

# CHANGE MANAGEMENT

## Course Outline

**Description:** Change management is the mechanism that guides how we prepare, equip, and support individuals to successfully adopt change to drive organizational success and outcomes. In this course, we will explore how to lead change, and promote lean transformation and help people adapt to change. This course relies on coaching sessions, active conversation during class and activities to provide practice implementing change management concepts and tools.

Number of Lessons: Three

Hours to take the Course: 1hr

### **Lesson 1: What is Change Management?**

In this lesson, learners will be introduced to change management. We will review a few change management models, differences and similarities between them, and how/when they can be used. If change is to be successful we must prepare, equip, and support individuals as they move through the change cycle. Without everyone's buy in, changes will not be successful and will not deliver the results we desire.

Suggested Activities and Homework:

Reflect on the psychological aspect of communicating change & discuss with your coach on how to prevent negative reactions. Use the Model's provided to discuss maturity level within your organization

1. Change Acceleration Process Model
2. Kotter Change Model
3. ADKAR Model
4. PROSCI Change Management Maturity Model

Questions to ask:

- Are you explaining the why & how when communicating change?
- Does your organization have a change management model?
- What level are you at now?
- What steps can you take to increase it?

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### **Lesson 2: Why is Change Management so Important?**

Change management is so much more than communication that a change is coming. We must support everyone in our organization as they transition from current state to future state. Understanding how every individual manages change in a different way is key when delivering our message. The power of Change Management lies in the way you implement the tools and techniques laid out in this course. There is no one size fits all approach to lead effective change. Depending on the situation you face you will use a variety of methods and undoubtedly choose a few favorites.

#### Suggested Activities and Homework:

Discuss the different approaches with your coach and how some might be more effective at your organization. Be sure to add the other methods to your Lean Toolbox. You will be faced with many different situations in the future and having these at your fingertips will keep you prepared to try new techniques. Meet with your coach to discuss the change management tools and what ones will most benefit your organization. Pick a simple process, and Process Map it with your coach. Make sure to involve the people that actually do the process.

1. Transition Grid and SKS Model
2. Impact Effort Matrix
3. Simple Process Map

#### Practice Questions:

- Do you already practice some of these tools?
- What will you keep doing, or start doing?

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### Lesson 3: Leading Change

We have talked a lot about the many different ways to use Change Management in any organization. Now we need to put pen to paper and use our real-life situation to map out some strategies to achieve the change we are looking for. Successful change does not happen by chance. We need to share with our team what it looks like to lead the change with one person, and then repeat that throughout our organization. Leading change begins with respect for the individual.

#### Suggested Activities and Homework:

Using Kotter's 8-Step Change Model Template is a great way to tackle each of the eight steps as they relate to change. Using the template, enter some strategies you would use to drive change using each one of the steps. Using Step two in Dr. Kotter's 8-Step Change Model pick 3 people from your organization that you would choose if you were to form your powerful coalition. Discuss with your coach what made you select each of the three people. If you already have a project in mind, use the Task Management List (with your coalition) to outline the various change management tasks needed for the project based on the model. For further insight on behavior and change, read the article in the materials tab that was published in the Harvard Business Review titled Fair Process.

1. Kotters 8-Step Change Model Template
2. Dr. Kotters 8-Step Change Model
3. Task Management List
4. Kim Mauborgne 2003

#### Practice Questions:

Discuss the last change in your organization. What went well? What was a challenge?  
What will you do with naysayers that threaten to undermine your change efforts?  
What tasks need to be completed for this change initiative?