WorkCompCollege.com

School: Humanities
Course: Change Management
Faculty: Susan Franzen, Vice President Strategy & Leadership, AXIOM Learning Solutions, LLC

Summary

The "Change Management" course, led by Susan Franzen of AXIOM Learning Solutions, LLC, is structured to provide a comprehensive understanding of how to effectively manage organizational change. Franzen emphasizes that change management involves more than just implementing new processes; it requires a deep understanding of human behavior, resistance to change, and how to guide individuals through transitions.

The course begins by outlining the five key principles of change management: change creates uncertainty, people change for their own reasons, preserving the status quo is easier than change, a formula for overcoming resistance (Dissatisfaction x Vision x First steps > Resistance), and the importance of distinguishing between communicating change and implementing it. These principles serve as the foundation for understanding why people resist change and how to create strategies that address their concerns.

Franzen introduces the idea that individuals are naturally resistant to change due to fear of the unknown and the human tendency to maintain homeostasis. Change efforts often fail when these concerns are not addressed early on, and as such, she highlights the importance of creating an emotional connection to the "why" of change. Understanding the motivations behind resistance, such as fear of job loss or disruption of routine, allows change leaders to craft strategies that speak to these concerns and foster a willingness to embrace new processes.

One of the core elements of the course is recognizing when change is needed. Franzen describes how leaders can observe indicators of change requirements, such as declining staff retention, inefficiencies in processes, or the emergence of new technologies. She emphasizes that successful change begins with careful planning, which includes assessing both the current state and the desired future state of the organization. By creating a vision that addresses dissatisfaction and provides clear first steps, leaders can effectively motivate their teams.

Throughout the course, Franzen discusses different change models that organizations can adopt. These include Lewin's three-step model (unfreeze, change, refreeze), Bridges' Transition Model, Kotter's 8-Step Process, and the ADKAR model. Each model provides a structured approach to managing transitions, whether they focus on the

This document is the property of
Workers' Compensation Educational Services, LLC
and cannot be reproduced or distributed without authorization.

emotional stages of change, creating a sense of urgency, or building a coalition to lead the change effort.

A significant portion of the course focuses on the role of leadership in managing change. Franzen outlines four key roles for change leaders: Thought Partner, Pulse of the Organization, Evangelist, and Reconciler. These roles involve guiding individuals through the uncertainty of change, promoting the vision for the future, and managing conflicts that arise during the transition process.

Lastly, Franzen discusses how to sustain change after implementation. The process doesn't end on day one of the new system or process. She encourages change leaders to reinforce new behaviors through continuous feedback, training, and adjustment of organizational structures that might resist change. Franzen also highlights the importance of conducting post-change evaluations to learn from the experience and improve future efforts.

The course concludes with a reminder that effective change management requires constant reinforcement of new behaviors and a commitment to creating a compelling future vision that resonates with all stakeholders.

Learning Objectives
1. Understand the fundamental principles of change management and its importance for successful change initiatives.
2. Recognize the need for change and the different types of organizational change.
3. Learn how to create effective change management plans that address resistance and support stakeholders.
4. Explore popular change models and how to apply them in organizational settings.
5. Develop skills to lead and sustain change within an organization by engaging sponsors and managing resistance.

Primary Takeaways
1. Change management involves understanding principles like uncertainty, individual reasons for change, and overcoming resistance through clear vision and actionable steps.
2. Successful change efforts require visible and active sponsorship, effective communication, and continuous engagement with stakeholders.
3. Resistance to change can be addressed through a combination of awareness, vision, and incremental first steps (Dissatisfaction x Vision x First steps > Resistance).

4. Popular change models, such as Lewin's 3-step model, Kotter's 8 steps, and Prosci's ADKAR model, offer structured approaches for managing transitions.
5. Effective change management extends beyond project completion, requiring ongoing reinforcement, feedback loops, and alignment with organizational culture to sustain change.

Course Outline

1) Introduction to Change Management
    a) Definition and importance of change management
    b) Course structure and objectives
    c) Story illustrating challenges in change management

2) Principles of Change Management
    a) Change creates uncertainty
    b) People change for their own reasons, not ours
    c) The status quo is easier to maintain than change
    d) Formula for overcoming change resistance ($D \times V \times F > R$)
    e) Communicating change is different from implementing it

3) Recognizing the Need for Change
    a) Observing indicators that signal change is needed
    b) Different types of organizational change (performance improvement, people change, systemic, transformational, unexpected events)

4) Planning for Change
    a) Assessing the current state and envisioning the future state
    b) Key elements of a change plan (vision, sponsorship, organizational impact analysis, communication, engagement, training, alignment)

5) Addressing Resistance to Change
    a) Managing personal and organizational resistance
    b) Types of resistance and strategies for overcoming it
    c) The importance of early engagement and involvement in the change process

6) Change Models and Processes
    a) Overview of four popular change models (Lewin's 3-step, Bridges' Transition Model, Kotter's 8 steps, Prosci's ADKAR)
    b) Applying these models in practice

7) Leading Change

This document is the property of
Workers' Compensation Educational Services, LLC
and cannot be reproduced or distributed without authorization.

    a) Four roles of the change leader (Thought Partner, Pulse of the Organization, Evangelist, Reconciler)
    b) Managing stakeholders through engagement, communication, and support

8) Sustaining the Change
    a) Importance of post-change evaluation and reinforcement
    b) Using feedback loops and adjusting organizational structures to support the new state

9) Conclusion
    a) Reflecting on the role of change management in creating the future
    b) Inspirational closing quote to encourage proactive leadership in change

NOTE: Artificial Intelligence was used in the creation of this document.