

Ready. Set. **CHANGE!**[™]

Reacting Smarter. Adapting Faster.
Engaging Together.

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Participant Materials

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Pre- and Post-Test

Understanding, responding to and navigating any change in a way that is positive and productive requires developing change competency. First, review the statements below to assess your current level of knowledge and skills. For each statement, circle the number in the Pre-Test column that reflects your comfort level. At the conclusion of the training program, you will complete the Post-Test column and compare your ratings to learn the extent to which you have increased your competency with change.

	Pre-Test				Post-Test			
	Absolutely/ Yes	I think so/Yes	Not Sure	No	Absolutely/ Yes	I think so/Yes	Not Sure	No
I can stay in control of my responses to change.	1	2	3	4	1	2	3	4
I am aware of how my own reactions to change impact others.	1	2	3	4	1	2	3	4
I am able to identify feelings, concerns or issues that might inhibit my effectiveness or decision making.	1	2	3	4	1	2	3	4
I can identify what information I need in order to make an informed decision to engage in change.	1	2	3	4	1	2	3	4
I communicate effectively and appropriately to get the information I need to engage in change.	1	2	3	4	1	2	3	4
I adjust my communication style to the needs of others.	1	2	3	4	1	2	3	4
I share my needs and questions in a way that reflects an honest, objective desire to understand.	1	2	3	4	1	2	3	4
I make informed decisions about change based on facts, not assumptions.	1	2	3	4	1	2	3	4

Introduction

There is virtually no aspect of life that is untouched by change today, and organizations and their workforces are no exception. **Ready. Set. CHANGE!™: Reacting Smarter. Adapting Faster. Engaging Together.** is designed to increase change competency among all employees at all levels in your organization so that your organization will be better able to respond and adapt to changes quickly and with less disruption to productivity.

Change in the workplace has taken on a new dimension. It's no longer just an event or initiative. It's pervasive, constant and relates to anything that was done one way yesterday and needs to be done differently today. Today, change encompasses changes in tasks, relationships, marketplaces, technologies, globalization, demographics and more—with all the implications and complications this brings to the workforce. In addition, change comes fast and is rarely flexible. The pace at which cycles of change occur is increasing and will only continue to do so.

In addition, today's workforce includes more global, geographic, cultural and generational diversity than ever before. This increasingly changing workforce is being asked to work together and to quickly and efficiently adapt to whatever comes their way, with minimal disruptions to productivity.

Also, our individual and human reactions to change vary widely. One reason is that our global, geographic, cultural and generational experiences impact how we view and respond to change. Another reason is that there are great differences in our perception and reaction to change due to our innate personalities—how we are “hard-wired,” so to speak.

Given this new environment of change, the huge demographic shifts of the last 20 years and the innate tendencies of the workforce to respond to change differently, a new set of skills is required. **Ready. Set. CHANGE!™**:

Reacting Smarter. Adapting Faster. Engaging Together. will provide you with the clear and practical strategy you need to understand, respond to, and navigate any change in a way that is positive and productive for you, your coworkers and your organization.

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Learning Objectives

After completing the program, you will be able to:

1. Explain how your reactions to change impact those around you
2. Identify feelings, concerns or issues that might inhibit your effectiveness or decision-making
3. Apply The Change Response Strategy™ to proactively analyze and navigate any change
4. Communicate effectively and appropriately to get the information you need to engage in change

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Understanding Change

- **There are two kinds of change:**
 - Change that is imposed on us
 - Change that we participate in

- **Change has different magnitudes:**
 - Significant change: major events that tend to be one-time or organization-wide
 - Everyday change: constant and dynamic daily issues that tend to feel more immediate and personal

- **Change itself has “changed”:**
 - Change is constant: it is no longer just one event or initiative.
 - Change comes fast and is rarely flexible: the pace at which change occurs is increasing, and employees are being asked to quickly adapt to change with minimal disruptions in productivity.
 - Change management is no longer just for big projects or initiatives: organizations must build change competence into all members of the workforce.

- **We experience three stages of engaging with change:**
 - Stage 1 – *Recognize and React*: We are presented with or realize that change is occurring and begin to react to it.
 - Stage 2 – *Assess and Decide*: We evaluate the change and begin to make decisions about how we will respond.
 - Stage 3 – *Accept, Adapt and Engage (or Disengage)*: We move on to a course of action (or inaction) based on how we made decisions about the change.

- **Everyone reacts differently to change:**
 - Our reactions to change are influenced by two factors:
 - The person (our personality or behavioral style preferences; our experiences)
 - The work environment (our job and the workplace culture)

- The interface or interaction between these two factors influences:
 - The level of satisfaction we have in doing our work
 - The relationships we have with our coworkers and supervisors or managers
 - Our self-image as a result of our work and our relationships

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Video Observation Form: The Change Response Strategy™: Clarify

Characters:



Marcus



Jill



Ahmad



Sharon

Directions – Discussion Questions:

As you watch the video, make note of any thoughts you have concerning the following discussion questions:

1. What was the magnitude of the change for the organization?

2. What was the magnitude of the change for Ahmad?

3. In what ways did Ahmad's reactions affect the situation?

4. Based on Ahmad's reactions and the concerns that he raises, what do you think his dominant style is? Why?

5. What impact did his style have on his reaction to the change?

6. What did Ahmad need to move forward?

7. How did Jill use the “Clarify” step to help Ahmad deal with the change?

8. How did the “Clarify” step help Ahmad deal with the change?

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Key Points:

- ✓ Ask questions to understand how and why a change impacts you and others.
- ✓ Clarify what you need to move forward.

Bottom Line:

The “Clarify” step in The Change Response Strategy™ helps you identify a potential root cause of any positive or negative feelings you have about the change.

Step 1: Clarify

Asking the questions below will help you clarify how and why a change impacts you and others and what you need to move forward.

Instructions: With the others in your group, identify the purpose or benefit to you of asking each of these questions.

Questions to Ask	Purpose/Benefit of the Questions
1. What control or influence do I have over how the change impacts my work?	
2. What is the magnitude of the change?	
3. How will the change impact the way I do my job?	
4. How do I feel about the change—positive, negative or neutral?	
5. What are my fears, concerns or issues?	
6. Do I trust what I'm being told about the change?	
7. How will the people I work with react to this change?	
8. What do I need to know or do to help me feel comfortable with committing to the change?	
9. Who are the people (“change resources”) in the best position to help me get the information I need to move forward?	

Applying The Change Response Strategy™

Instructions: Working individually, practice applying The Change Response Strategy™ to a situation that you are currently dealing with (or anticipate dealing with) on your job. In the space provided below, describe the change. (For the purpose of this exercise, if you are not currently dealing with a change, think of a change you dealt with in the past and describe it below.) Then answer the questions that follow about how you could apply (or could have applied) the three steps of The Change Response Strategy™ to the change.

- What is the change?
- What is the magnitude of the change for the organization? Why?
- What is the magnitude of the change for you? Why?
- What are your reactions to the change? How do they affect the situation?

- How can you apply The Change Response Strategy™ to this change—specifically:
 - What actions can you take to clarify the change?

 - What actions can you take to communicate about the change?

 - What actions can you take to commit to the change?

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Focus on the Future

The more immediately you use the skills learned in this training program, the more effective you will be when dealing with change. Your commitment begins with a plan.

Keep your plan manageable. Begin with two commitments. Once you have fulfilled those commitments, you can expand your plan incrementally. Take small steps that you can reasonably accomplish.

Write at least two actions you can take that will improve your ability to understand, respond to and navigate change effectively. If you need suggestions for actions, several are offered on the following page.

Action #1:

What I need to do to fulfill this action:

Action #2:

What I need to do to fulfill this action:

Suggested Actions

- Be aware of how your reactions to change affect others and how others' reactions to change affect you.
- Ask questions to understand how and why a change impacts you and others.
- Clarify what you need to move forward.
- Communicate to express your concerns, share your needs and get answers to questions.
- Keep your emotions in check.
- Adjust your communication to the needs and communication style of the other person.
- Explore the potential consequences of your decision.
- Make the choice to engage based on a consequence you can live with.
- Have a plan about what you are going to do.
- Support the change in conversations with others.
- Offer to help others who may be struggling.
- Hold yourself and others accountable for the commitment to the change.