

Change Management: Bringing People Along

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Content

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Why change is hard. People do not resist change so much as they resist loss, uncertainty, and feeling done to instead of done with. Most resistance is information: it tells you something about what people fear or do not yet understand.

What helps change take hold.

- Make the case. Explain why the change matters and what happens if nothing changes, in plain language.
- Involve people early. People support what they help shape. Bring affected staff and communities in before the plan is final.
- Be honest about the trade-offs. Name what is hard or uncertain. Trust grows when you do not oversell.
- Support the transition. Give people training, time, and a place to ask questions and make mistakes.
- Close the loop. Show what you heard and what you changed because of it. Silence reads as not listening.
- Expect a dip. Things often feel worse before they feel better. Plan for it so it does not derail the work.

Lead with respect. Change done to people breeds resistance. Change done with people builds ownership. The difference is whether they had real voice along the way.

Go at the speed of trust. Sustainable change moves only as fast as people can come with you.

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Map impacts and readiness, assign owners, pilot supports, and adapt from feedback using Change Management: Bringing People Along.

Confirm the current purpose, audience, and decision authority before using Change Management: Bringing People Along to map impacts and readiness, assign owners, pilot supports, and adapt from feedback.

Choose the sections of Change Management: Bringing People Along that match the situation; do not apply unrelated guidance as a blanket rule.

Document the action taken from Change Management: Bringing People Along, the people affected, unresolved questions, and the responsible follow-up owner.

Check the stated limitations and evidence status for Change Management: Bringing People Along; escalate when current authority or individual context is missing.

For all staff, use Change Management: Bringing People Along to map impacts and readiness, assign owners, pilot supports, and adapt from feedback; use the guidance in the immediate task, check impact and access, and ask for help when authority is unclear. Start by make the case. Explain why the change matters and what happens if nothing changes, in plain language.

Do not replace official legal, policy, clinical, supervisory, program, or Tribal authority.

Do not infer an individual's identity, preferences, needs, or experience from group-level information.

State uncertainty, use current authoritative sources, and escalate when the decision exceeds the user's role.

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