

## Managing the Human Dynamics of Change & Transition

### Course Summary

#### Description

Change is all around us - at work and in our personal lives. Some people find our changing world confusing and overwhelming. Others are excited and stimulated by the possibilities that change offers: a fresh start, new things to learn, ways to make our lives more meaningful. Regardless, change is both stressful and necessary. In the workplace, we find ourselves needing to deal with non-stop change. So we try to understand it, ride the waves of change; hope we can get on board before it's too late. Or hope we can wait out the next round of changes and see things settle back down. The challenge for most of us is to understand the changes around us, deal effectively with our reactions, manage ourselves to make the best of it, and find the opportunities for ourselves and our workplaces. This course is designed to help employees and/or managers successfully manage the challenges and demands of non-stop change. The Learning Objectives and Outline below demonstrate how this course can be adapted for either employee groups or manager groups.

#### Objectives

At the end of this course, students will be able to:

- Recognize the global, industry, and market causes of change
- Outline the potential impact of change on the company, departments/teams, and individuals
- Identify the predictable phases of and people's reaction to change and transition
- Identify existing strengths and discover the opportunity to develop resiliency skills to deal with ongoing change
- Understand and focus on those things they can control or influence
- Understand their roles as change agents, leaders, and role models to harness and redirect the energy of change and inherent chaos and increase the effectiveness of organizational improvement initiatives
- Focus on attainable short-term objectives, which support the organization and keep themselves motivated, focused and productive
- Commit to a personal action plan to be better able to manage oneself through change and transition
- Outline communications strategies to keep information flowing constantly and consistently through the periods of transition
- (Managers) Understand how to lead others through the phases of transition
- (Managers) Understand and apply leadership commitments
- (Managers) Develop and commit to a leader's action plan to help lead others through specific changes and transitions

#### Topics

- Change on Many Levels
- Overview-Change and Transition
- Strategies for Managing Ourselves
- Understanding & Managing Resistance
- Managing Ourselves (and Leading Others) Through the Three Phases
- Leading Change Exercise (Managers)
- Managing Change Exercise (Employees)
- Practices and Commitments of Leaders (Managers)
- Applying Learning to Current or Upcoming Change Initiative (Managers-can be adapted for employee groups)
- Leaders' Action Plans: Turn Ideas Into Actions (Managers)
- Wrap-Up

#### Audience

This course is designed to for employees and/or managers who want to successfully manage the challenges and demands of non-stop change.

#### Prerequisites

There are no prerequisites for this course.

One day

## Managing the Human Dynamics of Change & Transition

### Course Outline

#### I. Introduction

- A. Program Objectives
- B. Participants' Expectations

#### II. Change on Many Levels

- A. Brainstorm global or industry changes you've witnessed in last few years
- B. How have these changes impacted your company? What else has changed in your company?
- C. How have these changes affected you and other employees?

#### III. Overview – Change and Transition Individual Reactions to change

- A. Three Phases of Transition: Endings - Neutral Zone – New Beginnings
- B. Road Map of Transition
- C. Losses Checklist: Review Impact Points & relate to company
- D. Neutral Zone: Frequent Reactions, Typical Outcomes
- E. New Beginnings

#### IV. Strategies for Managing Ourselves Enhancing Power & Influence - Spheres of Influence

- A. Victim – Agent – Brainstorm qualities of victims/agents of change
- B. Resiliency: How You Deal with Change – [Small Groups]
- C. Becoming an Agent of Change

#### V. Understanding & Managing Resistance

- A. Resistance to Change – Brainstorm "Why People Resist Change"
- B. Conditions favorable to change (Every achievement has come out of dissatisfaction, not serenity. No one ever said, "Things are perfect. Let's invent fire.")
- C. Factors which contribute to resistance
- D. Ways to deal with resistance

#### VI. Managing Ourselves (and Leading Others) Through the Three Phases

- A. Managing Ourselves (and Leading Others) through Endings
- B. Managing Ourselves (and Leading Others) through Neutral Zone
- C. Managing Ourselves (and Leading Others) through New Beginnings

#### VII. Leading Change Exercise - Identifying Critical Needs (Managers)

- A. In small groups, answer questions:
- B. What do you need from your employees to manage your transitions?
- C. What do your employees need from you to manage your transitions?
- D. What strategies (including communication mechanisms) will you need?
- E. Report out & discuss

#### VIII. Managing Change Exercise - Identifying Critical Needs (Employees)

- A. In small groups, answer questions:
- B. What do you need from your manager to manage your transitions?
- C. What does your manager need from you to manage your transitions?
- D. What strategies (including communication mechanisms) will you need?
- E. Report out & discuss

#### IX. Practices and Commitments of Leaders (Managers)

- A. Review 5 Fundamental Practices & 10 Commitments of Leaders
- B. Answer 3 questions:
- C. How do these commitments relate to our departments success?
- D. How to we demonstrate these commitments in our behavior?
- E. What can we do as leaders to strengthen these commitments?
- F. Report out & discuss

**X. Applying Learning to Current or Upcoming Change Initiative (Managers – can be adapted for employee groups)**

- A. Review 8 Stages of Successful Change
- B. Identify a current or upcoming company change initiative
- C. Discuss how we as managers can engage others and accomplish each of the stages

**XI. Leaders' Action Plans: Turn ideas into actions (Managers)**

- A. Which ideas identified in the exercises are you committed to doing?
- B. What will you do by when?

**XII. Wrap-up**

- A. Complete Personal Action Plan (employees)
- B. Final comments, wrap-up