

Opportunity overview



CHANGE ACTIVATION TOOLKIT™

Organizational change-capability development resource



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Challenges to Organizational Change

CHANGE IMPLEMENTATION

- ❌ High failure rate of change initiatives
- ❌ Low stakeholder engagement during implementation
- ❌ Use of ad-hoc approaches to change
- ❌ Difficulty sustaining changes over time
- ❌ Existing learning materials fail to inspire positive change behaviours

CHANGE MATURITY

- ❌ Lack of wide understanding of change management concepts
- ❌ Organizations struggling to build internal change capability
- ❌ Many organizations lack repeatable change management processes
- ❌ Lack of coherent & consistent approach to change throughout organizations

...solution?

Introducing the



CHANGE ACTIVATION TOOLKIT™

The Change Activation Toolkit is an innovative suite of organizational change management learning & implementation resources.

Using unique, highly-engaging animated videos, workshop facilitation guides and handout materials, stakeholders at all levels are equipped with a clear understanding of crucial change concepts & practices, as well as the tools with which to implement change.

**Builds
organizational
change capability**



**Supports all
change models &
methodologies**



**Assists
implementation
initiatives**



**Aligns
stakeholder
understanding**



Organizational Development Themes

The Change Activation Toolkit supports these organizational development themes:

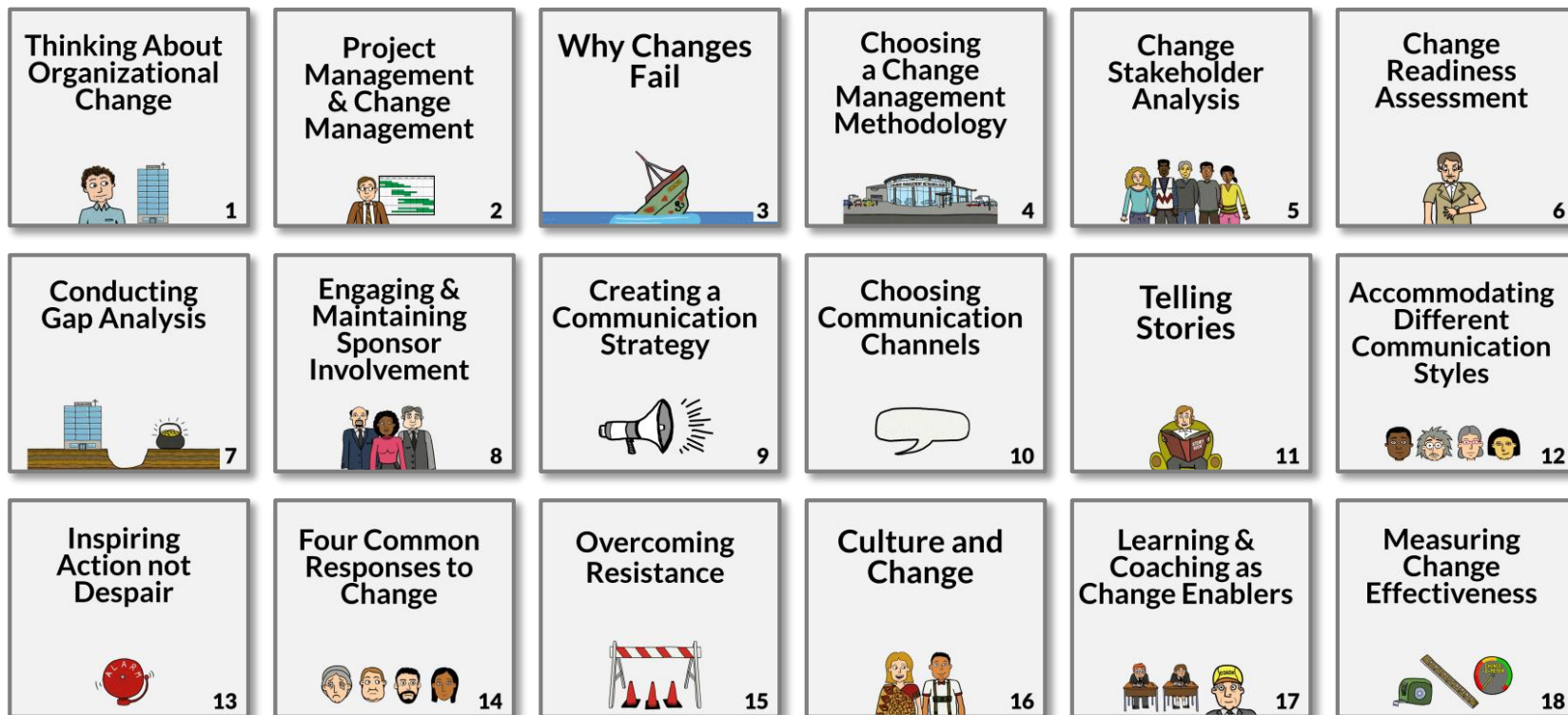


Key Benefits

- ▶ **Aligns leadership, management and workforce** understanding of change
- ▶ Unique, **highly visual materials** ensure engagement from stakeholders at all levels
- ▶ Acts as a “**go-to**” **resource** supporting a “**change ready**” organization and transformational leadership objectives
- ▶ Accelerates learning and achievement of organizational **Change Management Agility**
- ▶ Supports all existing **change models, methodologies & frameworks**
- ▶ Affirms Change Management principles with clear and **easy-to-understand guidance** in transforming attitudinal change behaviour issues
- ▶ Integrates **experiential-based learning** into existing organizational learning programs
- ▶ Enables **openings for action, collaboration and co-creation** supporting sustained change capabilities

Learning Modules

Eighteen innovative learning modules support the organizational development themes:



Development theme:

Build Change Foundations

An excellent introduction to change for stakeholders at all levels throughout an organization.



Development theme:

Foster Change Leadership

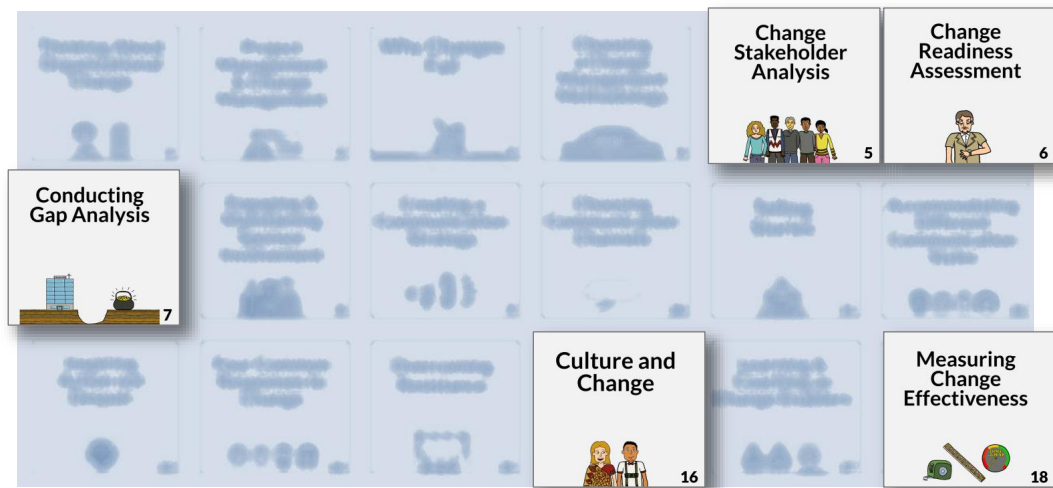
Build a change leadership development program or boost the change understanding of managers and change sponsors.



Development theme:

Analyzing Change Needs

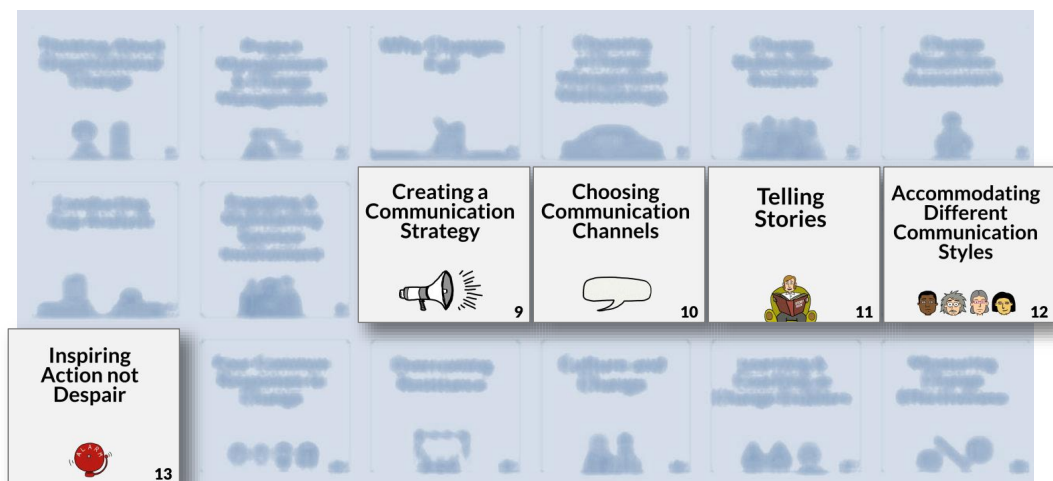
Empowers organizations to diagnose and understand their change needs by investigating the present and desired situations in depth.



Development theme:

Change Communications

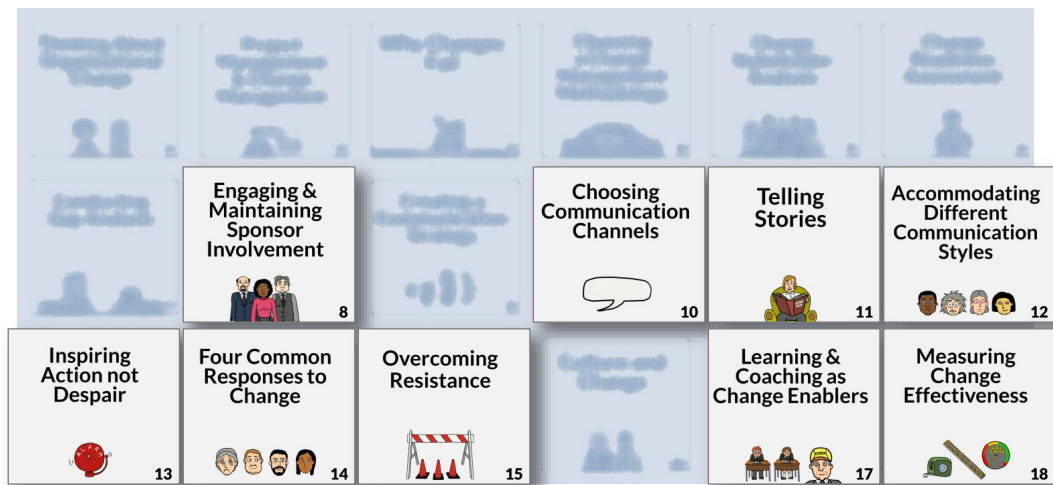
Support those leaders communicating change as well as change managers planning change communications.



Development theme:

Change Implementation

Crucial practices for change leaders and frontline managers whilst change programs are underway.



Development theme:

Sustaining Change

Ensure change sticks. Support the ongoing maintenance of changes made.



Module Features

Each learning module contains everything needed for delivering a transformational learning session of between 15 minutes and 2½ hours:

**Animated
video**



**PowerPoint
slide deck**



**Templates
& handouts**



**Workshop
facilitation
guide**



**Activity
materials**



**Further
reading guide**



The facilitation guides are comprehensive enough to allow workshops to be led either by an experienced change agent or an individual new to change (such as a frontline manager).

This empowers organizations with an internal capability for leaders throughout the organization to lead impactful experiential change learning programs.

Learning Activities

Within each module, facilitators can choose from a number of learning activities depending on participant needs, experience levels & available time:

Activity	Title	Target audience	Suggested timing
<input checked="" type="checkbox"/> 1	Animated video (8:40 mins) Knowledge-check discussion Personal reflections	All learners	15 to 30 minutes
<input checked="" type="checkbox"/> 2	Different types of measurement discovery activity	All learners	30 minutes
<input type="checkbox"/> 3	The change report card activity	Learners new to change	35 minutes
<input type="checkbox"/> 4	Measuring the benefits activity	Executives, experienced change agents, sponsors	45 minutes
<input checked="" type="checkbox"/> 5	Wrap-up & set personal commitments	All learners	15 minutes

In the above example, a learning workshop of between 1hr and 1hr 15mins has been selected.

Implementation Tools

These included tools and templates can be used in support of your organizational change initiatives:

Personal response to change tools

- Appreciative enquiry worksheet
- Personal change readiness self-assessment
- Personal lessons from change worksheet

Risk assessment tools

- Risk assessment template
- incl. example responses

Stakeholder analysis tools

- Stakeholder mapping document
- Stakeholder profile document

Readiness assessment

- Organizational readiness assessment worksheet

Gap analysis

- SWOT analysis worksheet
- Three scenario examples provided

Sponsor involvement tools

- Sponsorship-style self-assessment worksheet
- Sponsor roadmap worksheet

Communication tools

- 'Planning a communication strategy' worksheet
- Communication channel matrix
- Message crafting template
- Stakeholder communications grid
- Storytelling story structure template
- 'Tailor the message' worksheet
- Vision statement worksheet

Resistance management tools

- Overcoming resistance worksheet
- Resistance contingency planning matrix template

Cultural analysis tools

- Cultural analysis template

Learning & training tools

- Stakeholder training needs analysis template
- Training needs analysis scenario example

Measurement tools

- Benefits measurement planning template

Project change management

- Project planning worksheet template

Integration with Change Methodologies



The Change Activation Toolkit has been designed to boost engagement with all change methodologies, models and frameworks, including:

ADKAR Model for Change Management

[AIM \(Accelerating Implementation Methodology\)](#)

Beckhard & Harris Change Management Process

[Boston Consulting Group \(BCG\) Change Delta](#)

Bridges Leading Transition Model for Change

[The Change Leader's Roadmap Model](#)

GE's Change Acceleration Process (CAP)

[John Kotter Eight Step Model for Change](#)

Kubler Ross Change Curve Model

[Kurt Lewin's Three Stage Change Model](#)

LaMarsh Change Management Model

[People Centered Implementation \(PCI\)](#)

Prosci Enterprise Change Management

[Prosci Change Management Levers](#)

Viral Change Roadmap Model

Our [online compatibility guide](#) outlines which Change Activation Toolkit modules support the various stages of the above change approaches.

Please find an example on the next slide.

Example Integration with Methodology

This example shows which Change Activation Toolkit learning modules can be used to support and build engagement at the various stages of the 'ADKAR' model for change:

ADKAR stage	Change Activation Toolkit learning modules that support this stage
Awareness	Choosing Communication Channels Creating a Communication Strategy Thinking about Organizational Change
Desire	Inspiring Action not Despair Telling Stories
Knowledge	Accommodating Different Communication Styles
Ability	Learning & Coaching as Change Enablers Overcoming Resistance Four Common Responses to Change
Reinforcement	Culture and Change Measuring Change Effectiveness

Please visit our [online compatibility guide](#) to view compatibility tables for other change models, methodologies and approaches.

Facts & Figures

- ▶ More than 15 change practitioners, consultants and academics from 4 countries were involved in the development of the Change Activation Toolkit
- ▶ 18 modules explore change concepts in a clear & memorable manner
- ▶ Toolkit modules contain over 125 minutes of highly engaging animated videos
- ▶ Over 200 handouts, templates & worksheets are included
- ▶ Over 100 articles, books, research studies and frameworks are listed in the further reading resource guide
- ▶ Over 90 terms defined & explained in straightforward, clear language in the included change management glossary
- ▶ Over 750 illustrations were created by 2 artists to ensure the Toolkit's animated videos are unique, memorable and engaging
- ▶ Over 50 unique change stakeholder characters appear in the videos, each portraying a different response to change

Background

Accelerated Learning Principles

The Change Activation Toolkit has been designed following accelerated learning principles. This ensures its materials are highly accessible, engaging and memorable, resulting in tangible improvements in change stakeholder skills, attitudes and behaviors.



***“If you can’t explain it simply,
you don’t understand it well enough.”***

Albert Einstein

Expert Contributors

The Change Activation Toolkit is the result of a year-long collaborative effort between change practitioners, academics and business education specialists to ensure it reflects best practice and meets the needs of real-world change initiatives.



Teena Cochran
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Claire Dellar
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Candy Mirrer
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Valerie Roy
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Dave Soock
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Betsey Upchurch
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Testimonials



The Change Activation Kit could help organizations improve synergies during any type of change initiative, reducing risks, speeding up the change process without impacting personnel's morale, thus increasing the overall success and effectiveness of the change.

Jessica Minghinelli, Process & Quality Lead, Xerox Europe Ltd



It can be used to train change management skills and also a tool for trainers to use to ensure consistency of messaging. I love how you provide suggestions of how to use, when to use, cheat-sheets and checklists, and how it links to different methodologies. It makes it a one stop shop.

Ania Szpakowski, Change Program Manager, Zurich Insurance



The materials cover the whole range of change management practice. For busy people who need answers now, or for reflective practitioners seeking to deepen their knowledge, this toolkit is invaluable.

Dr Philip Stiles, Cambridge Judge Business School, University of Cambridge



Pathways to Success

How TBO International's offerings can ensure your organization achieves its objectives:

Organizational objective:	Development strategy:	TBO International offerings:		
		Change Activation Toolkit	Training programs	Consulting services
Develop internal change capability	Do it yourself	✓	optional	optional
	Facilitated learning	✓	✓	optional
	Build expertise	optional	✓	optional
Build upon current methodology	Do it yourself	✓	optional	optional
	Use coaches	✓	optional	✓
Implement change project	Do it yourself	✓	optional	optional
	Use coaches	optional	optional	✓
	Outsource	optional	optional	✓

Next steps

Contact TBO International for license & pricing details:

info@tbointl.com

phone: 713.821.1555

We'll be happy to offer:

- insights into how we can implement the Change Activation Toolkit within your organization to boost change engagement and effectiveness
- delivery options based on your goals and strategy
- a demonstration of the Change Activation Toolkit
- customization options including organization-specific terminology, bespoke modules and learning activities
- further testimonials & customer references



www.tbointl.com

Appendix



Module overviews & learning objectives

- | | |
|---|--|
| 1. Thinking about Organizational Change | 10. Telling Stories |
| 2. Why Changes Fail | 11. Accommodating Different Communication Styles |
| 3. Choosing a Change Management Methodology | 12. Inspiring Action not Despair |
| 4. Change Stakeholder Analysis | 13. Four Common Responses to Change |
| 5. Change Readiness Assessment | 14. Overcoming Resistance |
| 6. Conducting Gap Analysis | 15. Project Management & Change Management |
| 7. Engaging & Maintaining Sponsor Involvement | 16. Culture and Change |
| 8. Creating a Communication Strategy | 17. Learning & Coaching as Change Enablers |
| 9. Choosing Communication Channels | 18. Measuring Change Effectiveness |

Each module features



Animated
video



Workshop
facilitation
guide



PPT slide
deck



Templates
& handouts



Activity
materials



Further
reading
guide

Thinking about Organizational Change

Can your team discern the various types of organizational change and their impacts?



Explains the distinction between incremental and transformational change, explores the features of organizations upon which change operates and describes how the support of stakeholders at all levels of seniority maximizes the likelihood of change initiative success.

Learning objectives

This module will empower your people to:

- ▶ understand the types of changes that organizations undergo
- ▶ recognize the main features of organizations upon which change initiatives focus
- ▶ recognize that change initiatives may operate upon various levels within organizations
- ▶ appreciate the role of dedicated change leaders in managing and sustaining change initiatives

Organizational benefits

This module will activate your organization to:

- ✓ assure stakeholders that change is a process that organizations must undergo in order to align themselves with a shifting environment
- ✓ appreciate the variety of forces and influences that compel organizations to undergo change
- ✓ understand the distinction between change management initiatives and continuous improvement efforts
- ✓ ensure senior leaders have a common conception of organizational change prior to embarking upon a change initiative
- ✓ bring together a change management leadership team
- ✓ brief those responsible for a quality or continuous improvement process on the nature of a change initiative

Why Changes Fail

What lessons can we learn from changes that did not succeed?



Introduces the reasons why achieving sustained changes within organizations is difficult. It emphasizes the importance of managing the human aspects in order to ensure that change initiatives are successful.

Learning objectives

This module will empower your people to:

- ▶ understand why the majority of change efforts do not fully achieve their objectives
- ▶ recognize common challenges that organizations undergo in change initiatives
- ▶ be aware that the human aspect of change is a crucial element in successful change management
- ▶ understand the importance of measuring progress throughout and after the implementation of a change initiative in order to help determine its effectiveness

Organizational benefits

This module will activate your organization to:

- ✓ communicate the contribution that change activities make to long-term organizational success when requesting resources from senior leaders
- ✓ warn organizational leaders of the poor outcomes that many organizations suffer when they fail to engage their people effectively through change initiatives
- ✓ consider the metaphor of ships being lost at sea whilst enroute to their destination, highlighting the importance of an active, thoughtful and considered approach to managing changes
- ✓ promote a clear understanding of the nature of the risks involved in successfully implementing an organizational change initiative
- ✓ reinforce the importance of the active sponsorship of senior leaders in successful change
- ✓ brief managers and supervisors on the importance of their involvement in change initiatives
- ✓ remind leaders of the importance of reinforcing the change and cementing it into the organization's culture after the bulk of a change initiative's activities are completed
- ✓ appreciate the importance of the discipline of change management and the role that organizational change practitioners play in ensuring positive outcomes
- ✓ contextualize the role that change managers play in helping organizations to shift how they operate to students and others unfamiliar with change management

Choosing a Change Management Methodology

How do we choose a path?



Explains how change management methodologies help organizations to navigate through change. It overviews the similarities between prominent methodologies and describes how they must be adapted to suit an organization's unique circumstances. The module also emphasizes the importance of ensuring that senior leaders, managers and supervisors within organizations are familiar with a chosen change management methodology.

Learning objectives

This module will empower your people to:

- ▶ be aware of the multitude of change management methodologies
- ▶ understand the similarities among change management methodologies
- ▶ adapt change management methodologies to suit the particular circumstances of the organization, given that every change management methodology will not necessarily suit every organization
- ▶ follow their change management methodology with an understanding that change initiatives that follow an ad-hoc or improvised approach have a far lower success rate than those in which a formal change approach is adopted and followed

Organizational benefits

This module will activate your organization to:

- ✓ create an understanding of the underlying similarities between different proprietary change management frameworks and methodologies
- ✓ ensure that those leading a change have considered the need to investigate and understand the internal features of the organization prior to choosing between change management methodologies
- ✓ help change sponsors or senior leaders in an organization understand the benefits of choosing a known change management methodology, adapting it to suit the organization's unique situation and committing to adopting and following it
- ✓ caution a group against adopting an ad-hoc approach to change management, given the lower success rates that are seen by organizations that do not follow a formal change management methodology
- ✓ help managers and other change stakeholders understand why choosing and following a formal change management methodology is critical to the success of change initiatives

Change Stakeholder Analysis

Who will be affected by change?



This module shows how the use a stakeholder analysis helps those people managing and leading change initiatives. It allows them to consider the needs of all individuals and groups affected by a potential change initiative and make them better at adjusting their approach to the various groups that wield influence over the change success.

Learning objectives

This module will empower your people to:

- ▶ acknowledge that stakeholders of change initiatives are all individuals and groups that are affected by the change
- ▶ understand that stakeholder analysis allows change management leaders to systematically consider which groups and individuals are likely to be affected and in what way
- ▶ awareness of the use of stakeholder mapping in the early formulation of stakeholder management plans
- ▶ understanding that stakeholder analysis findings are used during the change readiness assessment, in the formulation of a communications strategy as well as when creating a learning and coaching plan

Organizational benefits

This module will activate your organization to:

- ✓ ensure that those people driving a change initiative have considered the expectations and needs of all stakeholders inside and outside of the organization in relation to a potential change prior to investing efforts into the creation of a change plan
- ✓ motivate change leaders to take a systematic approach to considering stakeholders to minimize the potential of any stakeholders or stakeholder groups being unintentionally omitted
- ✓ demonstrate that change managers must view an organization as a complex system comprising of a multitude of relationships and interdependencies before devising an approach to the shift towards the desired state
- ✓ make sure that change leaders understand the strategic approach to stakeholder management that is provided by stakeholder mapping, devising an approach to various groups of stakeholders based upon their level of influence (power) and likely level of interest (attitude)
- ✓ ensure that those people promoting a change initiative understand the importance of completing a stakeholder analysis and addressing concerns that are identified before moving ahead with change activities
- ✓ understand how the stakeholder analysis feeds into later activities including change readiness assessment, gap analysis and the creation of a communication strategy and learning plan

Change Readiness Assessment

How willing and able is your organization to adapt to change?



This module explains how a change readiness assessment helps leaders of change initiatives to understand the capacity to change that exists within individuals and groups. It highlights how organizations' differing capacities to change are dependent on their circumstances, histories, cultures and operational environments. The module emphasizes that organizational change capability is an increasingly important performance metric and strategic objective.

Learning objectives

This module will empower your people to:

- ▶ understand the importance of gauging the organization's capacity to change prior to implementing a change initiative
- ▶ awareness of the uses of both qualitative and quantitative measures of readiness
- ▶ knowledge of how to use a readiness measure to identify potential sources of resistance

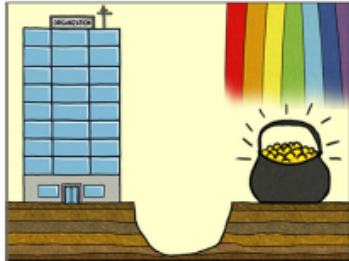
Organizational benefits

This module will activate your organization to:

- ✓ help managers to understand that not everyone will be ready to adopt change behaviors at the same time and with the same level of involvement, interest and commitment
- ✓ achieve clarity about the nature and purpose of the assessment that is being conducted while performing a change readiness assessment
- ✓ understand how crucial it is for change leaders to understand the existing nature of the organization, its culture, prominent leadership styles as well as changes that are already underway
- ✓ consider the impact of implementing change actions with little regard to the readiness of the people whom those change actions will affect
- ✓ reassure members within organizations responsible for continuous improvement and quality programs that such processes within organizations are taken into account by change initiatives at this stage
- ✓ show change teams that they can make adjustments and tweaks to their change management methodology based upon what issues they find at this stage
- ✓ encourage change groups to create their own readiness assessment tools that will suit their organization's unique situation
- ✓ demonstrate to senior executives that the implementation of a particular change initiative is timely or not or, that it must be prioritized amongst other change initiatives

Conducting Gap Analysis

What stands between where we are and where we want to go?



This module describes the technique of gap analysis in simple language, showing how it helps organizations to assess their current state, envisage an ideal future state and then determine what actions are needed in order to bridge between the two. It outlines tools that can be used to assist the process and describes actions that managers and supervisors can take to maximize their people's engagement whilst it is underway.

Learning objectives

This module will empower your people to:

- ▶ understand the role that gap analysis serves in a change initiative
- ▶ awareness that gap analysis must be conducted with sensitivity due to the uncertainty that may accompany a potential change at such an early stage
- ▶ knowledge of a variety of diagnostic models that can be used to structure a gap analysis investigation
- ▶ recognition that integrating clear measurable outcomes is crucial in order to assist a future change effectiveness review stage

Organizational benefits

This module will activate your organization to:

- ✓ introduce a change activity that can encourage members within organizations to consider the desired state of the organization and to appreciate what needs to be done to reach that desired state
- ✓ demonstrate the importance of careful communication during this delicate phase of a change initiative in order to ensure that resistance behaviors do not interfere with the creation of a bold vision for the desired state of the organization

Engaging & Maintaining Sponsor Involvement

How can we ensure our senior leaders champion the change?



This module demonstrates how the sponsorship of senior leaders in organizations is crucial to the success of change initiatives. The module describes the role of sponsors, typical characteristics that sponsors exhibit and outlines many specific ways that change managers can ensure sponsors are engaged throughout the change process.

Learning objectives

This module will empower your people to:

- ▶ be aware that gaining high level sponsorship and engagement throughout the change process is critical
- ▶ understand that senior leadership need to live the change themselves in order to best affect action
- ▶ acknowledge the risks of failing to garner sufficient high level engagement in a change process

Organizational benefits

This module will activate your organization to:

- ✓ embed the knowledge of the critical importance of sponsorship in achieving successful organizational change
- ✓ give change leaders and managers clear examples of activities and techniques that they can use in order to gain and maintain the interest and support of sponsors
- ✓ consider which of the seven 'archetypical' sponsor characteristics (or mixture of such) they see in sponsors in their organization, and how they can best coach and engage with various sponsors to promote change success
- ✓ alert sponsors and other managers on the dangers of assuming that all individuals involved in a change are as far along the change curve as they are

Creating a Communication Strategy

Are we prepared to manage the flow of ideas and information surrounding the change?



This module explains how a communication strategy is a crucial element in defining the overall approach and tone of change management communications. It demonstrates how the goal of change communication is to convert the need recognized by a change 'visionary' and convert it into meaningful, appropriately pitched messages. The module also describes the specific elements that a communication strategy includes.

Learning objectives

This module will empower your people to:

- ▶ understand that communication is a key activity of change management leaders, sponsors, managers and supervisors during change initiatives
- ▶ recognize that the manner in which messages and information flows during a change initiative is one of the most important success factors for that change
- ▶ be aware of the benefits of creating a clear communication strategy for a change initiative that guides the creation of the communication plan
- ▶ appreciate that as change initiatives inevitably transform over time, the detrimental effects of ambiguity are partially mitigated by having a well-understood communication process and change vision

Organizational benefits

This module will activate your organization to:

- ✓ encourage change leaders to take a strategic approach to communications during change, investing time and effort in creating a guiding strategy document prior to change activity implementation and the bulk of the day-to-day communications occurring
- ✓ brief change leadership groups prior to the creation of a change communication strategy in order to contextualize how the strategy fits within the overall change management initiative and underline its importance
- ✓ demonstrate how those individuals who recognize the need for an organization to change may not necessarily be best equipped to communicate that need within the organization, and offer them support to ensure that the message is passed around the organization in the most adaptive manner
- ✓ help managers and supervisors understand that although change communications are carefully coordinated, there may be some ambiguity and uncertainty from time-to-time during a change initiative

Choosing Communication Channels

What are the best avenues for our change messages?



This module shows how using a variety of communication channels can dramatically boost the comprehension and retention of messages during an organizational change initiative. It gives creative examples of different channels of communication and shows how the use of these can be planned using a communication matrix, ensuring each important message is conveyed using multiple channels and opportunities for feedback are provided along with each message.

Learning objectives

This module will empower your people to:

- ▶ understand that the use of different channels can assist with the comprehension and retention of information and messages regarding change initiatives
- ▶ be able to identify a variety of communication channels that can be used
- ▶ awareness of the benefits of creating a communication matrix to plan messages and the channels that will be used to ensure that those messages are understood, retained and responded to
- ▶ be aware of common mistakes that are made whilst communicating during change initiatives

Organizational benefits

This module will activate your organization to:

- ✓ encourage those involved with organizational change to communicate using a wide variety of channels in order to best engage with message recipients of various communication styles
- ✓ promote creativity and dynamism in the approach taken to change communications by using new media
- ✓ create awareness of the limitations of communicate using PowerPoint 'title and bullets' style slides
- ✓ encourage 'out-of-the-box' thinking among managers about how they approach communicating about change with their team members
- ✓ create a communication matrix in order to plan how key messages will be delivered, reinforced and verified using a variety of communication channels to ensure engagement
- ✓ prompt project managers (and process-oriented individuals) to consider that densely written documents, reports or emails are not necessarily the best way to impart information and ensure comprehension of critical messages
- ✓ remind senior leaders and sponsors of the inadequacy of a single speech to promote lasting change behaviors

Telling Stories

Express ideas more powerfully.



This module explains that all people are natural storytellers, and how conveying information within a story is engaging, impactful and likely to result in positive change behaviors. The module creatively demonstrates the structure that good stories follow and describes how all people involved in leading change initiatives can 'mine' their career experiences for stories that they can tell which promote positive change behaviors.

Learning objectives

This module will empower your people to:

- ▶ become aware that information encapsulated within a narratives may be more memorable and impactful than information presented in a context-free manner
- ▶ recognize that all people tell stories and that this behavior can be harnessed during change initiatives to enhance the effectiveness of communications
- ▶ identify one's own personal and/or career-based stories that can be mined and told during change initiatives in order to promote positive change behaviors
- ▶ understand that the stories that are told within an organization before, during and after a change initiative can offer deep insight into shifting attitudes and organizational culture

Organizational benefits

This module will activate your organization to:

- ✓ understand the usefulness of stories as an engaging communication technique that senior leaders, change leaders, managers and supervisors can use during change initiatives
- ✓ use the module as a primer for storytelling and story crafting workshops in order to remind participants of the structure of memorable, impactful stories
- ✓ prompt leaders to mine their experiences for relevant stories that they can tell their colleagues in order to promote positive change behaviors
- ✓ consider how stories can be improved in order to ensure that they account for the various different motivating drivers that listeners have – and speak to each of these driving factors
- ✓ recognize the importance of shared stories in organizational culture
- ✓ encourage individuals to tell the story of their team or broader organization, to promote the construction of the organization's institutional memory

Accommodating Different Communication Styles

People communicate differently.



This module shows how people vary in the way in which they are best able to understand and interpret communicated messages. It outlines in practical steps how those people creating messages can ensure that they account for the individual style of their listeners and can make sure that they accommodate for a broad variety of communication styles when creating messages for groups. The module also imparts the importance of change management leaders understanding their own prominent communication style.

Learning objectives

This module will empower your people to:

- ▶ an awareness that there are four identifiable ways to structure information; in terms of actions, in terms of processes, in reference to people and in the context of an overall idea
- ▶ understand that different individuals will display a preferential propensity to comprehend information structured in a one of those manners
- ▶ be able to construct a message using any of these four communication styles
- ▶ be aware that messages destined for groups should accommodate recipients with preferences for all four communication structures

Organizational benefits

This module will activate your organization to:

- ✓ use an easily understood framework to understand the four different styles of communication that people typically display
- ✓ assist process-oriented individuals to understand why individuals who are outcome-focused may become frustrated with their communication style, and offers suggestions for how those process-oriented individuals can tweak their style in order to promote understanding and avoid conflict
- ✓ help brief managers and supervisors in order to help them understand their own style of communication to ensure that they account for any natural bias they may have when communicating about a change initiative with their team members
- ✓ explain the importance of accounting for all communication styles when creating messages directed at large audiences, such as speeches, presentations, mass-emails, newsletters
- ✓ show team members who are participating in a change process in order to create a common-language and awareness among their work team about the four main styles of communication, encouraging them to consider what their colleagues' dominant communication styles might be when communicating with them
- ✓ continue to benefit from the one-page job-aid sheet that can be posted on a noticeboard or on the wall in order to act as an ongoing reminder of the different styles of communication

Inspiring Action not Despair

Can change panic be avoided?



This module investigates how subtle differences in the way that a change is communicated can make meaningful differences to the way it is interpreted by employees. The risks of prompting change actions through the use of the communication of the threats of inaction are explored. Also, the importance of early change communications is outlined, along with suggestions on what topics such communications must include.

Learning objectives

This module will empower your people to:

- ▶ recognize that fear of potential losses can be a greater motivator than the promise of potential gains
- ▶ understand the danger of creating a sense of panic without giving people guidance on how to take action
- ▶ an appreciation of the importance of giving change participants the ability to take some easily achieved, non-threatening, first step towards the change
- ▶ use a mixture of both explaining the positive outcomes of the change and the negative consequences of failing to change when motivating change participants to adopt positive change behaviors

Organizational benefits

This module will activate your organization to:

- ✓ prep senior leaders, managers and supervisors before they introduce a change in order to ensure that they are aware of the importance of initial change communications and how they structure their message
- ✓ show change leaders how a subtle difference to the way a change is introduced can have a dramatic effect on the uptake of positive change behaviors
- ✓ be less likely to inadvertently cause anxiety and resistance to change
- ✓ use this module as a check-list for early change communications

Four Common Responses to Change

Engage & motivate everyone.



This module introduces four common patterns of behaviors that people exhibit in response to change initiatives. It gives the leaders of change initiatives insights into how to approach each of these types of responses in order to engage and motivate people through the change.

Learning objectives

This module will empower your people to:

- ▶ understand that there are four typical emotional reactions to change
- ▶ be able to respond to each of those reactions in a positive manner that encourages adaptive engagement with the change
- ▶ be awareness of their experiences during organizational change situations and reflect upon their previous responses to those experiences

Organizational benefits

This module will activate your organization to:

- ✓ show individuals that may be affected by a change initiative and ask which of the four responses to change they have experienced in the past when they have been through change initiatives
- ✓ create a clear and easy to understand basis for understanding three major types of resistance
- ✓ help individuals leading changes to develop empathy towards those individuals that resist change due to fear and anxiety
- ✓ demonstrate to managers and senior leaders the damaging impact on the creativity and innovation initiative within individuals that is caused by a high-stress state that can be brought on by fear of change
- ✓ help identify ways to engage people resisting change through inaction (bystanders) so they also take part in the change process
- ✓ prime newly formed change coalition groups to explain the importance of such groups actively supporting and advocating for change initiatives

Overcoming Resistance

Is your team equipped to respond effectively?



Outlines the concept of resistance to change, explains the main reasons individuals resist, distinguishes between resisting attitudes and resisting behaviors, and offers practical techniques to both pre-empt and overcome resistance.

Learning objectives

This module will empower your people to:

- ▶ understand that some resistance to change is normal
- ▶ identify the varying reasons individuals resist change efforts
- ▶ acknowledge that some resistance behavior will be overt and some will be covert
- ▶ gain specific techniques for minimizing resistance to change
- ▶ distinguish between individuals and their resistance behaviors in order to ensure those individuals do not feel defined by their resistance behaviors

Organizational benefits

This module will activate your organization to:

- ✓ create a common language with which to understand and describe driving emotion states that underpin resistance, such as fear, fatigue, skepticism, disappointment, anxiety and confusion
- ✓ empower change management leaders to take action to prevent such resistance occurring or overcome those states if they are recognized among those affected by a change
- ✓ create a common language with which to also describe resistance by omission (inaction/bystander)
- ✓ show this video to change leaders, managers and supervisors that are encountering resistance to change in order to give them insights into actions they can take towards overcoming the resistance
- ✓ explain that simply communicating about a change or change activity may not necessarily lead to message recipients comprehending the message, necessitating the use of a variety of communication types
- ✓ This module addresses the reality that there may always be resistance in some form during an organizational change initiative and describes that it may be necessary, in a worst-case scenario, to take action to isolate the damaging impact that a resisting individual can have

Culture and Change



Does your organization factor culture into its change plans?



Explains the critical importance of understanding and factoring-in an organization's unique culture during change initiatives. Outlines what elements combine to form organizational culture, demonstrates how change leaders vary their approach to suit organizations with differing cultures. The influence of national cultures is also explored with an explanation of models that assist multi-regional change initiatives.

Learning objectives

This module will empower your people to:

- ▶ understand the nature of the elements that combine to constitute an organization's culture
- ▶ awareness that there may be distinct inter-organizational cultures that can impact upon a change initiative
- ▶ recognize the strong link between organizational culture and change initiative success
- ▶ be aware how differences in organizational cultures can result in concrete differences in change implementation plans
- ▶ acknowledge the various metrics for inventorying organizational culture

Organizational benefits

This module will activate your organization to:

- ✓ help organizational members to understand what features of an organization interact to form the emerging property of its culture, and prompt them to recognize these varied features in their organization
- ✓ clarify the distinction between change initiatives that consider an organization's culture and those that attempt to influence the organization's culture
- ✓ demonstrate to senior leaders who have the ambition to promote cultural change within an organization the ongoing commitment and support required to achieve sustained cultural change
- ✓ understand how a change team would alter their approach to a change initiative based on the cultural differences between two otherwise similar organizations
- ✓ to demonstrate the need of multinational organizations to adapt and customize a change implementation plan to local conditions due to national cultural differences
- ✓ The module can act as a primer before a cultural inventorying assessment is undertaken in order to demonstrate the need to understand the nature of the organization's unique culture

Learning & Coaching as Change Enablers

Are change behaviors supported at the level of the individual?



Explains how learning & training programs and organizational coaching are a vital part of helping individuals affected by change initiatives to adopt new behaviors, adapt to shifting circumstances and remaining engaged. The module shows how the journey that individuals undergo during a change initiative is sometimes conceptualized as a 'change curve', and how learning programs and coaching can assist those people to progress along the curve. Factors to consider when creating learning and coaching programs are also explored.

Learning objectives

This module will empower your people to:

- ▶ understand the importance of organizational coaching programs throughout change initiatives
- ▶ learn a coherent and popular model for structured coaching that can be employed both during change as well as during general management
- ▶ understand that informal and peer-based learning programs can be more effective than formal classroom-based learning programs
- ▶ learn techniques for fostering a spirit of collaborative learning

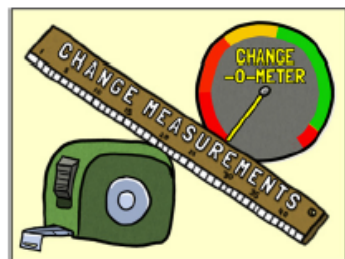
Organizational benefits

This module will activate your organization to:

- ✓ This module can be used to help organization members understand what features of an organization interact to form the emerging property of its culture, and prompt them to recognize these varied features in their organization.
- ✓ To clarify the distinction between change initiatives that consider an organization's culture and those that attempt to influence it.
- ✓ This module can be shown to senior leaders who are ambitious to promote cultural change within an organization, and to demonstrate the ongoing commitment and support required from those leaders to achieve sustained cultural change.
- ✓ This module gives a clear example of how a change team would alter their approach to a change initiative based on the cultural differences between two otherwise similar organizations.
- ✓ Members of multinational organizations can use the module to demonstrate the need to adapt and customize a change implementation plan to local conditions, due to national cultural differences.
- ✓ The module can act as a primer to a cultural inventorying assessment and thus demonstrate the need to understand the nature of the organization's unique culture.

Measuring Change Effectiveness

Can you prove the impact of your change efforts?



Outlines how change management leaders can develop a suite of measurement tools that can help them to assess both the outcome of the change initiative as well as the effectiveness of specific change management activities in order to make on-the-fly adjustments. A range of both quantitative and qualitative measures that change management leaders can use are introduced, and the importance of presenting change effectiveness in a coherent, understandable manner is outlined.

Learning objectives

This module will empower your people to:

- ▶ acknowledge the various approaches organizations take when measuring the effectiveness of change initiatives
- ▶ understand the importance of measuring and reporting on the effectiveness of the change initiatives
- ▶ become awareness that measuring change effectiveness allows the change plan to be adjusted as the change is underway
- ▶ utilize the various types of qualitative and quantitative measurements that can be made at various stages through a change implementation
- ▶ understand of the relationship between leading and lagging indicators
- ▶ recognize the importance of clear and straightforward presentation of change management effectiveness findings

Organizational benefits

This module will activate your organization to:

- ✓ demonstrate to senior leaders and sponsors how a change initiative will be measured and accountable for its effectiveness over time
- ✓ engage organizational members responsible for non-change related performance measurements and assist in clarifying the need for change leaders to have access to such data
- ✓ explain the difference between leading and lagging performance measures, a distinction that is commonly not understood
- ✓ clarify how leading measures can be used in order to make rolling adjustments to the change plan and change activities whilst the change initiative is underway
- ✓ recognize how critical it is for those people responsible for making measurements and collecting information to record performance information across a wide array of organizational activities in support of the change initiative
- ✓ debunk concerns regarding the lack of information concerning cost effectiveness of a change initiative
- ✓ acknowledge how important it is to have coordinated systems in place to make pre-change and post-change measurements
- ✓ build a case for developing a portfolio of performance measures within organizations that are yet to take a unified approach to measurement systems
- ✓ show junior change agents and change managers the non-anecdotal options for the evaluation of change success
- ✓ motivate those in the change team to also capture non-quantifiable data, such as stories, and create representative case studies that can be shared
- ✓ prompt individuals who make presentations with text-heavy PowerPoint slides, management-jargon and a lack of clarity to present information about change effectiveness in a clear and concise manner

Project Management & Change Management

Does your team understand the relationship between these two activities?



Explains the distinction between the project management and change management approaches, exploring the similarities and differences between the two. The module demonstrates how change management initiatives can be considered projects, and how projects can be improved by the inclusion of change management activities in order to ensure that human factors are considered.

Learning objectives

This module will empower your people to:

- ▶ understand the distinction between the project management and change management approaches
- ▶ become aware that the project management approach may not devote sufficient attention to the human, psychological and social factors in achieving an outcome
- ▶ acknowledge that project management plans must integrate change management activities
- ▶ hold an understanding that change management initiatives can be considered projects and must be managed with a similar attention to following a clear process

Organizational benefits

This module will activate your organization to:

- ✓ clarify the poorly understood interplay between project management and change management
- ✓ brief project managers on how and why they should integrate change management activities into projects
- ✓ promote an awareness of the importance of human and social factors on the success of projects
- ✓ demonstrate the need for post-delivery support, learning and continued reinforcement of change behaviors caused by projects
- ✓ show change leaders and those assisting with change initiatives that such initiatives must be approached according to a methodology or plan and may be managed as projects in themselves
- ✓ motivate those involved in change initiatives to report on the management of those initiatives in order to drive improvement in the way the organization manages change, boosting its change capacity
- ✓ promote a productive collaboration between the disciplines of change management and project management