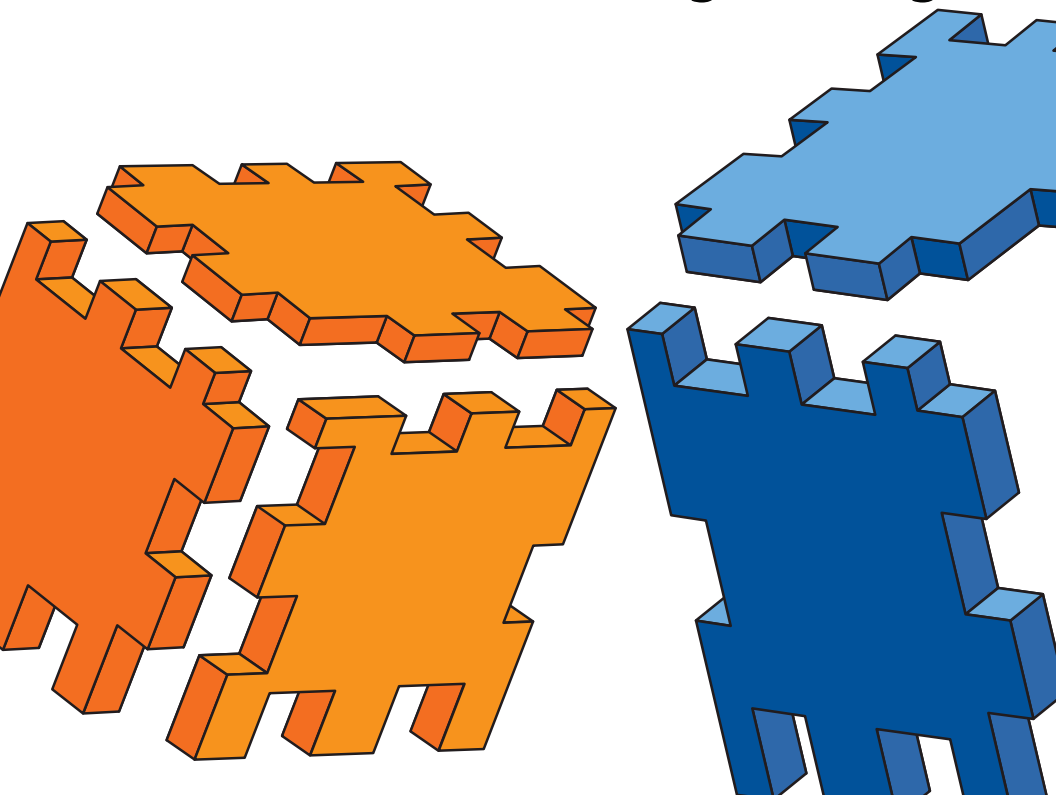


Julie M. Smith, Ph.D.

*When*  
***“It” Happens!***  
*@Work*

**5 Action Steps** for  
**Leading Yourself**  
**Through Change**



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*This book is dedicated to my mom,  
Isabelle Bunker Smith*

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*You'll see summary pages called "User's Guides" throughout the book. They provide important tools for dealing with change. You can either read them as you go, or read Gus' story and come back to these pages in the section entitled, **Pulling "It" All Together: 5 Action Steps for Leading Yourself Through Change** (see page 71).*

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# PROLOGUE

Life is change. Everybody knows it. But normally change is so imperceptible, so slow, so evolutionary that we don't see it happening around us. We don't even realize that we ourselves are changing. We look in the mirror one day and say, "Wow, have I changed!"

But sometimes change happens in a profound way. Some changes are so unexpected, monumental, or overwhelming that we get stuck. The change could be a layoff, merger, marriage, divorce, serious illness, a new baby, anything. The change can be welcome or unwelcome, expected or unexpected, planned or unplanned, or caused by people or by nature—like hurricanes and earthquakes. This book is about one of those revolutionary, not evolutionary, changes and about a guy named Gus, who learns to become Change-Resilient.

Everybody experiences change differently. However, only about 5% of us are what I call **Change-Resilient**. To me, *Change-Resilient* means that you can adapt to change successfully, whether it is a big change (like losing your job) or a small one (like getting stuck in traffic and being late for work). *Change-Resilient* also means that you have all the tools necessary to live a rich, self-confident life, regardless of the inevitable changes that life has in store.

*If you are not yet Change-Resilient, I wrote this book for you. Without the benefit of the tools in this book, you might be reacting to changes in your life in one of three counterproductive ways.*

---

**Instinctive:** You know from your own experience that some people react automatically to change: they just go with it. They move forward instinctively, and sometimes they can't understand why others have trouble with change. Instinctive people can't describe how they adapt; they just do. Even though this approach works for them now, someday they might face a change that they can't automatically recover from. And they lack the words and tools to help others they care about. If you're Instinctive, this book will give you those words and tools you'll eventually need.

**Receptive:** Receptive folks are emotionally ready for the change and believe that benefits can come from it. They are willing to try new things. At first pass they look like they are resilient, but they're really not. They get discouraged when things don't go as planned. They procrastinate or give up easily. If you're receptive to a change, this book will help you become resilient and move forward with success.

**Resistant:** Our hero in this story is Gus—he's a real person, but "the names have been changed to protect the innocent." Gus is Resistant. Resistant people are negative about the change. They can't see any of the opportunities that are inherent in it. They're stuck and unwilling to try new things and move on. If you're like Gus, this book is written for you too.

Whatever kind of person you are—Instinctive, Receptive, or Resistant—I hope that by following Gus' journey, you will become **Change-Resilient** too.

Good luck!

*Julie Smith, Ph.D.*

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**NOTE:** *Some people love nothing more than a good story, especially if it makes them think about their own experiences as the story unfolds. Others prefer to get right to the point. These readers skip to the highlighted action steps to gather the key learning points. This book hopefully will satisfy both kinds of people. If stories appeal to you, proceed to Chapter 1 to meet Gus. If you favor getting to the essentials, skip to the section entitled, **Pulling “It” All Together: 5 Action Steps for Leading Yourself Through Change** (see page 71). It will guide through the action steps for becoming Change-Resilient.*

---

## CHAPTER ONE

# *“It” Happens!@Work*

Gus Makina was in trouble. Traditional Airlines, his employer for the last twelve years, had been bought by Upstart Air. There was no way things were going to keep humming along in the same comfortable way. The two airlines couldn't be more different. Gus wasn't sure he would make it in the new company—or if he wanted to.

Gus had a decision to make—take his chances with Upstart or strike out on his own to find work elsewhere. There were no guarantees with Upstart. And, of course, there were no guarantees out in the wider world either. Everybody in Gus' shop was in the same boat. It was decision time.

A few of the men and women who worked with him were okay with all the changes that were coming down. They were able to make the decision to stay or to go as easily as falling off a log, and they moved forward with their plans immediately.

Others struggled with their decision, looking forward with hope to the opportunities that the change might bring, but not quite sure what to do or how to get there. But they trusted that things would eventually come together.

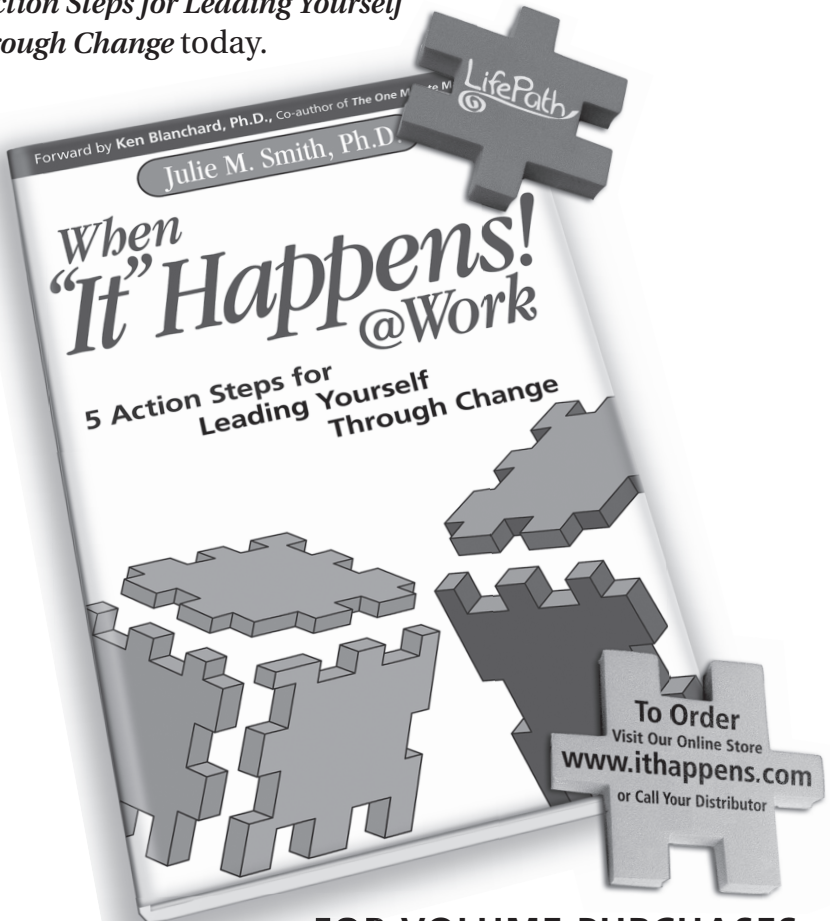
Many, like Gus, were stuck. They couldn't believe it—this change was so unfair! They'd done everything that had been asked of them for all those years, and this was their payback? Frightened or angry or worse, they resented this change and the uncomfortable decisions it demanded they consider. And the longer Gus resisted dealing with it, the more things began to unravel at work, and at home.

After dinner one night, Gus and his wife got into a spat again. This time the argument was a hot one! Things were said that Gus and his wife Joyce wanted to take back, but they couldn't. So Gus busted out of the house to take a walk, to cool off. He walked down the long hill from his house to the center of town. In the center of town sat a junk shop. In the junk shop sat an Old Man. And for whatever reason, Gus walked into the shop that night, probably to take his mind off his troubles.

But no matter. Because walking into that store and meeting that old man—whose name was Toskie—changed Gus' life forever.

# Share “It” With Others!

Now that you have learned how to become Change-Resilient, you can help others become Change-Resilient, too, by ordering additional copies of *When “It” Happens!@Work* 5 Action Steps for Leading Yourself Through Change today.



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**Change-Re-sil-ient** (chānj ri zil' yuhnt ), n. **1.** the ability to recover from or adjust easily to change. **2.** the way to link a person's mind, heart, and actions to react to change with courage and self-confidence. **3.** a way to be proactive about change—to make change happen before it happens to you. **4.** a method for personal success created by Dr. Julie M. Smith and revealed in *When "It" Happens!@Work*

Gus Makina goes into a tailspin when his company, Traditional Airlines, is bought by Upstart Air. Then one night the veteran mechanic wanders into a junk shop and meets Toskie the Pack Rat, who teaches Gus how to become change-resilient and changes his life forever.

A simple story with a powerful message, *When "It" Happens!@Work* offers what other "coping with change" books have missed—step-by-step, how-to guidance that really works.

## The 5 Action Steps

You'll learn 5 Action Steps for handling any change—at work and at home:

- Overcome the negative feelings that come with change
- Reframe unproductive thoughts & beliefs
- Unfreeze and try new behaviors
- Arrange encouraging consequences to keep yourself motivated
- Discover the impact you have on others as you deal with change

Change comes in many forms. No matter what the circumstances, you can deal with it in ways that make the experience easier and the results positive.



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