

ABRIDGED PREVIEW

Managing Change
Participant Guide

Preview Only

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Agenda

Introduction

Module 1: Change Management Matrix

Module 2: Roles and Changes Grid

Module 3: Integrated Change for Leaders and
Followers

Learning Objectives

- ◆ Explore the Change Management Matrix and process-oriented change and people-oriented change
- ◆ Use the Roles and Changes Grid to discuss and apply change management as leaders and followers related to processes, products, and people.
- ◆ Examine a process for integrated change.

What would **you** like to take away from today's session?

+ Change -

Create a timeline of changes in your life (professional and personal). Use drawings, numbers, or words to represent changes.

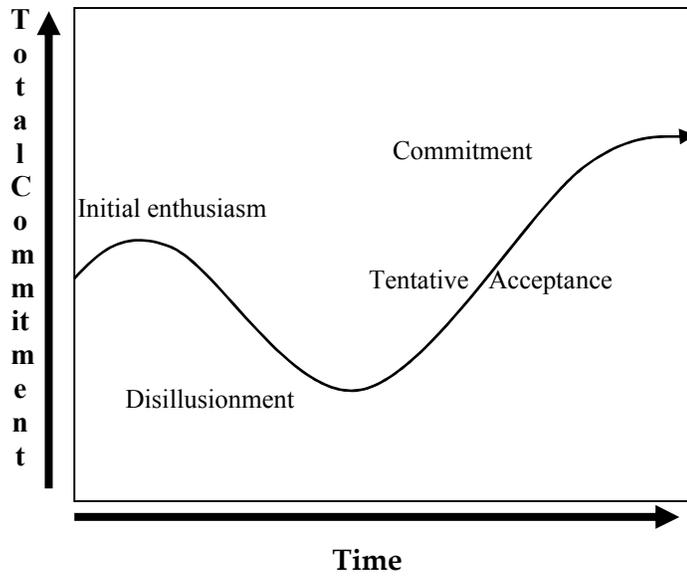
Now place a + or a – below each change, indicating whether it was a positive or negative change.

“I welcome change.” Do I? I would say I _____

 _____.

- Usually
- Often
- Rarely
- Sometimes
- Always
- It Depends

Change Curve



NOTES:

Module 1: Change Management Matrix

P r o c e s s e s	5	5.1				5.5
	4					
	3			3.3		
	2					
	1	1.1				1.5
		1	2	3	4	5
		P e o p l e				

What differences, if any, have you noticed between changes that focus on processes and those that focus on people?

1.1 _____

5.1 _____

1.5 _____

3.3 _____

5.5 _____

Module 2: Roles and Change Grid

	Leader	Follower	Change Agent
Process			
People			
Product			

Definitions

Leader: _____

Follower: _____

Change Agent: _____

Process Change: _____

People Change: _____

Product Change: _____

Leader and Process Change

	Leader	Follower	Change Agent
Process			
People			
Product			

Our leader just received the following e-mail:

Beginning the first of the month, all employees (including management) will begin [abridged for pre-view.] If you have any questions, please send an e-mail message to time/attendance proj mgr.

What would your point of view be if you were the leader who received this message?

Followers and Process Change

	Leader	Follower	Change Agent
Process			
People			
Product			

Shay, Nate, and Dot are in a meeting called by their team leader. Word on the grapevine is that [Abridged for pre-view.]

The leader speaks:

Thank you for being on time for this meeting. I have some information to share with you about the new time and attendance system [Abridged for preview.]

—You will need to follow printed instructions the first time you log in and out. They tell you each step in the log-on process. I'll check with you the first few days of next month to see if you have any questions.

What comments and questions do you have now that you've heard what won't and will change and seen the instructions?

What do you think the key followers are thinking?

Shay?

Nate?

Dot?

Key Followers

Shay Lee is an early adopter of change.

Nate Santee usually wants some time to get used to a change.

Dot Warnick generally resists change of any kind.

Change Agent and Process Change

	Leader	Follower	Change Agent
Process			
People			
Product			

The change agent, the Human Resources Department, sent the following message to managers as part of the last steps to implementing a new time and attendance program.

Beginning the first of the month, all employees (including management) will begin reporting their time through our new time and attendance process. [Abridged for preview.] If you have any questions, please send an e-mail message to time/attendance proj mgr.

What is their point of view related to changing the time and attendance process?

Change Agent and Product Change

One of the ideas that Shay, Nate, and Dot's team and leader decides to pursue is to talk with customers who are already buying the company's diy products.

	Leader	Follower	Change Agent
Process			
People			
Product			

As a change agent, what might the customer's point of view be?

Successful Organizations, Leaders, and Followers

“Successful companies cause and control change, anticipate change, and harness the results of change.”

Carolyn Corbin

What organizations do you know who seem to cause, control, anticipate, and harness change?

Who are the leaders you know who seem to validate this quotation?

What followers do you know who know how to capitalize on change rather than being capsized by change?

How do I cause, control, anticipate, and harness change for success?

Change and Feeling

Four feelings are created when we create change. Strategies to address these feelings make managing change easier.

Incompetence _____.

During a recent change, I felt incompetent about:

Confusion _____.

What do you do when you're confused?

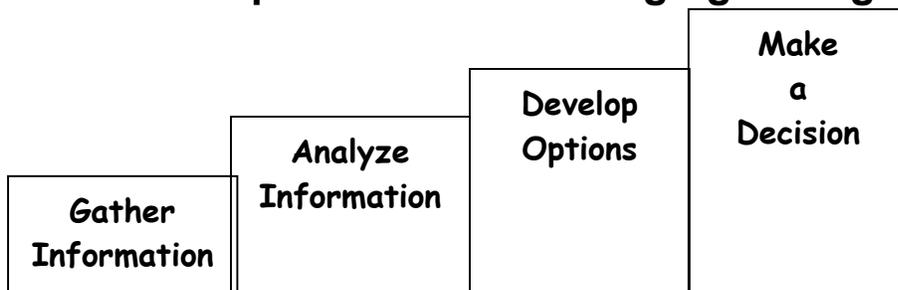
Conflict _____.

My team already deals with conflict by:

Loss _____.

What kinds of rituals have you seen or participated in that were helpful to your and your work group?

A Four-Step Process for Managing Change



Step 1: Gather Information

Tips:

1. _____

2. _____

3. _____

4. _____

Step 2: Analyze Information

Tips

Accountability: Complete the analysis part of Handout 2 after you have gathered information and analyzed information.

I will complete this homework assignment by _____ (date) so I will be ready to take the next step in managing change.