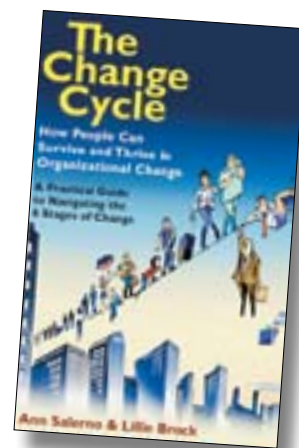




Change Happens

To cope with change, you must understand the stages people experience on their way to accepting and embracing it.

By Terrence Fernsler



The Change Cycle: How People Can Survive and Thrive in Organizational Change

By Ann Salerno and Lillie Brock.

211 pages. Softcover. Berrett-Kohler Publishers (www.berrett-koehler.com).

Change is always happening. Whether it happens unexpectedly or as part of a plan, people in organizations must confront it.

According to Ann Salerno and Lillie Brock, people react to change in a sequence of six predictable stages:

Stage 1: Loss. During this stage, people are fearful, cautious, and resistant.

Stage 2: Doubt. People in this stage feel resentful. Their thoughts are skeptical, and their behavior is defiant.

Stage 3: Discomfort. People feel anxious and confused, and their behavior is unproductive.

Stage 4: Discovery. People at this stage feel anticipation. They are resourceful and energized.

Stage 5: Understanding. People feel confident, their thoughts are pragmatic, and their behavior is productive.

People react to change in a series of six predictable stages.

Leaders must intervene directly, humanely, promptly, and with unity.

Stage 6: Integration. At this final stage, when people have integrated change into their lives, they feel satisfaction. Their thoughts are focused, and they behave with generosity.

Everyone experiencing change passes through each change. Some get stuck in one spot; others move through the stages, or at least certain stages, quickly.

The authors arrange the stages into a circle, representing the cyclical nature of change (one stage eventually leads to more). Knowing how each stage works help people progress more easily.

Our success, fulfillment, and well-being depend on how well we adapt to change. Keeping a sense of humor and communicating openly are keys to doing so. Dealing with change will be more productive if everyone in the organization knows what's happening and why.

We can learn from change—and learn how to move through it more effectively. If we know what we're doing, change will move us in the right direction. ■

Terrence Fernsler has been a nonprofit professional for nearly 30 years.



Politics as Part of Everyday Life

Professional systems have come to structure much of American life, including nonprofits, Harry Boyte argues in *Everyday Politics: Reconnecting Citizens and Public Life* (University of Pennsylvania Press, www.upenn.edu/pennpress). In current approaches, the professional is the creative, active agent, while ordinary people are reduced to clients and customers. Professionals learn to view ordinary citizens as needy, victimized, and needing rescue by educated elites.

Incorporating the concept of “public” into profes-

sional cultures points toward a different sort of practice. “Public-professional” work frees the powers not only of laypeople but of professionals as well. The public work of problem-solving energizes people on all sides.

Democratic change requires movement beyond a victim stance or a simplistic division of the world into good and evil. This provocative book shows how we can create such change in our organizations and communities. ■

—reviewed by Terrence Fernsler