

Discussion Question

What are some current changes in your workplace?





FRONT-LINE LEADERSHIP CREDENTIALING
PROGRAM

Change Management

Dr. Wendy Kubasko
September 27, 2023



*In partnership
with:*



Today's Agenda

What Change Means to You?

Change Theories

People & Change

Organization & Change

Sustaining Change

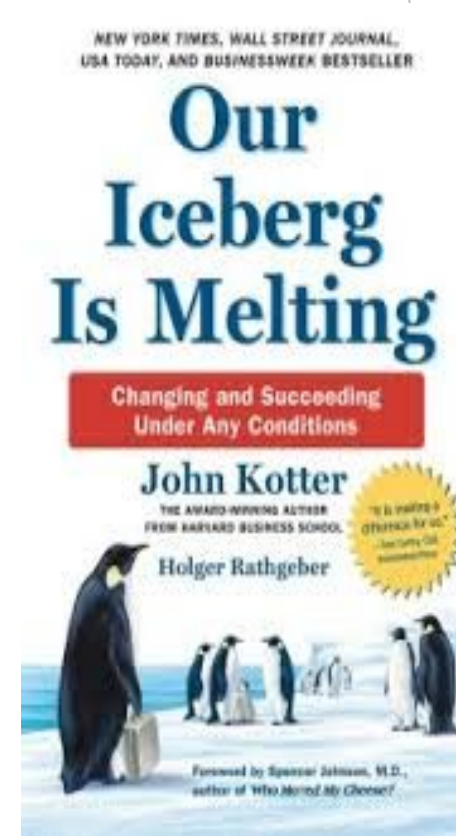
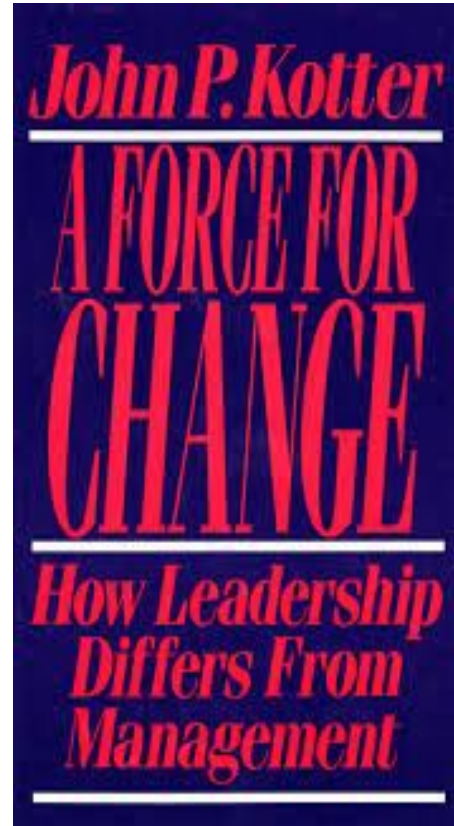
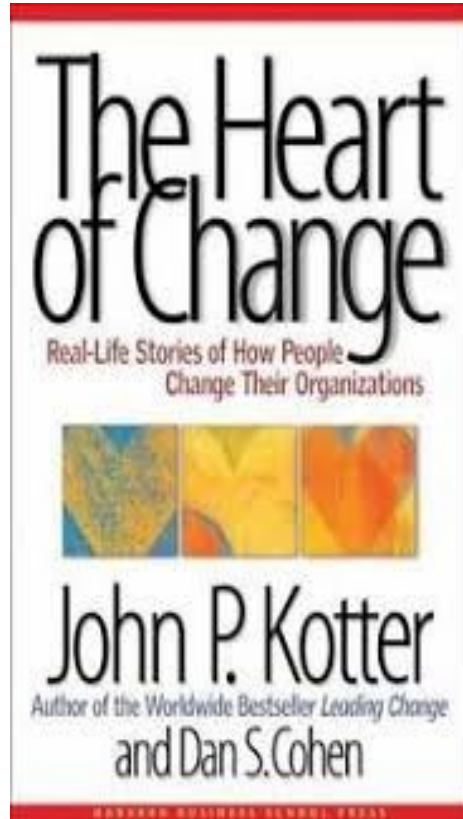
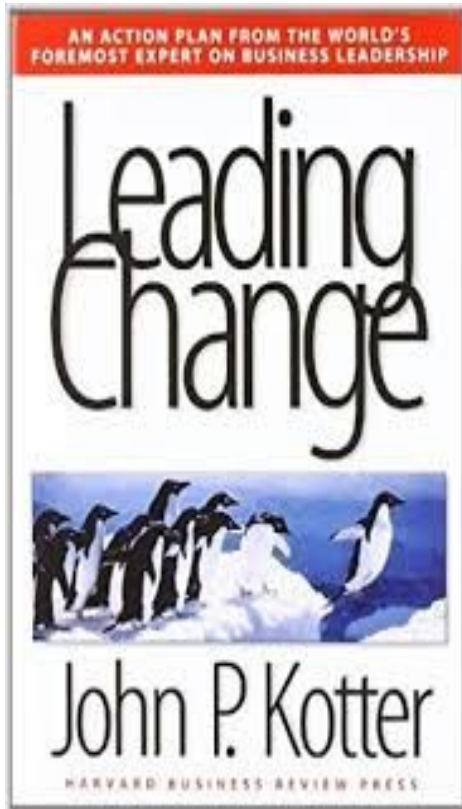


Change and You

- ▶ A new project management tool
- ▶ Reorganization of department or roles
- ▶ A new model of operations
- ▶ A new supervisor/manager
- ▶ In office hour requirements
- ▶ Powder package settings
- ▶ New company owners or mergers



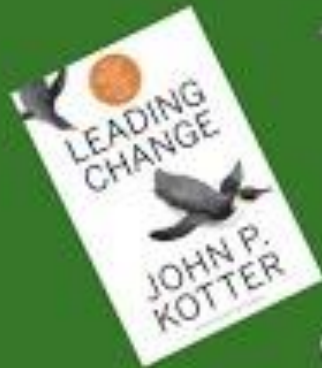
John Kotter & Change



Kotter's Change Management



TODAYS **BIGIDEA**



John P. Kotter 8-STEP CHANGE MODEL

Kotter's Change Management

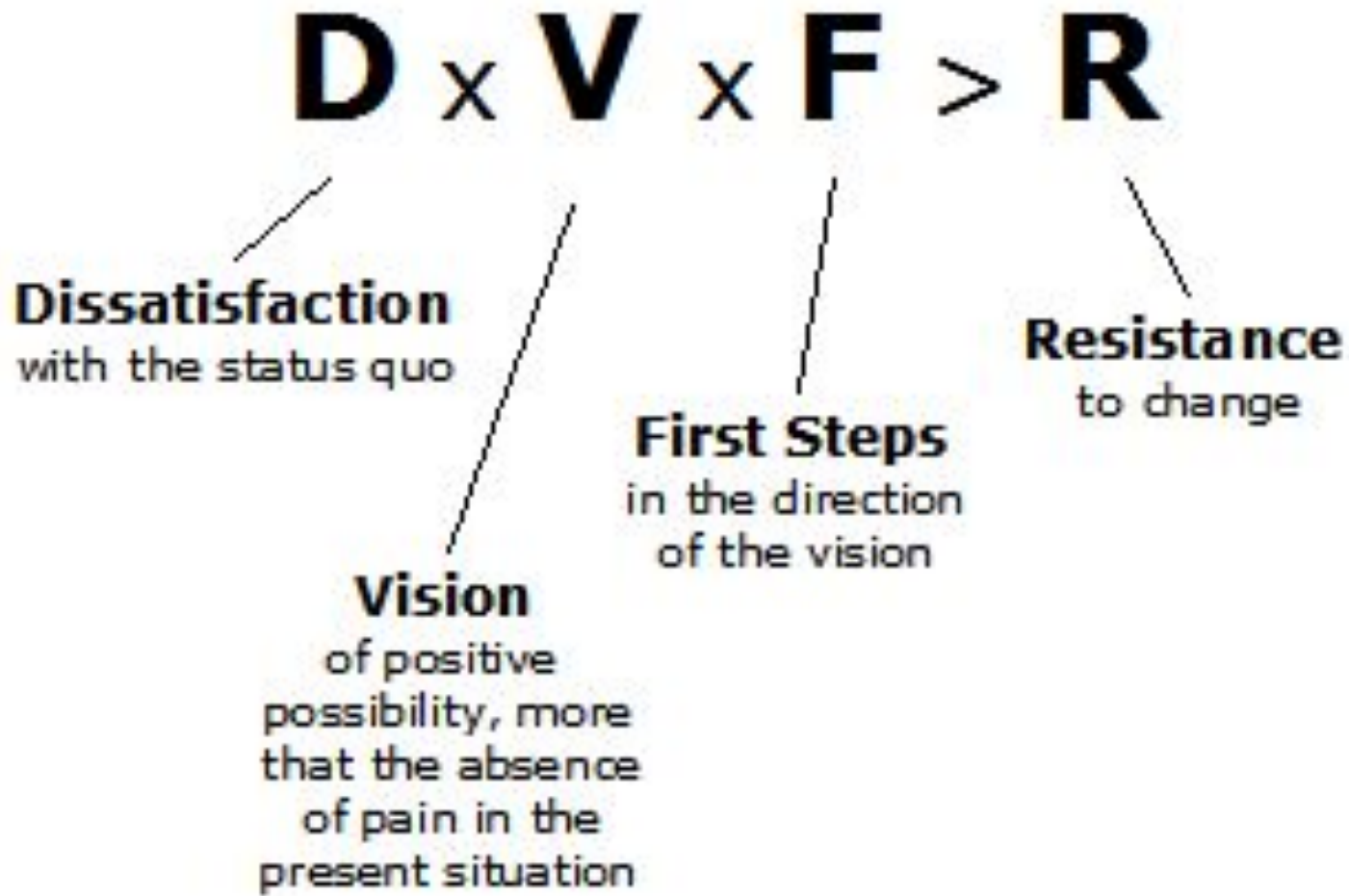


Urgency, Vision, & First Steps

- ▶ Change does not occur without dissatisfaction!
- ▶ A clear WHY for the change is critical
- ▶ Consider the vision for the change and first steps.



The Change Formula



LEWIN'S CHANGE MANAGEMENT MODEL



UNFREEZE



CHANGE



FREEZE

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Kotter's & Lewin's Change



Breakout Groups



Reflect on Kotter's & Lewin's Stages of Change.

- ▶ What are common challenges around change in your workplace?
- ▶ Do you see steps that are missed?

The Change Curve



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People & Change

- ▶ Individuals process change in different ways.
- ▶ Change can be equated with grief.
- ▶ Leaders should recognize individual perspectives about change.

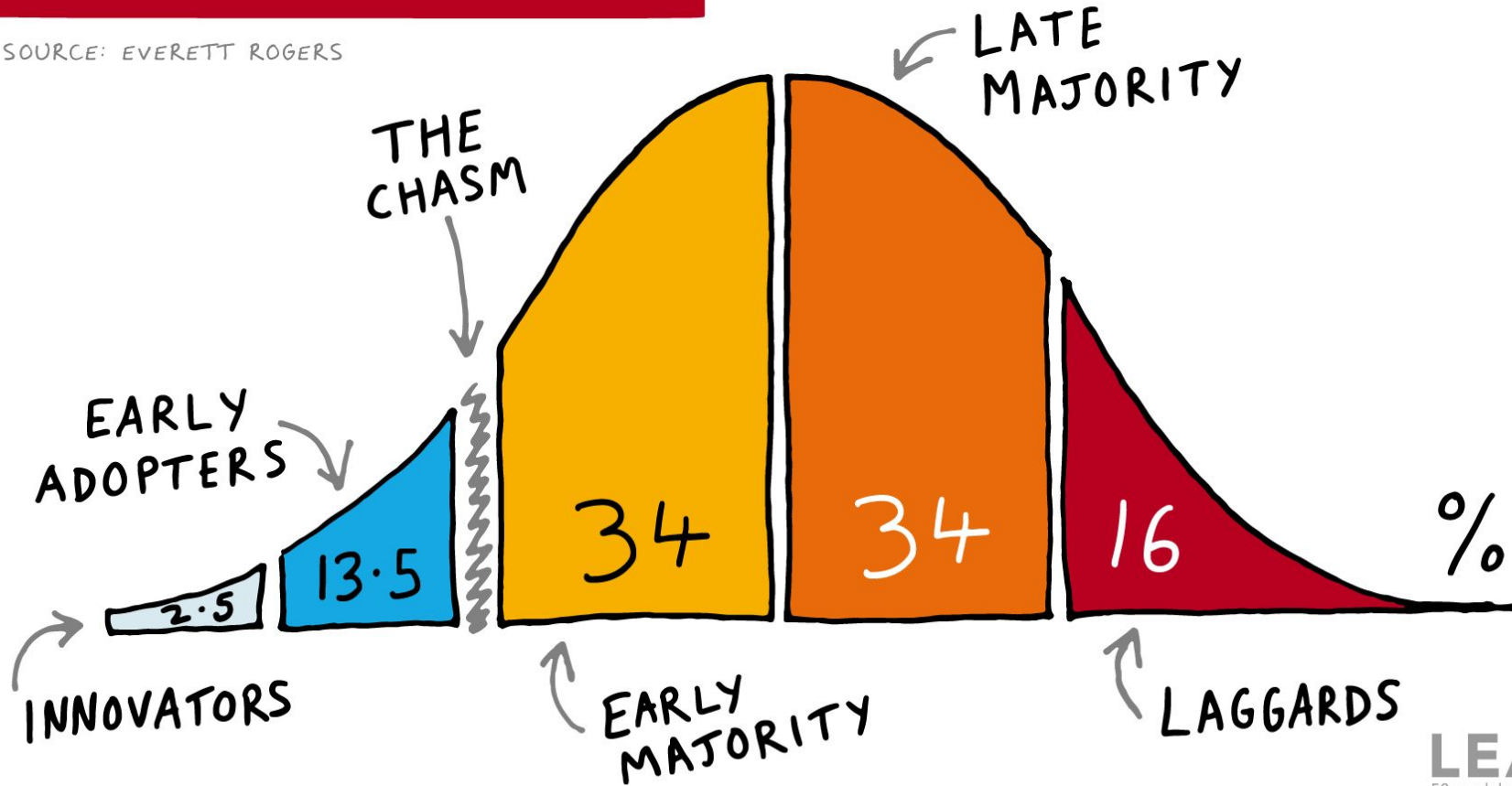


Organizations & Change



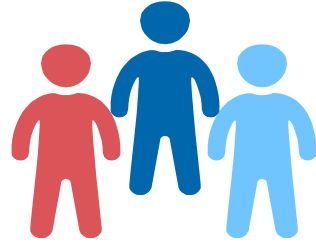
DIFFUSION OF INNOVATION

SOURCE: EVERETT ROGERS



LEAD
50 models for success

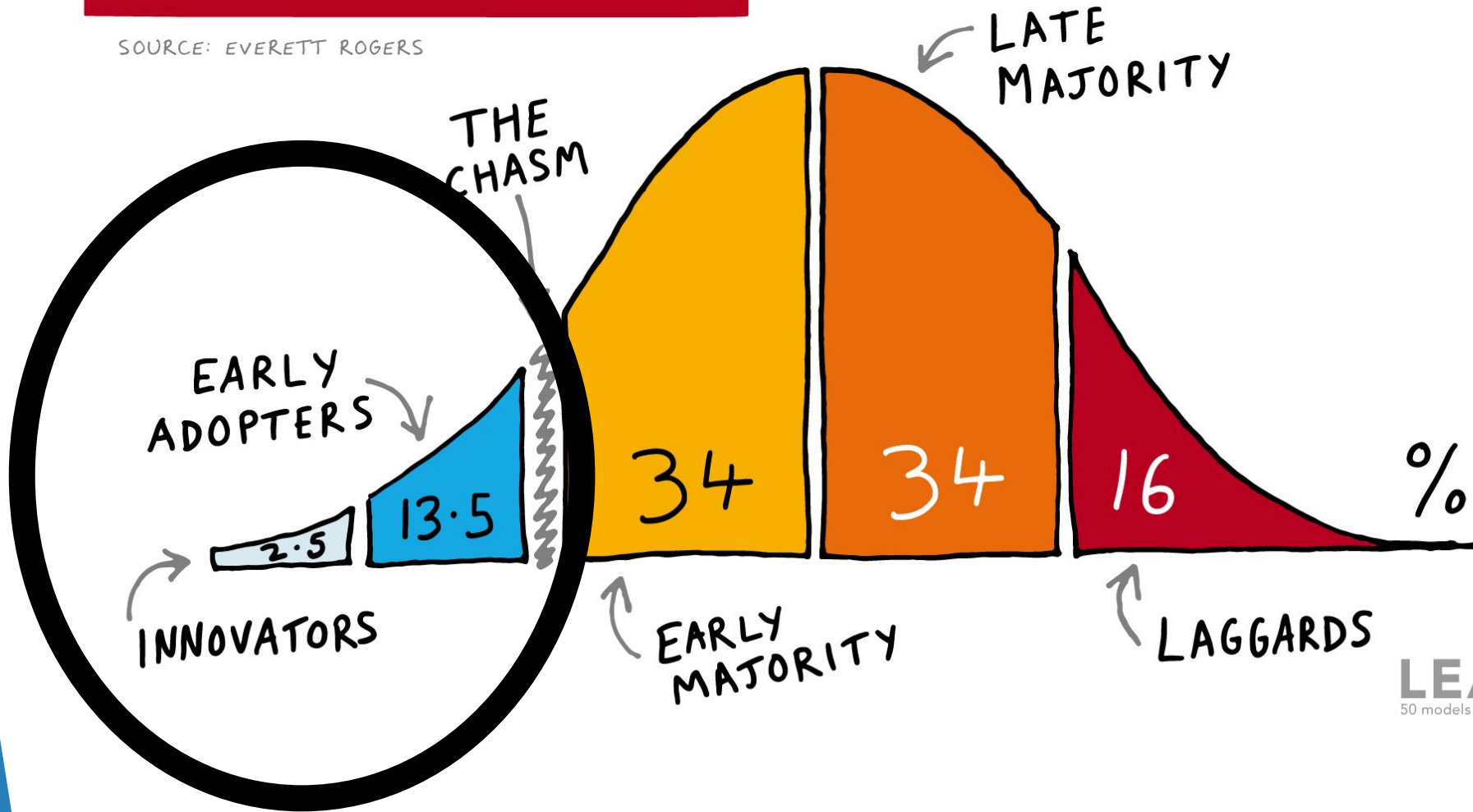
Guiding Coalition



- ▶ Early adopters - those excited by change
- ▶ Respected by peers - perceived as leaders
- ▶ Highly interested in the endeavor
- ▶ Willing to share ideas & try new things
- ▶ Flexible and adaptable
- ▶ Able to share concerns as well as successes

DIFFUSION OF INNOVATION

SOURCE: EVERETT ROGERS



LEAD
50 models for success

Knowing the Individuals in Your Organization

Take a few moments to
independently complete
the personality quiz.

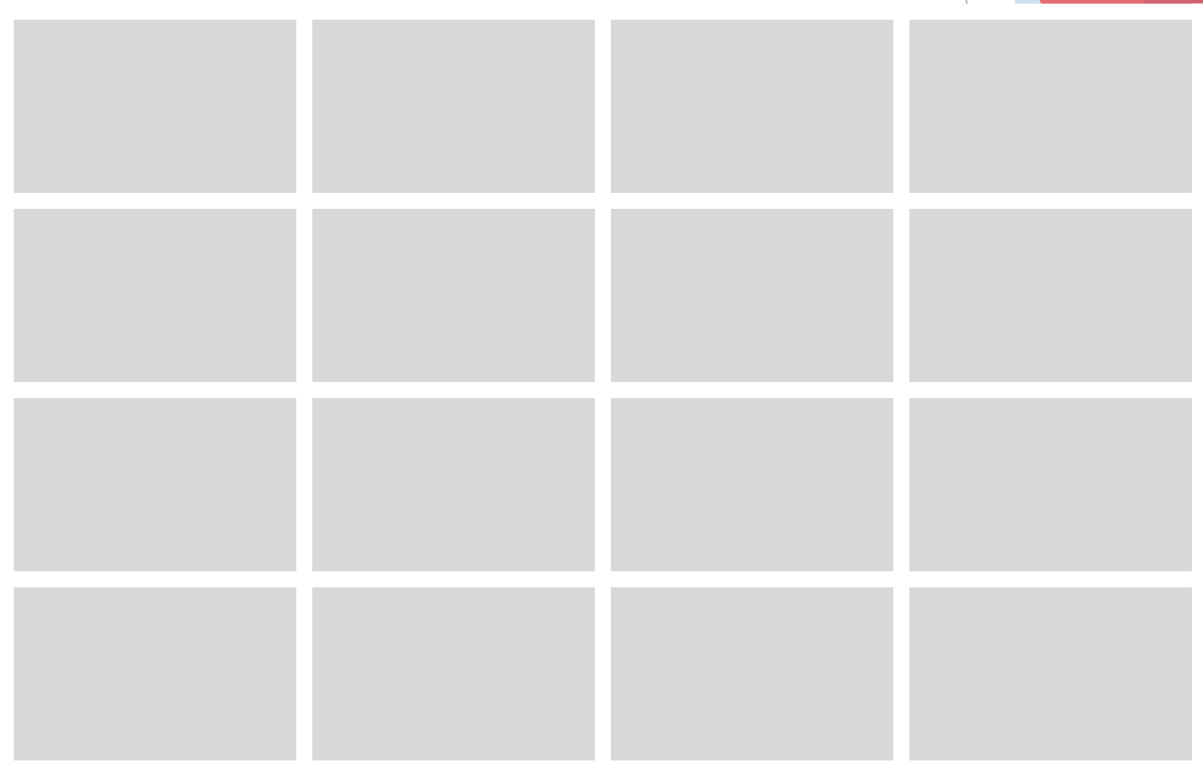
QUIZ



Personality Array Quiz

- ▶ Get a blank sheet of paper.
- ▶ Create a grid.
- ▶ As we answer the questions, you can fill in the grid.
- ▶ Then, total up each column.

4 columns with 12 rows



**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

In your normal day to day life, you tend to be...

Nurturing,
Sensitive,
Caring

Logical,
Systematic,
Organized

Spontaneous,
Creative,
Playful

Quiet,
Insightful,
Reflective



**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

In your normal day to day life, you tend to value...

Harmony,
Relationships

Work, Time
Schedule

Stimulation,
Having Fun

Reflection,
Time Alone



**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

In most settings, you are usually...

Authentic,
Compassionate,
Harmonious

Traditional,
Responsible,
Parental

Active,
Opportunistic,
Spontaneous

Inventive,
Competent,
Seeking



**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

In most situations you can be described as

Empathetic.
Communicative
Devoted

Practical,
Competitive,
Loyal

Impetuous,
Impactful,
Daring

Conceptual,
Knowledgeable,
Composed



**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

You approach most tasks in a (an) _____ manner

Affectionate,
Inspirational,
Vivacious

Logical,
Systematic,
Organized

Courageous,
Adventurous,
Impulsive

Rational,
Philosophical,
Complex



**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

**When things don't go your way and you are tired and worn down,
what is your response?**

Say "I'm Sorry", Make Mistakes, Feel Badly		Over control, Become critical, Take charge		Say It's not my fault", Manipulate, Act Out		Withdraw, Don't Talk, Become Indecisive	
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**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

In your normal day to day life, you tend to be:

Caring of
others

Well
organized

Quick to Act

Quiet and
Reflective



**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

In your normal day to day life, you tend to value:

Friendships

School Work

Having Fun

Time Alone



**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

In most settings you are usually...

Thoughtful of others		Responsible for yourself and others		Act in a way that is best for you		Minding your own Business	
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**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

In most situations you can be described as

Loyal

Practical

Daring

Calm



**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

You approach most tasks in a (an) _____ manner

Friendly

Orderly

Adventurous

Serious



Breakout Room Meets



Share your personality array AND how you might use this information to inform your interactions with others.



Communicate, Communicate, Communicate...



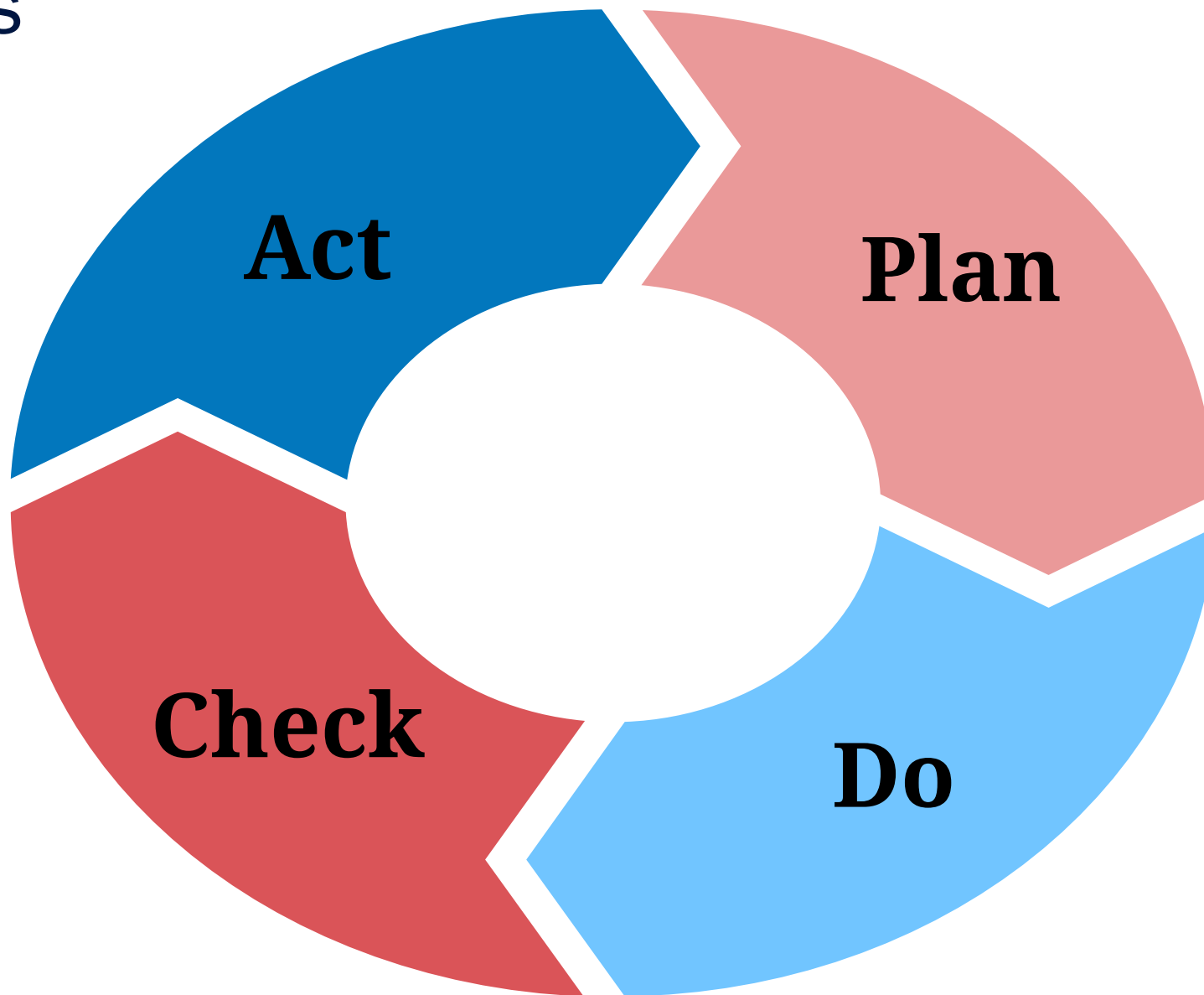
Is there a clear understanding of the **WHY?**

- ▶ Why change?
- ▶ Who benefits?
- ▶ Why me?

Are there steps laid out to support the **HOW?**

- ▶ When will it happen?
- ▶ What resources?
- ▶ What training?
- ▶ What are the expectations?

Deming's Circle



Celebrations & Sustainability



- ▶ Celebrating Small Victories Publicly
- ▶ Building Momentum
- ▶ Making Adjustments Based on Feedback

How could you use the ideas from today's session to manage change for yourself and other employees?



Change Resources

- ▶ <http://www.changetoolkit.org.uk/change-curve/#tab-1-1>
- ▶ <https://www.kotterinc.com/8-steps-process-for-leading-change/>
- ▶ <https://asq.org/quality-resources/pdca-cycle>



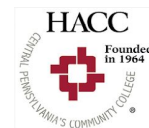
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What are some ways you celebrate small victories in your organization?

Lewin's Change Model

