

Managing Change

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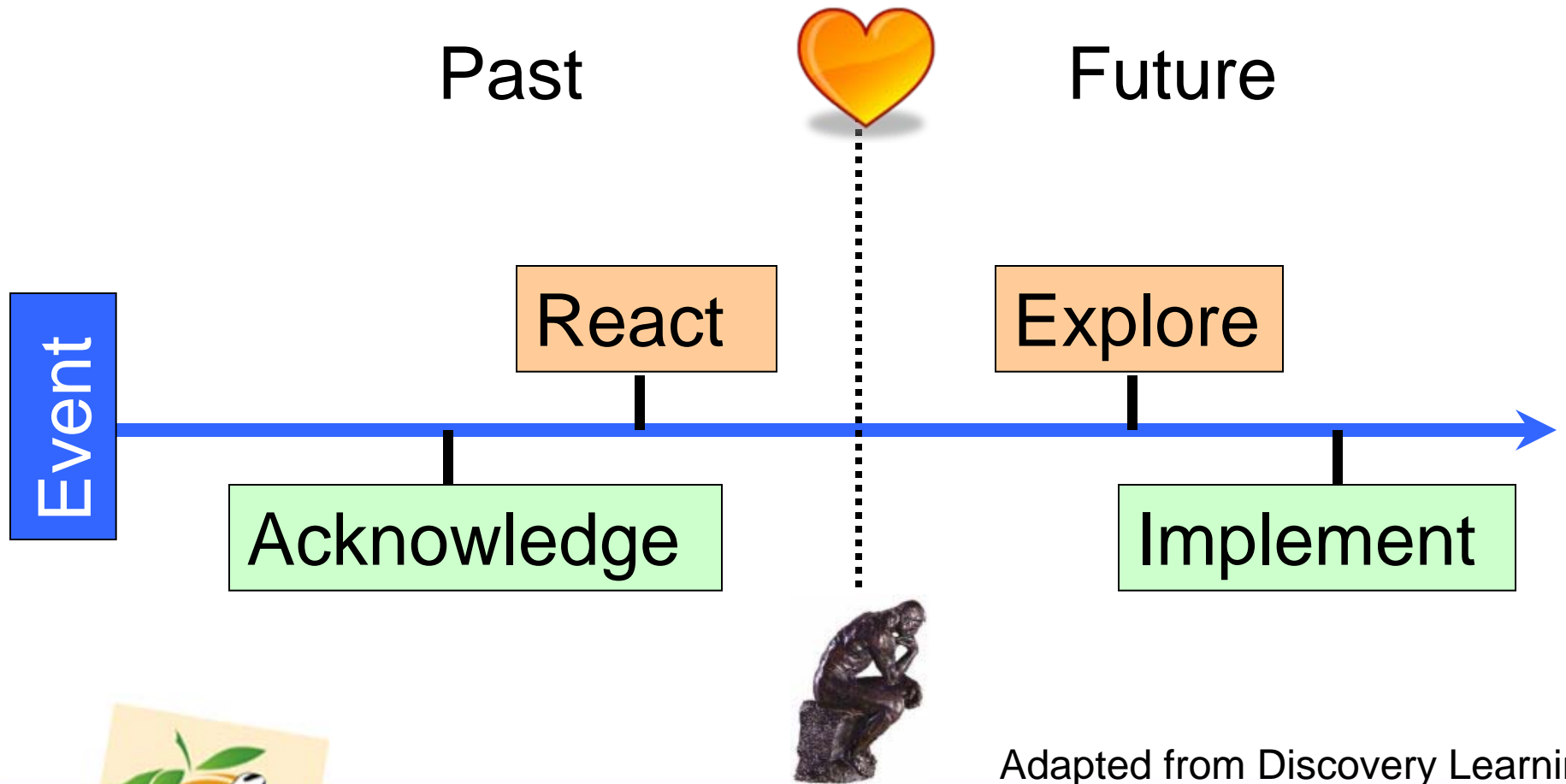
Roles of Change

- Early Adapters
- Conservers
- Bridge Builders



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The Change Process Model



Adapted from Discovery Learning



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ACKNOWLEDGING: Give Information

DO

- **Give support**
- **Provide continuous information**
- **Assist with support networks**



Adapted from Discovery Learning



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ACKNOWLEDGING: Give Information

DON'T

- Hit people over the head with the truth
- Push for acknowledgement



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REACTING: Give Support

DO

- Listen, be empathetic
- Acknowledge feelings
- Provide as much time possible
- Provide facts
- Identify areas of stability

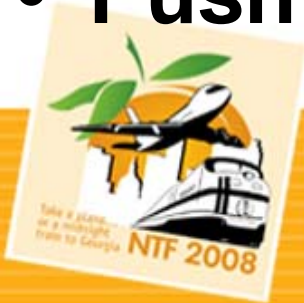


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REACTING: Give Support

DON'T

- Argue
- Provide reasons why people should not feel they way they do
- Attempt to convince people that change is good for them
- Push Investigation

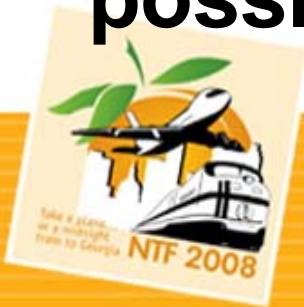


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INVESTIGATING: Give Encouragement

DO

- **Create opportunities to explore new possibilities**
- **Reward investigation**
- **Employ participative decision making**
- **Outline pros and cons of new possibilities**



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INVESTIGATING: Give Encouragement

Don't

- **Push choices**
- **Rush choices**
- **Punish mistakes**
- **Overestimate or misrepresent future options**



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IMPLEMENTING: Give Reinforcement

DO

- Clarify desired outcomes
- Reward effective performance
- Support risk-taking & innovation
- Encourage communication
- Get out of the way



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IMPLEMENTING: Give Reinforcement

DON'T

- Micromanage
- Control choices
- Limit participation



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Stages of Change

According to John P. Kotter (Harvard Business Review; January 2007)

- Establish a sense of urgency
- Form a powerful guiding coalition
- Create a vision
- Communicate the vision



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Kotter's Stages of Change, cont'd

- Empower Others to Act on the Vision
- Plan for and Create Short-term Wins
- Consolidate Improvements, Produce more Change
- Institutionalize new Approaches



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References

- Discovery Learning – Greensboro, NC.
- *Leading Change: Why Transformation Efforts Fail* by John Kotter. Harvard Business Review, January 2007.



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