



MANAGING CHANGE

The Complete Perspective

Leader's Guide

EDGETraining
systems inc.



By Tony Iyooob



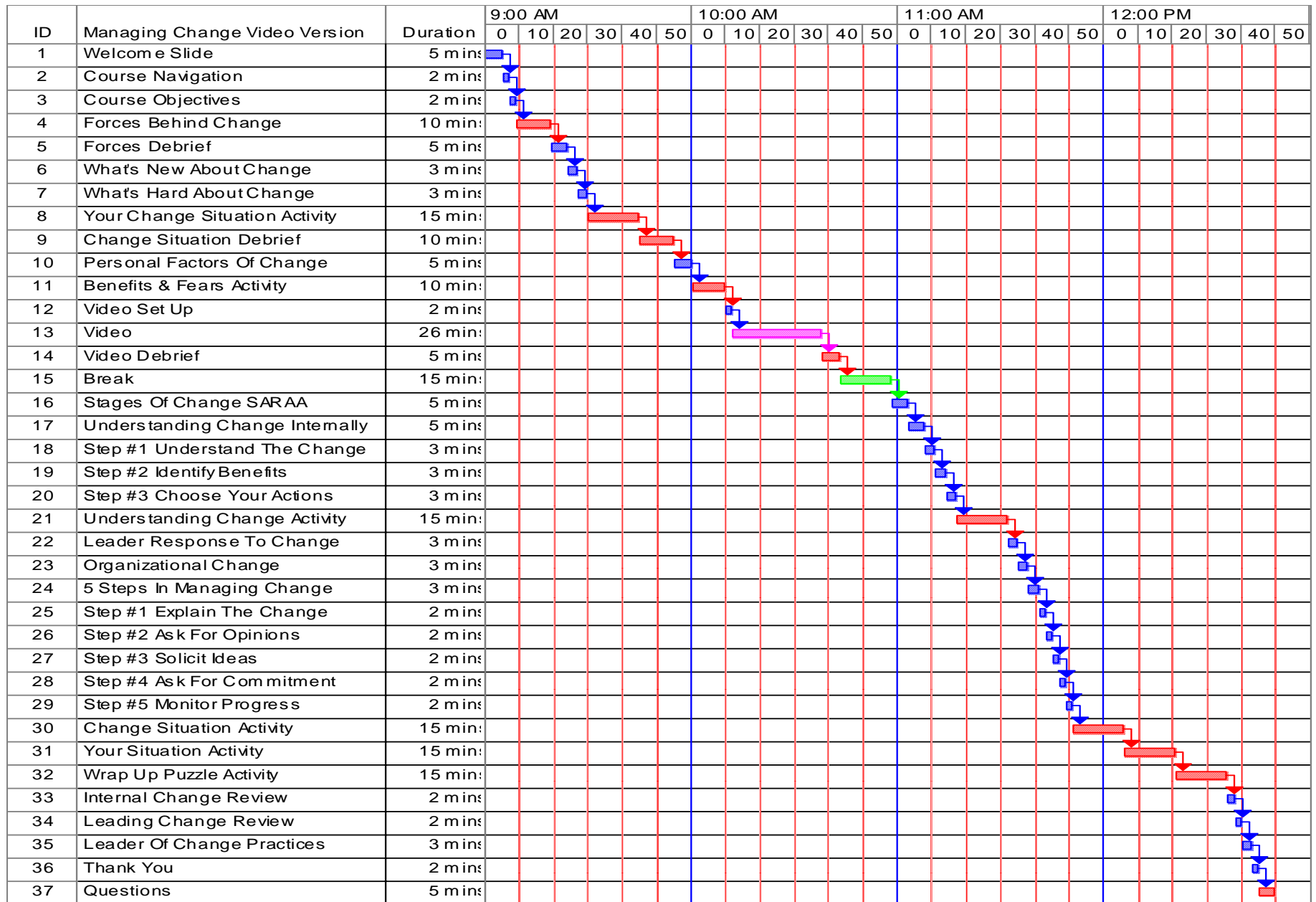
Managing Change: *The Complete Perspective*

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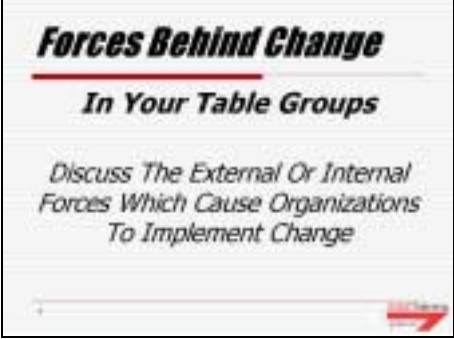




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Managing Change The Complete Perspective Facilitator's Guide




Purpose:	This course is designed to help participants explore the best practices as well as a systematic and structured process to manage change in innovative and adaptive ways.
Audience:	This class is designed for employees at all levels of development.
Class Size:	Approximately 12 to 24 participants.
Prerequisite Material:	None.
Materials/ Equipment:	<p>The following materials are recommended for this course:</p> <ul style="list-style-type: none">♦ Edge Managing Change Video♦ Flipchart stand and paper or dry erase board♦ Notepaper♦ Tent cards or name tags♦ Edge Managing Change Participant Workbook, PowerPoint & Projector
Organization:	The instructor's guide is designed to be used with the supporting Participant Course Book.
Duration:	<p>2 to 4 hours.</p> <p>The exercises in the Course Book are designed to allow the instructor to tailor the curriculum to fit specific class needs. Some exercises teach the same skills in slightly different ways. Depending on time allotment and participant needs, instructors may wish to omit certain exercises. Additionally certain exercises can be expanded to include individual, partner, small group or whole class options.</p>



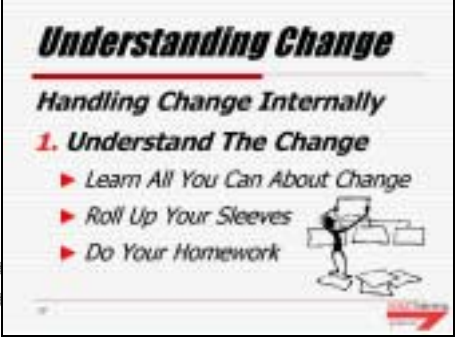
<p>Slide 1</p>	 <p>The slide features the title 'Managing Change' in a large, bold, black font, with 'The Complete Perspective' in a smaller font below it, all enclosed in a red-bordered box. The EDGE Training Systems Inc. logo is visible in the bottom left corner.</p>	<p>Welcome!</p> <p>2 Minutes</p>
<p>Slide 2</p>	 <p>The slide is titled 'Course Navigation' and lists six topics with red arrow icons: Forces Behind Change, Organizational Challenges, Natural Stages Of Change, Understanding Change Internally, Responding To Change, and Leading Others Through Change. The EDGE Training Systems Inc. logo is in the bottom right corner.</p>	<p>Agenda or Course Navigation</p> <p>2 Minutes Page #1</p>
<p>Slide 3</p>	 <p>The slide is titled 'Course Objectives' and states 'After Today's Session, You Will Be Able To' followed by six bullet points with red arrow icons: Understand The Forces Behind Change, Recognize The Impact Of Change On People, Discover Your Reactions To Change, Take Ownership Of The Change Process, Demonstrate The Ability To Implement Change, and Lead People Through Organizational Change. The EDGE Training Systems Inc. logo is in the bottom right corner.</p>	<p>Course Objectives</p> <p>2 Minutes Page #2</p>



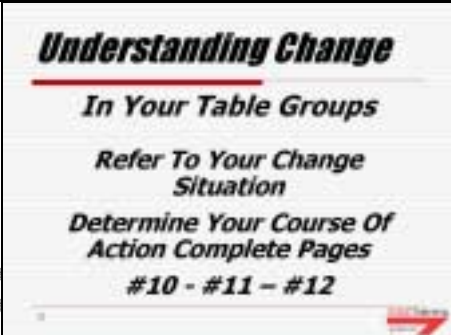
<p>Slide 4</p>		<p>Have participants break up into groups and complete the activity.</p> <p>What are the forces behind this need for corporations to change?</p> <p>15 Minutes Page #3</p>
<p>Slide 5</p>		<p>Your business challenges define most of the forces, but they are summed up in this list. Have participants list their ideas and compare them to the slide.</p> <p>3 Minutes Page #3</p>
<p>Slide 6</p>		<p>Organizations today need to change with the times, become flexible and employees need to share in the leadership</p> <p>2 Minutes Page #4</p>



<p>Slide 7</p>	<p>What's Hard About Change?</p> <ul style="list-style-type: none"> → Breaking Old Habits → Learning New Skill Sets → Understanding The Change → Dealing With The Uncertainty → Taking On More Responsibility → Adjusting To More And Faster Change <p>7</p>	<p>Why change is hard to deal with, emphasize the uncertainty</p> <p>2 Minutes Page #4</p>
<p>Slide 8</p>	<p>Your Change Situation</p> <p><i>Discuss Your Change Situation & The Challenges You Are Facing</i></p> <p><i>Think About Real-Life Challenges</i></p> <p><i>Be Prepared To Report Out To The Group</i></p> <p>8</p>	<p>Allow 15 minutes for participants to list changes or challenges they are facing. Post for use in the response to change activity</p> <p>15 Minutes Page #5</p>
<p>Slide 9</p>	<p>Business Challenges</p> <p><i>What Are Some Of The Challenges Facing Your Business?</i></p> <p><i>What Is Your Culture To Change?</i></p> <p><i>What If You Don't Change?</i></p> <p>9</p>	<p>Debrief from Page #5</p> <p>5 Minutes Page #5</p>

<p>Slide 10</p>	 <p>Personal Factors Of Change</p> <ul style="list-style-type: none"> ✓ All Change Produces Fear ✓ We Need Ways To Deal With Or Express Our Anxiety ✓ People Move Through The Cycle At Their Own Pace ✓ We Will Think About What We Have To Give Up ✓ People Feel Alone Even With Group Change ✓ During Times Of Change, Perceptions Are Distorted ✓ In The Absence Of Info, People Will Make It Up ✓ People Need Predictability & Stability With Change ✓ People Resist Change That Is Forced On Them 	<p>Explain the principles of change, focusing on the employee side of reactions to change</p> <p>3 Minutes Page #6</p>
<p>Slide 11</p>	 <p>Reactions To Change</p> <p>In Your Table Groups</p> <p>Create A List Of</p> <p>Possible Employee Benefits</p> <p>Possible Employee Fears</p>	<p>Break participants into groups and have them brainstorm benefits and fears of change.</p> <p>The objective is to allow them to understand what employees go through when dealing with change</p> <p>15 Minutes Page #7</p>
<p>Slide 12</p>	 <p>Managing Change</p> <p>As You Watch The Video</p> <p>Please Take Note To The Steps In Effectively Managing Change</p> <p>Handling Change Internally</p> <p>And</p> <p>Leading Others Through Change</p>	<p>Managing Change Video</p> <p>26 Minutes</p> <p>Page #8</p>



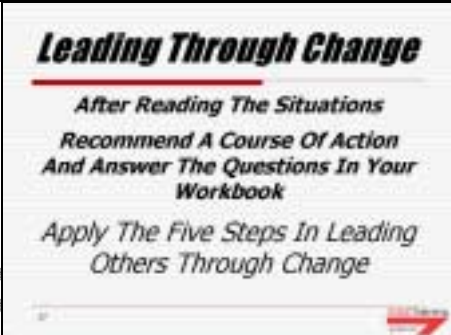
<p>Slide 13</p>		
<p>Slide 14</p>		<p>Debrief the video by covering the points on slide</p> <p>3 Minutes</p>
<p>Slide 15</p>		<p>Break</p> <p>15 Minutes</p>




Slide 16	 <p>Stages Of Change The Normal Stages Of Change</p> <ul style="list-style-type: none"> ❖ Shock ❖ Anger ❖ Resistance ❖ Acceptance ❖ Action 	<p>It's helpful to understand the stages of adjusting to change -- shock, anger, resistance, acceptance and action.</p> <p>5 Minutes Page #9</p>
Slide 17	 <p>Understanding Change Handling Change Internally</p> <ol style="list-style-type: none"> 1. Understand The Change 2. Identify Benefits & Opportunities 3. Choose Your Actions 	<p>Okay, now the first step for you personally is to understand the change. By that we mean – find out everything you can about what's going to happen.</p> <p>5 Minutes Page #10</p>
Slide 18	 <p>Understanding Change Handling Change Internally</p> <ol style="list-style-type: none"> 1. Understand The Change <ul style="list-style-type: none"> ▶ Learn All You Can About Change ▶ Roll Up Your Sleeves ▶ Do Your Homework 	<p>Okay, now the first step for you personally is to understand the change. By that we mean – find out everything you can about what's going to happen.</p> <p>5 Minutes Page #10</p>




<p>Slide 19</p>		<p>Make a list of the personal costs and benefits of the change. I think you'll be surprised by what you learn.</p> <p>5 Minutes Page #11</p>
<p>Slide 20</p>		<p>As you reach out to people and work through your barriers you will most likely make your way to acceptance. And once you get there you're ready for Step 3, which is "Choose your Actions."</p> <p>15 Minutes Page #12</p>
<p>Slide 21</p>		<p>Allow participants to refer back to their change situation. Using pages #10, #11 & #12, have them work through these 3 steps in order to help them better understand their change situation.</p> <p>15 Minutes Pages #10 - #11- #12</p>

Slide 22		<p>Responding to change as a Leader</p> <p>5 Minutes Page #13</p>
Slide 23		<p>We start at the current state, move through a transitional state, hopefully arriving at the future or desired state.</p> <p>You are the catalyst in the process</p> <p>3 Minutes Page #13</p>
Slide 24		<p>These are the steps needed to encourage and lead employees through change within the organization</p> <p>3 Minutes Page #14</p>

<p>Slide 25</p>	<p>Steps In Leading Change</p> <p>1. Explain The Change</p> <ul style="list-style-type: none"> ▶ People ask... "How does this affect me?" ▶ Describe the change and background info ▶ Explain the What, Why, When & How ▶ Discuss The Benefits ▶ Lead people with confidence ▶ Pitfall: Explaining a change unrealistically 	<p>These are the steps needed to encourage and navigate change with the organization</p> <p>Step #1 2 Minutes Page #14</p>
<p>Slide 26</p>	<p>Steps In Leading Change</p> <p>2. Ask For Opinions Listen For Feelings</p> <ul style="list-style-type: none"> ▶ Listen To & Validate Concerns ▶ Clear Up Misunderstandings ▶ Emphasize what has not changed ▶ This creates an atmosphere of openness ▶ Gets people involved and builds trust ▶ Pitfall: Rushing past negative reactions 	<p>These are the steps needed to encourage and navigate change with the organization</p> <p>Step #2 2 Minutes Page #15</p>
<p>Slide 27</p>	<p>Steps In Leading Change</p> <p>3. Solicit Ideas To Accomplish Change</p> <ul style="list-style-type: none"> ▶ Involves people & creates buy in ▶ Gets people thinking and talking ▶ Best ideas come from the 20 foot rule ▶ Listen and respond actively ▶ Remain open to new input ▶ Pitfall: Not listening or acting on responses 	<p>These are the steps needed to encourage and navigate change with the organization</p> <p>Step #3 2 Minutes Page #16</p>

<p>Slide 28</p>		<p>These are the steps needed to encourage and navigate change with the organization</p> <p>Step #4 2 Minutes Page #17</p>
<p>Slide 29</p>		<p>These are the steps needed to encourage and navigate change with the organization</p> <p>Step #5 2 Minutes Page #18</p>
<p>Slide 30</p>		<p>Situations 1-3 Assign each table group a scenario to plan out using the 5 steps</p> <p>Refer To "Five Steps Of Managing Change"</p> <p>15 Minutes Pages #19, #20, #21</p>

<p>Slide 31</p>		<p>Using their Change Situations Assign each table group a change situation they chose and work out a plan of action using the 5 steps</p> <p>Refer To "Five Steps Of Managing Change"</p> <p>15 Minutes Page #22</p>
<p>Slide 32</p>		<p>Answer Key at the end of instructor's guide</p>
<p>Slide 33</p>		<p>Recap the three steps in understanding your reactions to change. As leaders, we have the same reaction and fears of change; however, we must overcome them and lead our employees.</p> <p>5 Minutes</p>

<p>Slide 34</p>		<p>These are the steps needed to encourage and lead employees through change within the organization</p> <p>3 Minutes</p>
<p>Slide 35</p>		<p>Review the above slide, emphasizing the key points in Leading Change</p> <p>3 Minutes Page #23</p>
<p>Slide 36</p>		

Slide 37

What Questions Do You Have?



Solicit and respond to any questions the group may have. If you do not have an answer, list question with name of person and email or call them with the answer when you have the answer.

Have participants complete course evaluations, stand in the back of the room while participants complete course evaluations and thank them for their participation as they exit the room.

Course Evaluation (Last 2 Pages In Workbook)

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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 change 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

<i>Location</i>	<i>Answer</i>	<i>Question</i>
1 Down	Alone	How people feel when going through change
2 Down	Distorted	During times of change, our perceptions become
3 Down	Understanding	The first step in handling change internally
4 Down	Stability	People need this when going through change
4 Across	Shock	The first stage when we learn about change
5 Down	Monitor Progress	The last step in leading others through change
6 Across	Forces	What we call the reasons behind change
7 Across	Acceptance	The last stage when dealing with change
8 Across	Fear	What change produces in people
9 Across	Resist	What people do when change is forced on them
10 Across	Action	This is something done so as to accomplish a purpose
11 Across	Defensive	Something leaders should not become during change
12 Across	Misunderstandings	Something we must clear up during change
13 Across	Commitment	We ask this of our team when handling change
14 Across	Feelings	Something we listen for when handling change
15 Down	Information	In the absence of this, people will make this up