



# SHRM ORGANIZATIONAL TRAINING & DEVELOPMENT

On site. Online. Advancing your workforce.

## Managing Individual and Organizational Change

**Available As:** One-day Onsite  
Customizable

**Recertification Hours:** 7

### Course Description

Everyone is engaged in the process of managing change. Participants will learn how to understand the five stages of the change process and use activation techniques to help people who are resisting change. They will translate strategic goals into do-able action steps; create accountability for results; and, leverage their own resources to gain influence in their organizations by building business partnerships.

### Course Objectives

Students will learn how to:

- Use the J Curve to understand the five stages of the change process
- Avoid the trap of relying on persuasion to produce change
- Use Activation techniques to help people who are resisting change
- Translate strategic goals into concrete do-able steps
- Gain skill communicating in ground level, action oriented language
- Build involvement and enthusiasm with simple questioning techniques
- Create accountability for implementation and results
- Leverage their own resources to gain influence in their organizations and build business partnerships
- Establish a culture of enthusiasm for new objectives
- Motivate individuals and groups to achieve transformational goals

### Course Outline

## **People and the Process of Change**

- A. General Model of the Change Process -5 stages of the J Curve
  - 1. Static Quo
  - 2. Taking the plunge
  - 3. Bottoming out
  - 4. Gaining control
  - 5. Mastery
- B. Thoughts, feelings and performance at each J Curve stage
- C. Practical implications for change

## **Tradition Tools for implementing Change**

- A. The generic change speech and its limitations
  - B. Reactions to persuasion
    - 1. Ready to where
    - 2. Wait and see
    - 3. Resisters
  - C. The Limits of Persuasion
    - 1. Latitudes of Acceptance and Rejection
    - 2. Knowledge-Doing gap
  - D. Coercion: Its attraction and limitations
- \* Includes participant applications experiences

## **Activation: An alternative set of tools**

- A. Facilitating Change by reducing emotional aversion
- B. Activation
  - 1. Segmenting the change
  - 2. Guidance and training
  - 3. Allow time for practice
  - 4. Learning with others
  - 5. Front load rewards
  - 6. Sympathize with negative feelings
  - 7. Creating involvement
  - 8. Taking the first steps

## **Communicating Change Goals**

- A. Managers' single greatest communication error
- B. Defining change in do-able steps

- C. Applications in an HR environment

### **Creating Involvement**

- A. The Ask Don't Tell method
  - 1. Motivational Benefits
  - 2. Innovative ideas
- B. Questioning with the Method of Inquiry
- C. Dealing with problematic responses

### **Front Loading Rewards**

- A. The Other Persons Shoes: Expressing Gratitude
- B. World's most influential communication
- C. Hidden motivational resources
  - 1. Identifying resources
  - 2. Utilizing resources in a relationship of unequal power

### **Accountability**

- A. Why we avoid holding people accountability
- B. Tools for creating accountability

### **Understanding Relationships**

- A. Exchange Model of Relationships
- B. Application to key relationships
- B. Discovering your hidden resources

### **Influence Without Authority**

- A. Partnering for Mutual Benefit
- B. The Leveraging Multiplier

### **Broad Scale Organizational Change**

- A. The Roll Out Process
- B. Creating a Culture

### **Building Enthusiasm for Change**

## A. Motivational Summary