



MANAGING CHANGE

The Complete Perspective

Participant Coursebook

EDGETraining
systems inc.



By Tony Iyob



Managing Change: *The Complete Perspective*

FOR PREVIEW PURPOSES ONLY

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Participant Coursebook

COURSE NAVIGATION

I. Forces Behind Change

II. Organizational Challenges

III. Natural Stages of Change

IV. Understanding Change Internally

V. Responding to Change

VI. Leading Others Through Change

FOR PREVIEW PURPOSES ONLY

UNDERSTANDING CHANGE

Change

- Change is an inevitable, nagging constant and also an opportunity.
- Many people dread the unknown, uncontrollable, unpredictable consequences of change.
- Change is needed in order to remain flexible and grow organizationally.

What's New About Change?

- Today, the rising tide of competition has forced organizations to reinvent themselves entirely in order to be in a better position to meet new higher standards.
- Products and services must be better, faster, friendlier, more cost effective and more innovative than ever before.
- To meet these challenges, organizations are continually changing the way work gets done. This creates new demands and challenges for employees. Top-performing organizations expect all employees to share in the leadership responsibilities.

What's Hard About Change?

- Organizational change can be disorienting and often overwhelming. Adapting to new circumstances and demands of change is challenging.
- One of the most troubling challenges is dealing with the uncertainty of change. People have difficulty in;
 - Breaking old habits and learning new skill sets
 - Understanding the change and it's effects on their jobs
 - Dealing with the uncertainty of the change
 - Taking on more responsibility in a leadership role
 - Adjusting to more and faster changes every day

PERSONAL FACTORS OF CHANGE

The personal factors that increase resistance to change are unique with each individual. Not only do your employees have to deal with external problems resulting from change, they must also deal with their emotions.

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- All change produces fear.
 - People must have ways to deal with or express their anxiety.
 - People move through the cycle at their own pace.
 - People will think about what they have to give up.
 - People feel alone even with group change.
 - During times of change, all perceptions are distorted.
 - In the absence of information, people will make it up.
 - People need predictability & stability with change.
 - People resist change that is forced on them.
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Change offers us the greatest opportunity to grow.

REACTIONS TO CHANGE

In your table groups create a list of possible employee benefits and possible employee fears.

POSSIBLE CHANGE SITUATION	POSSIBLE EMPLOYEE BENEFITS	POSSIBLE EMPLOYEE FEARS
Automation	Better Working Conditions	Job Elimination
Changes in Schedules		
Relocation		
Change in Leadership		
Computerization		
Change in Procedures		
Merger/Acquisition		
Reorganization		
Downsizing		
Employee Training		
Employee Empowerment		
New Policies/Procedures		
Change in Benefit		

MANAGING CHANGE VIDEO - THE COMPLETE PERSPECTIVE

As you watch the video, please take note of the steps involved in managing change.

HANDLING CHANGE INTERNALLY	
1. Understanding the Change	
2. Identify Benefits & Opportunities	
3. Choose Your Actions	
LEADING OTHERS THROUGH CHANGE	
1. Explain the Change	
2. Ask for Opinions, Listen for Feelings	
3. Solicit Ideas to Accomplish the Change	
4. Ask for Support and Commitment	
5. Monitor Progress	

NATURAL STAGES OF CHANGE

When managing change, it is helpful to understand the natural stages of adjusting to change.

SHOCK

A term used to describe the anxiety and feelings of surprise, disorientation; confusion, etc. felt when people have to operate within an entirely different environment.

ANGER

Anger is a physiological or psychological response to a perceived threat to oneself or to others. This threat may be in the present, past or future. The threat may be real, discussed or imagined.

RESISTANCE

This is the act of resisting, or the capacity to resist. It may also be considered as a force that tends to oppose.

ACCEPTANCE

The act of accepting; a receiving of what is offered, with satisfaction, or favorable reception; approval; as, the acceptance of a gift, office, doctrine, etc.

ACTION

This is something done so as to accomplish a purpose. It is a way of motion or functioning, a fast-paced activity.

HANDLING CHANGE INTERNALLY

1. Understand the Change

Why?

- It's difficult to move forward with a change unless you understand all there is to know about the change.
- Do your homework; identify resources that will assist you in understanding all the aspect of the change.
- This will help you understand the need for the change and you can now anticipate any opportunities along the way.
- You can lead people only as far as you have come yourself.

How?

- You can't support something you don't understand.
- You need to roll up your sleeves and do your homework.
- You can do it on your own or with a trusted associate, someone who makes you feel comfortable and who can help you think through your reactions.

What will you do to understand this change?

HANDLING CHANGE INTERNALLY

2. Identify Benefits and Opportunities

Why?

- Whether you are working on your own or with a partner, a good way to identify benefits & opportunities is to put them on paper.
- This allows you to truly weigh the pros and cons of the change initiative which will help guide you towards the intended objective.
- Change creates stress on everyone involved. Unless the change is managed effectively, the cost to an organization can be high.
- If you can see the benefits in job-related changes, you will probably be more supportive.

How?

- Maintain a support network with friends, peers and family.
- Develop a “pro” & “con” sheet. In the positive column, list potential benefits. In the other column, list the opportunities or concerns.
- Build and maintain a high level of trust with your employees.

What benefits and opportunities do you see with this change?

HANDLING CHANGE INTERNALLY

3. Choose Your Actions

Why?

- When you are dealing with a major change, it's normal to feel a loss of control. Don't expect to be able to take on everything at once. Instead, take charge of what you can do and encourage others to do the same.
- Many people fear change simply because of the lack of information they need in order to adjust and adapt to the change.
- You and your team have to deal with problems resulting from change as well as dealing with emotions.

How?

- Look at the current state of the system and the desired future state.
- Figure out the steps involved in moving from one state to the other and make an action plan.
- Consider the resources you'll need, including capital, people and technology. Determine the timing of the different steps.
- Be sure to include measurable actions as well as individual and group accountabilities in your action plan.

How will you choose your actions?

RESPONDING TO CHANGE

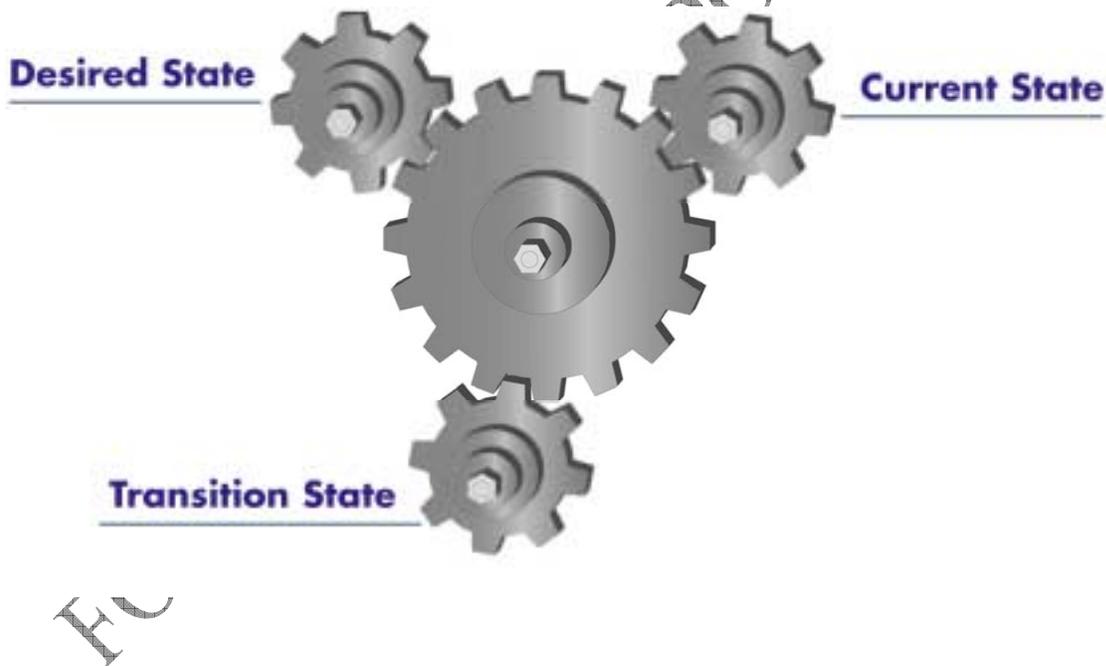
Leader Response

Behaviors

- Looking for ways to help minimize the negative reactions
- Exploring the causes of or reasons behind the change
- Finding ways to be useful and valuable in implementing change
- Looking for opportunities for improvement
- Forming nurturing relationships with others affected by change

Attitude

- This change presents opportunities to do things differently.
- It's a chance to make things better.
- I'm bound to make mistakes, but I am going to learn from them.



LEADING OTHERS THROUGH CHANGE

Refer to “The Five Steps in Managing Change.”

Situation 1

Steve works in the purchasing department for a small manufacturing organization. In a survey their group sent out last year, internal customers said they wanted the group to be more flexible—both in trying out new vendors and in ordering special items. To accomplish this, the group has put several new procedures in place.

Everyone has worked hard to adapt—except Steve, one of the most senior purchasing agents. He feels strongly that the old ways were better. In his mind flexibility means looseness, and so far he has resisted adapting to the new approach.

Unfortunately, complaints about his behavior are increasing—from internal customers and from the other purchasing agents who resent Steve's negative impact on the group's service record. You decide to talk to Steve lead him through this change.

How do you imagine this change is making Steve feel?

What course of action do you recommend to help Steve deal with this change?

LEADING OTHERS THROUGH CHANGE

Refer to “The Five Steps in Managing Change.”

Situation 2

Claudia's company has several different divisions, each with its own separate financial reporting system. Recently the executive committee decided to adopt a single system across all divisions.

Last week, Claudia's system was chosen as the one the company will use. This means all other divisions will have to adapt their systems to hers.

Today Claudia is preparing to lead a meeting of finance people from all the divisions to begin planning for this change.

Rumors have been spreading about cutbacks, you notice people are becoming less productive and everyone is getting concerned about job security.

What response do you think the other people at the meeting might have?

What course of action do you recommend to effectively lead this change?

LEADING OTHERS THROUGH CHANGE

Refer to “The Five Steps in Managing Change.”

Situation 3

John is working with a cross-functional group that has been charged with improving his company's process for receiving and fulfilling orders. The group has already documented the many steps carried out by the various work groups involved-finance, shipping, billing and customer service. John is currently identifying potential areas for improvement.

Today he is preparing to meet with Nelson, a team member from another group. The purpose of this meeting is to discuss ways to improve a part of the process to which both groups contribute. In the past, Nelson has resented “outsiders” making suggestions for improving “his” department.

Nelson is beginning to persuade other team members of the costs and consequences of this change, and some of the others are starting to buy in to his negativity.

How do you maintain the positive momentum the team has been displaying?

What course of action do you recommend to make this change go as planned?

YOUR CHANGE SITUATION

Refer to your change situation and create a plan of action using the five steps in managing change.

Your Change Situation	
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1. Explain the Change

2. Ask for Opinions and Listen for Feelings

3. Solicit Ideas to Accomplish the Change

4. Ask for Support and Commitment

5. Monitor and Reinforce Progress

THINKING AS A LEADER OF CHANGE

Help develop a shared vision of how the change will be successful.

In order to make the change successful, the people involved need to take responsibility for its success. Developing a shared vision of the goal enables everyone to work together to make the most of the change.

Communicate your vision to all concerned.

In many organizations, employees are notified of decisions, but are not told why the decisions were made. To avoid anxiety and unnecessary rumors, give your employees as much information as possible about the change using the format; “What? Why? How? When?”

Look for areas that need improvement.

Being a leader of change does not always mean looking at the positive side. You also need to be aware of where a change may not be succeeding. Be alert to skills that need developing and to procedures that were designed under the old system and may no longer be effective.

Stay focused on the outcome of the change.

Frustration with change often comes from not being able to see past the obstacles it presents. Instead, try to stay focused on the business issue that is driving the change. Help others do the same. This will make it easier to remain objective about the change and to maintain positive relationships.

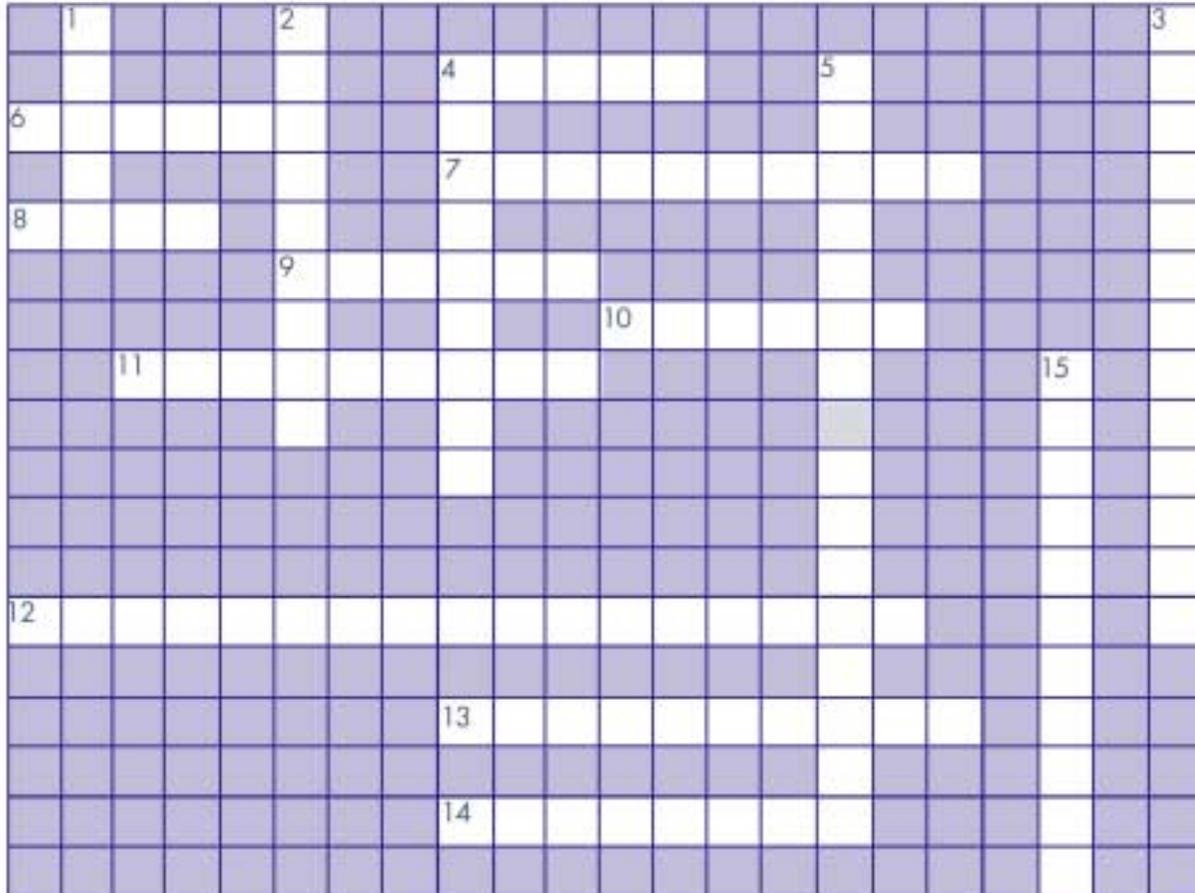
Learn from your mistakes and encourage others to do so.

During change, everybody makes mistakes. Set an example for others by taking your mistakes in stride. It is only by making mistakes that we find a way to learn and to do our work successfully.

Change along with the change.

To contribute in new ways, you will need new skills. Make continuous learning a daily priority. This allows you to develop new perspectives, insights, solutions and actions. Stay flexible and be alert to new ways you can add value to the organization.

MANAGING CHANGE PUZZLE



Across

- 4 The first stage when we learn about change
- 6 What we call the reasons behind change
- 7 The last stage when dealing with change
- 8 What change produces in people
- 9 What people do when changed is forced on them
- 10 This is something done so as to accomplish a purpose
- 11 Something leaders should not become during change
- 12 Something we must clear up during change
- 13 We ask this of our team when handling change
- 14 Something we listen for when handling change

Down

- 1 How people feel when going through change
- 2 During times of change, our perceptions become
- 3 The first step in handling change internally
- 4 People need this when going through change
- 5 The last step in leading others through change
- 15 In the absence of this, people will make this up

**PROGRAM
EVALUATION**

MANAGING CHANGE
The Complete Perspective

Class Name:	Date:
Name:(Optional)	Company:

Please circle the number which best reflects your opinion of this training program.

	Not at all Very
1. The objectives of this course were relevant to the knowledge/skill requirements of my job.	1 2 3 4 5
2. The course materials were useful and relevant to my job.	1 2 3 4 5
3. The course content was presented in a clear and understandable manner.	1 2 3 4 5
4. This course has increased my confidence level to apply this training to my job.	1 2 3 4 5
5. The information in this course was informative and helpful.	1 2 3 4 5
6. How would you rate the delivery skills of the instructor(s)?	Low High
Course Presentation/Visuals	1 2 3 4 5
Knowledgeable	1 2 3 4 5
Enthusiastic	1 2 3 4 5
Able to Stay on Topic	1 2 3 4 5
Encouraged Participation	1 2 3 4 5
7. How would you rate the facilities & classroom?	Low High
Comfort	1 2 3 4 5
Service & Friendliness of Edge Staff	1 2 3 4 5
Workshop Supplies	1 2 3 4 5

8. Please list three ideas or skills that you will apply to your job. _____

***Use the back of the form if you have additional comments or suggestions.
Thank you for your comments and feedback.***

PROGRAM EVALUATION

If you have any additional comments about the program, please feel free to express them in the space below. Thank you for your time and thanks again for joining us at the program.

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