

# Change, Challenge & Innovation

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## Overview:

It is critical that managers have training in and knowledge of the dynamics of the change process. Whether the force for change comes from external sources or from within the organization, managers must learn to meet these challenges. Often managers themselves act as sponsors or agents for major changes. In either case they usually find it difficult to prepare employees adequately to reduce resistance. This training will focus exclusively on the change process as it relates to managers and their employees at all levels throughout the organization.

## Learn:

You will learn how to build systems and structures to navigate and orchestrate change, how to create commitment and benefits, as well as how to face the challenge and demands of change. In addition, the change process and its relationship to communication, conflict, power, stress, and risk will also be addressed. By the program's conclusion, you will have the requisite skills to successfully carry your employees through the next change that occurs in your workplace.

## Objectives:

- ❖ Understand your organization and how it responds to change.
- ❖ Recognize and understand the different types of change: strategic, operational, organizational, and leadership.
- ❖ Know how to prepare for change and maintain intended goals.
- ❖ Recognize the responses to change in yourself and others.
- ❖ Learn to ensure cooperation by building teamwork and participation in change.
- ❖ Provide support for employees dealing with the stress and conflict of change.
- ❖ Anticipate and manage the resistance that is inevitable through appropriate organization and planning.
- ❖ Learn why your leadership is so critical during change and develop a positive motivational climate.
- ❖ Match present goals to past goals while keeping an eye out for the future.
- ❖ Translate what you learn into action.

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# Outline:

## **Understanding Your Organization/Today's Work force**

- A. How The Organization Responds To Change
- B. How The Manager Responds To Change And The Role He/She Performs
  - 1. Illusions and guidelines during change
- C. Viewing Change As An Opportunity To Be Welcomed

## **Preparing For Change**

- A. Controlling And Planning For Change
  - 1. Designing and implementing effective changes  
(plan, build, initiate, implement, and reward)
- B. Directing Situations And Preserving Control
- C. Evaluating The Means, And Impact Of Your Desired Change

## **Anticipating Staff/Employee Responses to Change**

- A. Foreseeing Resistance Through Appropriate Organization And Planning
- B. Recognizing The Phases, Stages And Strategies Of Change
  - 1. Denial, resistance, exploration and commitment
- C. A Manager's Direction And The Snares To Avoid Through Each Phase
- D. Utilizing Attitudes And Governing Their Impact During The Implementation Phase

## **How To Communicate Change**

- A. The Manager's Role And How To Set The Stage
- B. Enabling And Building Teamwork/Participation In The Leadership Process Of Change
- C. Offering Support As Employees Deal With Stress And Conflicts That Change Brings
- D. Guidelines To Communicate With Individuals And Teams About Change
  - 1. Keeping negative reactions and surprises to a minimum

## **Resistance Management**

- A. Spotting Warning Signs Among Individuals And The Organization
- B. When To Increase Team Involvement
  - 1. Setting active goals
- C. Focusing On The High Yield Problems And Opportunities
- D. Problem Solving
  - 1. Using the "what if" scenarios and "how might we" in building the future
  - 2. The when's and why's of togetherness vs. separateness
  - 3. Performance measurement and rewards during this change period
- E. Matching Present Goals To The Past While You Keep An Eye Out For The Future

## **Your Leadership Is Critical During Change**

- A. Communicating The Vision And Larger Picture Clearly And Enthusiastically
- B. What Is Important In Any Working Relationship?
- C. What Kind Of A Boss Are You?
  - 1. Comparison of leadership styles
- D. Learning To Respond To The Individual Motivations Of Your Staff
- E. Developing A Positive Motivational Climate
  - 1. The power of positive feedback

## **Action Plans And Summary**