

WRAAA Supervisory Course

Module 6: Managing Change and Transition

Module Summary: This module begins with a reflection of the organizational changes the participants have experienced and a video that describes the necessary elements for an organization change. Participants share about the changes they have witnessed, and why (in their opinion) the changes succeeded or failed. The module then examines the three phases of transitions and gives some suggestions for what to do in each of the phases. The participants are offered 21 questions that must be answered for a successful change. Participants are then exposed to Lewin's Three-Phase Model and Force Field Analysis. Next, participants are presented with advice about how to communicate about a change. Finally, participants examine a change worksheet that helps tie all of the elements of a successful change together.

Learning Objectives:

Participants will be able to:

1. Identify items that can cause a planned organizational change to fail
2. Identify strategies that can help a change succeed.
3. Explain the three phases of transitions and what actions to perform during each phase
4. Identify important questions to ask when planning for a change
5. Explain how to communicate about change.

Module Structure

Name:	Content Description & Link:	Instructional Techniques:	Time Allotted:
Unit Opening	<p>Show participants the How to Lead Change Management PowerPoint.</p> <p>State: One of the most challenging tests of your leadership skills will be when you are called upon to lead changes in your organization.</p> <p>We have a video for you about how to lead change. While we watch, please reflect upon the changes you've seen in your professional life, and how those changes were handled.</p> <p>Show participants the How to Lead Change Management Video</p> <p>https://www.youtube.com/watch?v=PQ0doKfhecQ</p> <p>Review some of the major points of the video:</p>	Direct instruction, Multimedia	5 minutes

	<ul style="list-style-type: none"> • The success rate of major change initiatives is 54 percent. • The top reason change initiatives fail is change fatigue – too many changes without prioritization. • The second reason is top leadership dictates what should change. • The biggest mistake managers make is thinking communication is the same as engagement. • Culture is critical to the success of a change; most change programs deal very effectively with the formal parts of the process but may ignore the informal parts. 		
Reflection	<p>Participants think about the changes they have seen in their organizations, pair up and discuss those changes. They should analyze what went right, what went wrong, and why?</p> <p>If being taught via Zoom, utilize breakout rooms. If in person, have small groups pair up.</p> <p>After several minutes, invite everyone to reconvene and ask for volunteers to share their stories.</p> <p>Ask the participants:</p> <ol style="list-style-type: none"> 1. Was the organization’s culture addressed? 2. Were “special forces” (informal leaders) utilized? 6. Was a coherent environment created? 	Organizational reflection; Peer discussion	15 minutes
Change versus Transition & Phases of Transition	<p>State: We’ve used the word “change” today a lot; however, I think it may be useful to distinguish between “change” and “transition.”</p> <p>Change is situational (new boss, new team role) while transition is the psychological process people go through as they come to terms with a new situation.</p> <p>Examine the three phases of transition.</p>	Direct Instruction	8 – 10 minutes

<p>Questions that Lead to Success</p>	<p>State: There are some important questions that will help you plan a successful transition. These questions allow you to frame the change for your employees, involve your employees in the change, flesh of the details of the change, communicate about the change and finally, evaluate the change. Let's take a look at some of the important information you must have before making a change.</p> <p>Invite the participants to read (Slides 12 through 15) and reflect upon the questions. After reading them, ask participants to explain why these questions matter.</p>	<p>Direct Instruction & Participation</p>	<p>8 – 10 minutes</p>
<p>Lewin's Three-Phase Model</p>	<p>State: It can be helpful to plug a planned change into a model. One model that works well is Kurt Lewin's three-phase model of organizational change.</p> <p>State: Lewin's model shows a process of (1) unfreezing (2) moving and (3) refreezing.</p> <p>State: Current organizational practices need to be released or unfrozen to be changed. Once they are changed, they need to be refrozen as newly adopted regular practices.</p>	<p>Direct Instruction</p>	<p>5 Minutes</p>
<p>Lewin's Force Field Analysis</p>	<p>State: Lewin pointed out that two forces worked together to maintain equilibrium in an organization: forces promoting a change and forces promoting the status quo. Change can only occur when the forces of change are greater than forces maintaining the status quo.</p> <p>State: This can happen in two ways: if forces promoting change are increased or forces maintaining the status quo are decreased.</p> <p>State: When there is a change that you want to implement, completing a force field analysis can be a powerful tool for thinking through the forces at work.</p>	<p>Direct Instruction</p>	<p>5 minutes</p>
<p>Managing Complex Change</p>	<p>State: We've talked about a lot of ways that change can go wrong in an organization, and we've explored some of the forces at work.</p> <p>Let's out this this graphic organizer to think about some of these things in a little more depth.</p>	<p>Discussion</p>	<p>5 minutes</p>

	Show Managing Complex Change slides. Participants fill in their graphic organizer		
How to Communicate Change	Read through the tips on how to communication about change	Direct Instruction	5 Minutes
Review the Change Communication Worksheet	Bring up the change communication worksheet on the screen and ask participants to look at their own copy. Review the sections of the worksheet.	Direction Instruction	5 minutes
Wrap-Up	<ul style="list-style-type: none"> • I CAN Identify items that can cause a planned organizational change to fail • I CAN identify strategies that can help a change succeed. • I CAN explain the three phases of transition and what actions to perform during each phase. • I CAN identify important questions to ask when planning for a change. • I CAN explain how to communicate about change. 	Group Discussion	5 Minutes