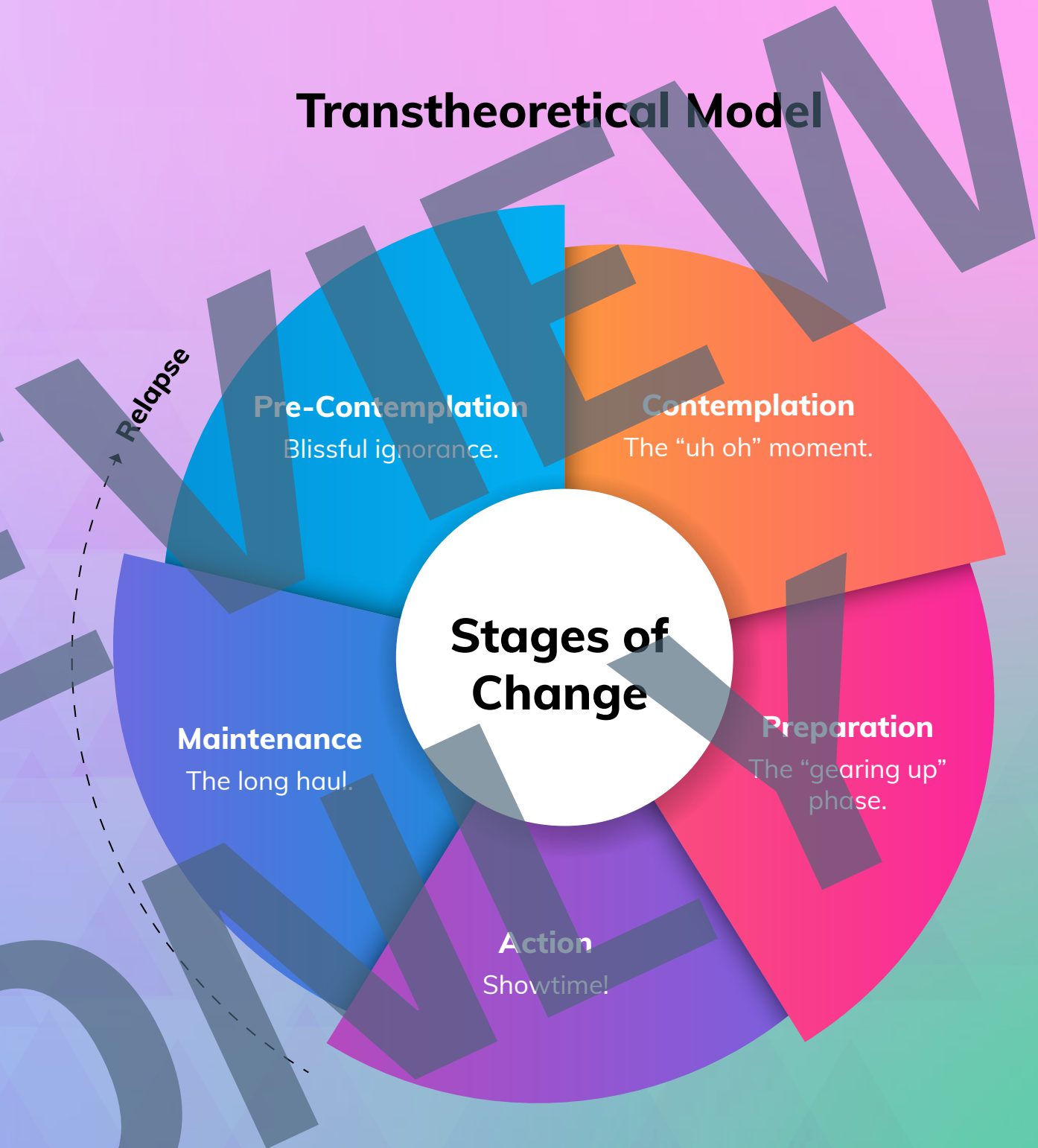
As you can probably guess by its name, this **Transtheoretical Model (TTM)** draws from various well-researched psychological theories. Its developers—one of whom served as my company's senior advisor—created a comprehensive framework for understanding and influencing behavior change. One of the most impactful concepts from the TTM is that it's not just about what stage someone is in. It's about how to help them move to the next or what to do when they take an unexpected step back. The research behind the TTM developed what's known as the Processes of Change, the well-studied actions that actually spark movement within each stage.

And this is exactly what most corporate change models are missing.

Think about the professionals who deal with life-altering change: therapists, addiction counselors, and healthcare providers. Their daily interventions should be guided not by descriptive stages but by concrete actions. They need to know what to do to help someone move from contemplation into action and why a different action is required to move from action into maintenance. The TTM provides these processes, and this ebook is your introduction.

The goal of this resource is not to replace your current framework but to supercharge it. It's about adding the missing ingredient—the how—to your change management recipe. Let's get cooking.

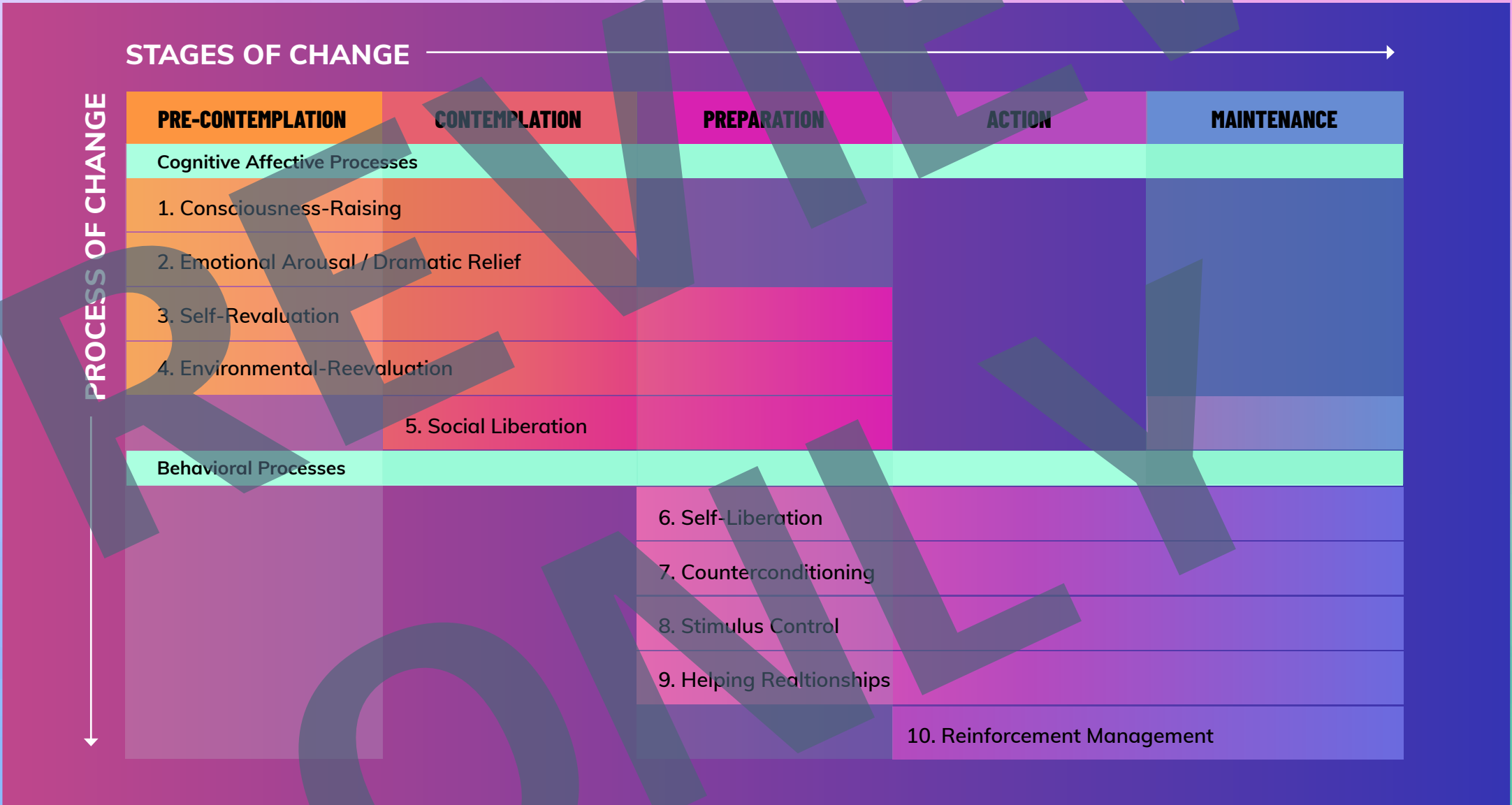
# Transtheoretical Model



# The Processes of Change

So, we've got our defined stages of change, but what do we need to do to move between them? Enter the Processes of Change, 10 interventions that have shown great efficacy when matched with the right stage of change. This conscious matching between stages and processes is crucial. Trying to use a Maintenance intervention on someone still in Pre-contemplation is like a gardener building a whole trellis before even planting their seeds.

The Processes of Change fall into two main categories: those that shift mindsets (cognitive and affective) and those that drive action (behavioral).





# Behavioral Processes

## (Preparation, Action, and Maintenance Stages)

These are the “doing” steps. They’re about turning good intentions into actual behavior.

Self-Liberation	In this process, the individual goes from considering change to making a commitment. It’s often one of the first outwardly observable behaviors (note how many processes may have been happening under the surface before this external behavior). Public declarations and personal pledges often occur here.
Counterconditioning	This process is all about replacing old habits with new ones. It helps individuals gradually change habits by encouraging new coping mechanisms, responses, and practice, practice, practice.
Stimulus Control	Another key process for those actively working to change is to remove reminders about the old and add more nudges toward the new. In other words, think about how to set up your environment for success (but remember, this doesn’t happen until people are already in the Action stage!).
Helping Relationships	This process focuses on the power of support. While direct help is useful in the later stages, helpers who provide the right role (e.g., early consciousness-raisers) can be impactful throughout each stage of change. Ideal helpers for those in the Action stage are mentors, buddy systems, and communities of practice.
Reinforcement Management	Finally, make sure you have processes in place for celebrating wins! Rewards, recognition, and maybe even a little bribery might all be on the table. When was the last time you celebrated the successful rollout of the new system? That pizza party won’t organize itself.

It’s not enough to define these Processes of Change. You must remember which stages they are most appropriately used within. When you deploy these processes strategically, you can create a change management plan that works. Here’s how the developers of the TTM saw their processes best applied to the different stages of change.

### Remember:

It’s about giving people the right tools at the right time in their journey through the larger system change. It’s about recognizing that people will cycle forward and backward and be at different stages from each other on any given day. With that in mind, let’s see how a Process-of-Change approach might work within the rollout of an organizational change.

# The Organizational Change

Let's talk CRM. It's that three-letter acronym that can evoke either dread or...well, does anyone get excited about swapping customer relationship management systems?

Let's pretend your company is rolling out a new CRM. Everyone's done their due diligence. There have been vendor presentations, sign-offs, rollout Gantt charts, and the whole nine yards. How might the TTM, specifically its Processes of Change, make all the difference in your change management plans?

## Applying the Processes of Change:

Instead of simply announcing the new CRM, what if you started by using Consciousness-Raising to highlight the pain points of the current system? Use data, testimonials, and even a touch of humor to illustrate the need for change. "Hey, remember that time we lost a major client because of a spreadsheet error?" you might say. "Yeah, this new CRM would have helped." Speaking of humor, what other elements of Dramatic Relief could you deploy? Compelling stories? Tearfully happy customers? Tales of frustration from peers fed up with the old way of doing things?

Now, remember, while a vast majority of your users might be practicing CRM denialism, others might already be contemplating the benefits of a change. For these folks, consider how processes like Self-Reevaluation can help them make stronger connections between the new CRM and their own goals. Environmental Reevaluation is a great parallel process you can use to not only highlight the benefits of the CRM across the whole organization but also get them to notice just how many others are also impacted by this change.

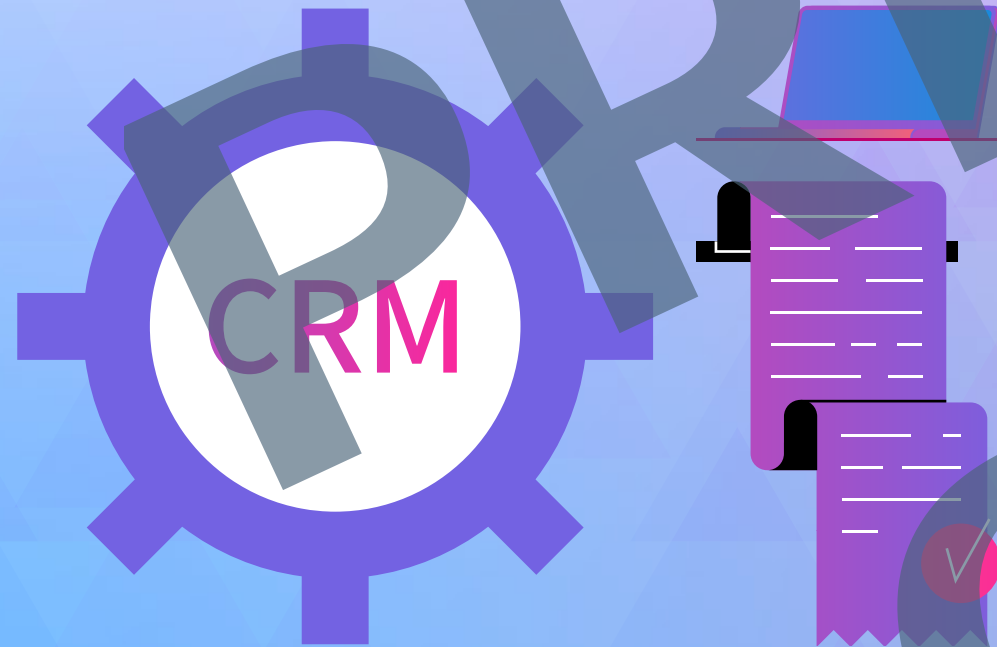
To round out your change-management plans for the doubters and deniers, consider offering tailored training and resources based on individual or department-specific needs (the Self-Liberation process at work). Social Liberation can also help highlight available resources. You could also use that process to create a network of "CRM champions" who could provide another form of social support.

Let's say the big day has come. The old model is officially sunset, and the new CRM has gone live. While many will inevitably still be contemplating this change (remember: Chutes and Ladders and temper tantrums), what processes can you use to help people who need to take action with the new system?

Counterconditioning can be as simple as making sure the new CRM login has taken over the spot on the screen previously held by the legacy icon. Or perhaps old file paths should now be re-linked to display training material for the new CRM instead. The old clicking patterns no longer produce the old results. For an example of Stimulus Control, think about discouraging reliance on old CRM spreadsheets by limiting access to those files to only a few designated administrators.

Finally, Reinforcement Management will be key in recognizing power users and your org-wide celebrations of successes. Both big and small wins are important here, as is acknowledging all the Helping Relationships and champions who have helped make this change possible every step of the way.

By focusing on the right processes, you move beyond simply telling people to change and delve into the **why** behind the **how** of change. You address the underlying psychological factors that drive behavior and create a more personalized and effective change management strategy. You go from simply telling people to change to actually **helping** (and managing) the change.



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