

Welcome!

- You will need a pen and paper for today's session
- We will get started soon

Navigating Change Training



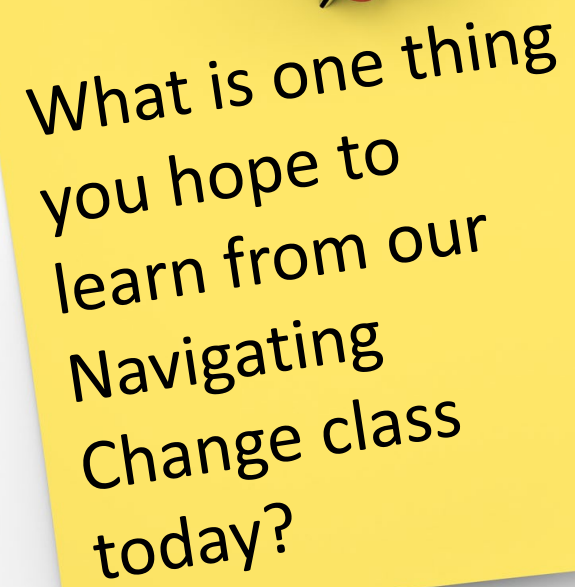
Navigating Change

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Check In



Check In



What is one thing
you hope to
learn from our
Navigating
Change class
today?



Learning Objectives

- Explain the predictable stages of the change journey from an individual perspective
- Describe actions leaders can take to help others navigate the stages of a change journey
- Recognize and list reasons for resistance to change and state ways to keep the team afloat

CHANGE MANAGEMENT



CHANGE MANAGEMENT

In your group:

- Develop a definition of change management
- Select a volunteer to report out for your group

CHANGE MANAGEMENT



Oxford Dictionary's definition:

“The management of change and development within a business or similar organization”

Change Model Review

Lewin's Change Management Model

PLANNING



Unfreezing



ACTION



Changing

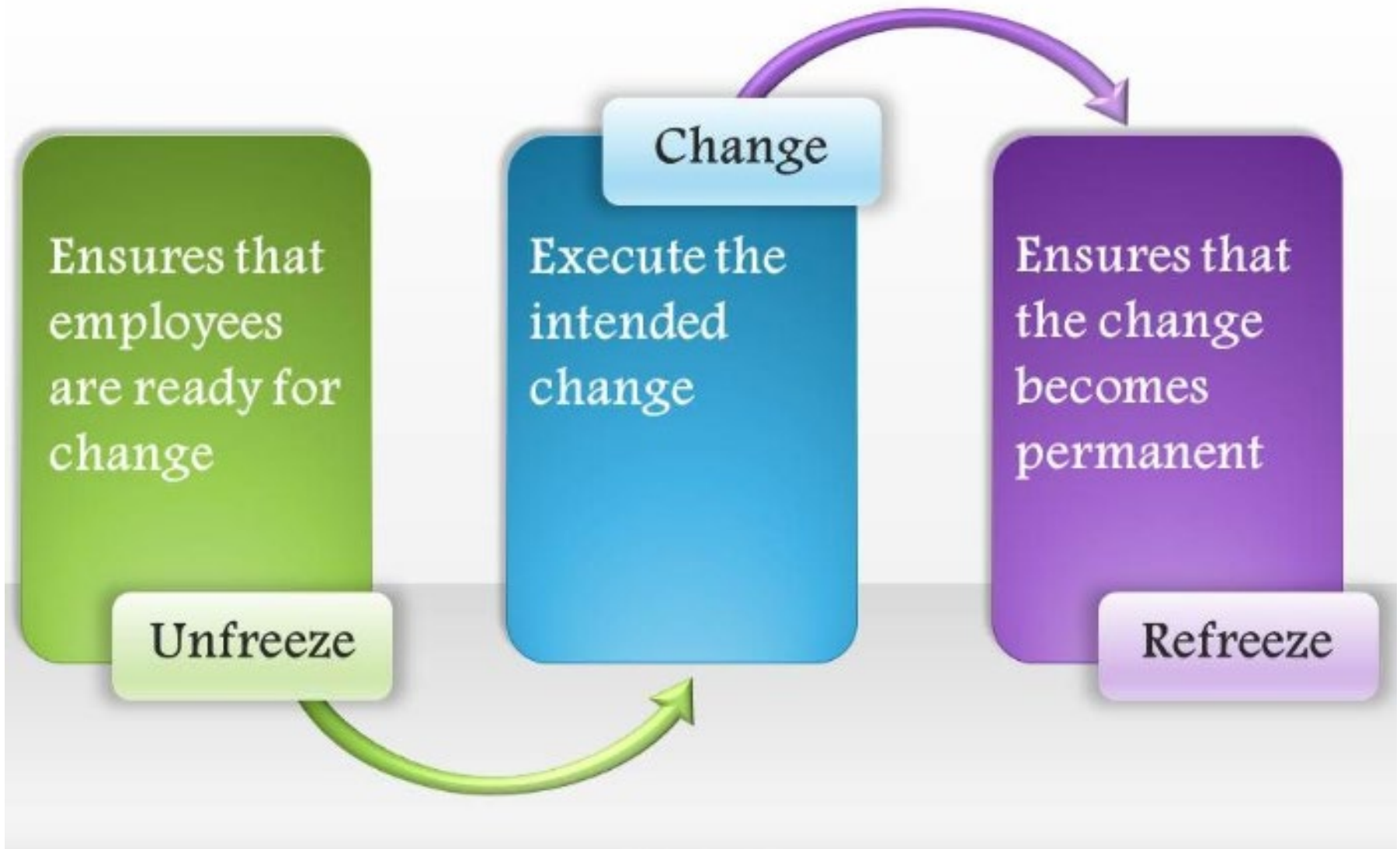


RESULT



Refreezing

Lewin Change Management Model



Manager's Change Model

Assess the Situation

- Ensure change fundamentals are in place
- Determine organizational/department readiness
- Establish a sense of urgency

Accept Leadership Accountability

- Optimize communication
- Manage relationships in all areas
- Act as a role model for change

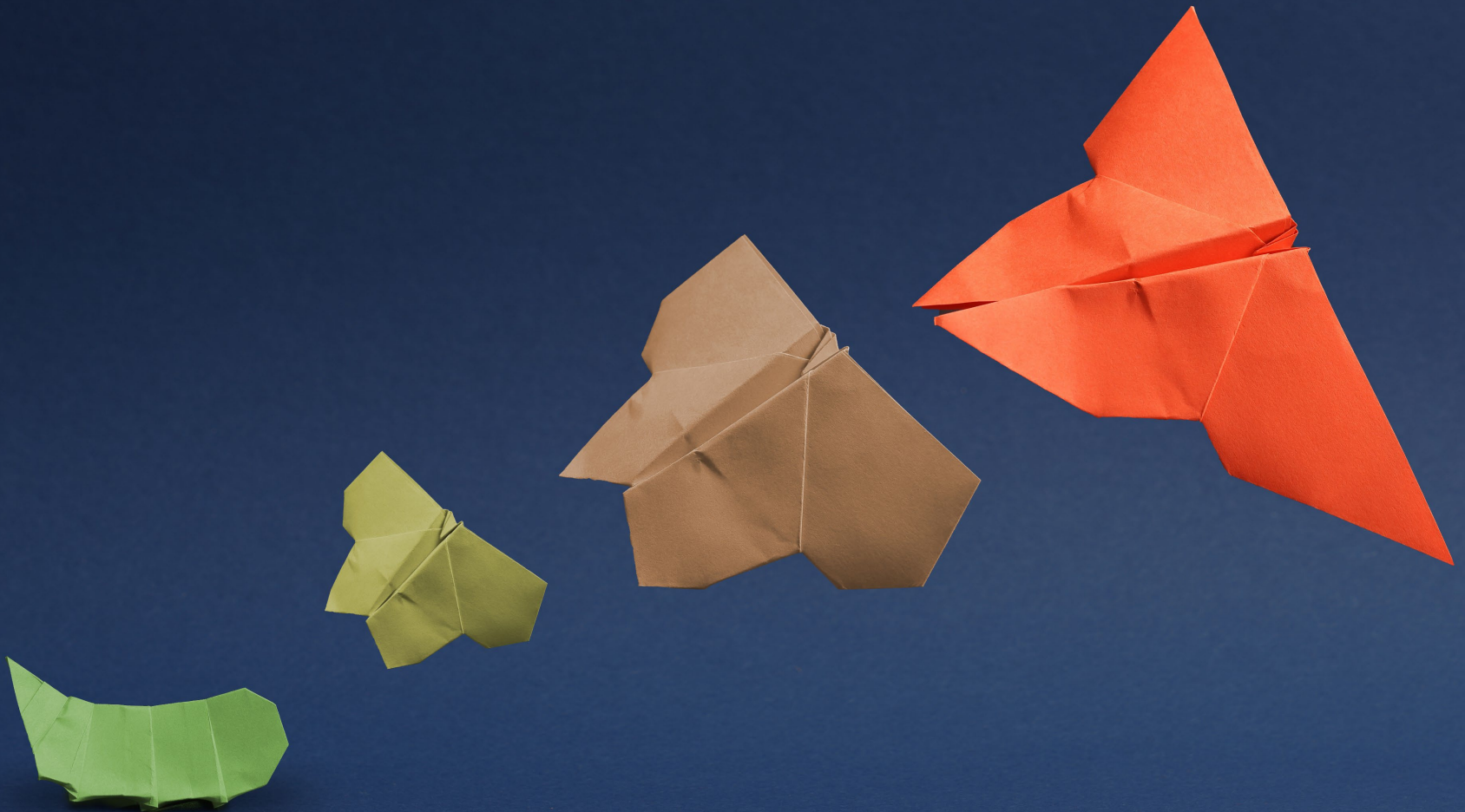
Attain Implementation Progress

- Involve and engage others
- Generate gains and improvement
- Foster change-ready employees

Advance to Future Initiatives

- Institutionalize changes
- Evaluate the results
- Build capacity for continuous change

The Journey Through Change



The Journey Through Change

Activity Time!



The Journey Through Change



Leading Others Through Change



Leading Others Through Change

- Collaborate to generate specific leadership actions for one phase of the journey



Leading Others Through Change

- Collaborate to generate specific leadership actions for one phase of the journey
- Consider the characteristics of your phase and brainstorm with your group



Leading Others Through Change

- Collaborate to generate specific leadership actions for one phase of the journey
- Consider the characteristics of your phase and brainstorm with your group
- Describe specific actions leaders can take to help others navigate through this phase of the journey

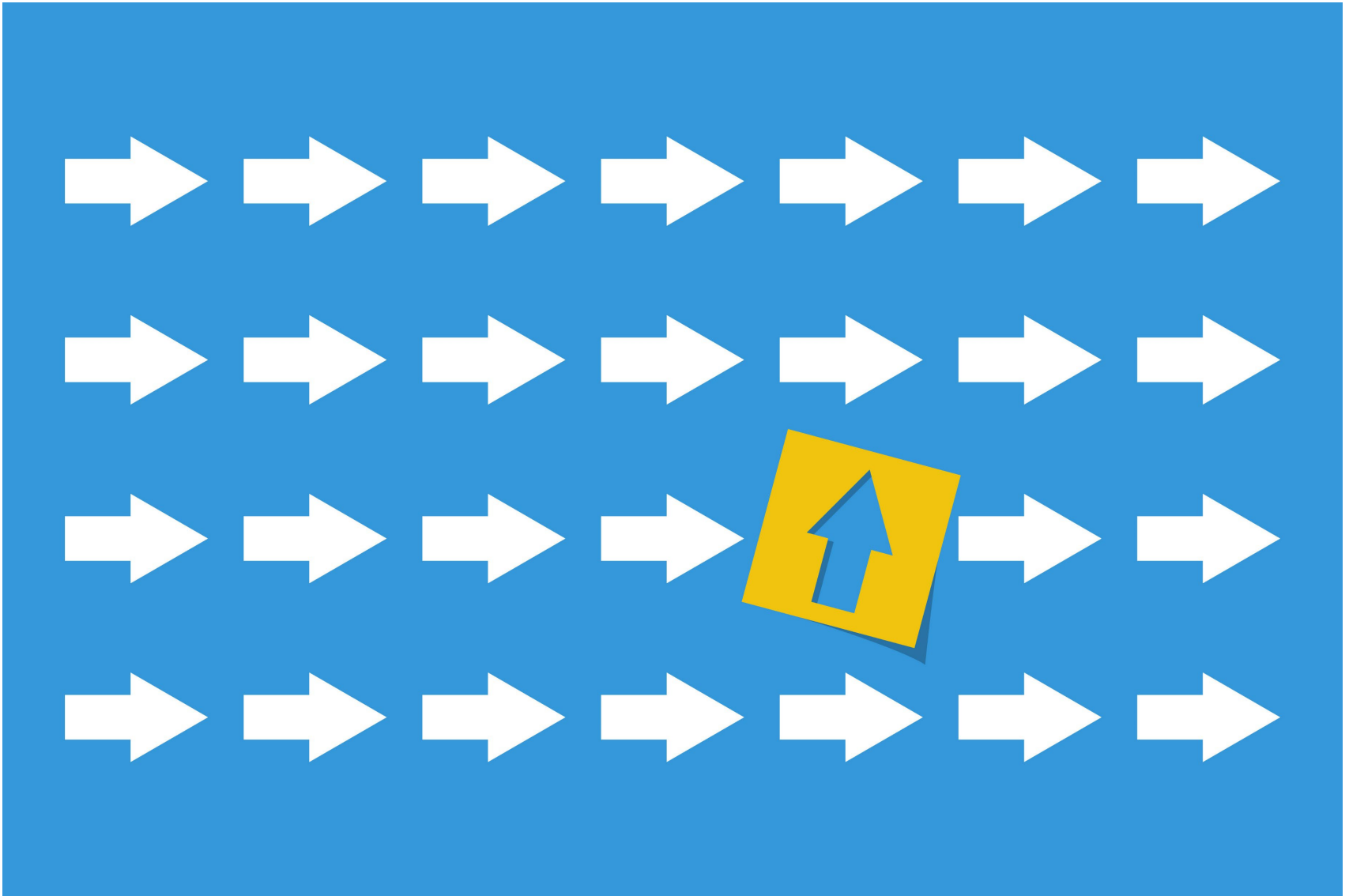


Leading Others Through Change

- Learn about the other phases of the change journey
- Share additional specific actions leaders can take to get the team through each phase



Leading Others Through Change



Comfort and Control

- Acknowledge their successful past
- Get people's attention! Give them a reason to pay attention so they hear the need for change
- Sell the need for change—and the consequences of not changing
- Immerse people in specific information about the change, such as constituent complaints, budget data, increasing costs, and competitive pressures
- Let people know it will happen, one way or another
- Give people time to let the ideas sink in
- Don't sell the solutions; sell the problem

Reaction: Fear, Anger, and Resistance

- Co-create the vision—involve others in defining the future
- Listen, listen, listen
- Acknowledge people's pain, perceived losses, and anger
- Strive to address their perceived losses by adjusting the change vision and strategy
- Tell people what you know—and what you don't know
- Don't try to talk people out of their feelings
- Discuss ways to solve the problems people see with the change
- Encourage discussion, dissent, disagreement, and debate—keep people talking

Investigation: Inquiry, Experimentation, and Discovery

- Give people as much freedom and direction as you can
- Give people permission to find their own solutions
- Encourage people to take risks
- Affirm and refine the vision—make room for others' ideas
- Tell people as much as you know
- Encourage teamwork/collaboration
- Encourage personal reflection and learning
- Provide people training and support
- Set short-term goals

Implementation: Learning, Acceptance, and Commitment

- Acknowledge their hard work
- Celebrate successes and accomplishments
- Reaffirm the vision
- Bring people together toward the vision
- Acknowledge what people have left behind
- Develop long-term goals and plans
- Provide tools and training to reinforce new behaviors
- Create systems or structures that reinforce new behaviors
- Prepare people for the next change



Our Change Experiences



Our Change Experiences

Discuss in your group:

- Examples of change—both positive and negative—you have previously experienced



Our Change Experiences

Discuss in your group:

- Examples of change—both positive and negative—you have previously experienced
- Why the change was or was not effective



How Can You Help the Team Stay Afloat?



Inspiring Greatness in Others

- Captain David Marquet, former U.S. Navy



GREATNESS

by
David Marquet



mindspring

Inspiring Greatness in Others

- Captain David Marquet, former U.S. Navy



What's Leadership Accountability?



What's Leadership Accountability?

- Identify one specific action that defines *leadership accountability*



What's Leadership Accountability?

In your group:

- Review the ideas
- Reach consensus on the top 2 actions and discuss why



Carousel Activity





Summary

Today, we have:

- Explained the predictable stages of the change journey from an individual perspective
- Described actions leaders can take to help others navigate the stages of a change journey
- Recognized and listed reasons for resistance to change and state ways to keep the team afloat