

Managing Change

Intended Audience	Mid-Level	Delivery Options	<ul style="list-style-type: none">• 2-Day In-Person• 4-Week Virtual
HR Competencies	<ul style="list-style-type: none">• Leadership & Navigation• Communication• HR Expertise (HR Knowledge)	Recertification*	SHRM: 15 PDCs

Who Should Attend

Individuals seeking guidance managing effective change within their organization

Program Overview

Managing change is becoming a major focal point for HR professionals as organizations continue to adapt to an ever-changing workplace. In this enlightening seminar, you will use a variety of resources to simulate a change initiative in a realistic work environment. You will interact with other professionals through group discussions, and you will problem solve using a real-world case study—all while receiving coaching from an experienced change management practitioner in a safe learning atmosphere. You will also receive a change management toolkit to reinforce and support your learning well after your classroom experience ends.

Program Objectives

This program is designed to provide you with the knowledge and skills necessary to:

- Use SHRM's six-step change framework to guide your change management efforts
- Draw from a range of models that focus on the people side of change
- Develop change initiatives through a case study and simulation
- Identify tools and techniques for assessing change



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Program Modules -

This program includes the following modules:

- **Module One: Introduction**
 - Course Overview
 - Instructor and Student Introductions
 - SHRM Competency Model
- **Module Two: Why Change Management Matters**
 - Types of Change
 - The Complexity of Change
 - Why Change Fails
 - SHRM's Change Management Strategy Framework
- **Module Three: Design the Future State**
 - The Three States
 - Assess the Scope of Your Change
 - Understanding Factors Driving the Future State
 - The Greiner Curve
 - Force Field Analysis
 - Change Scope Assessment
- **Module Four: Build a Change Coalition**
 - Kubler-Ross Change Curve
 - Prosci's Flight and Risk Model
 - Commitment versus Compliance
 - Change Style Assessment
 - Roles in Change Management
 - Involving Stakeholders in Change
 - Four Keys to a Successful Change Coalition
- **Module Five: Choose a Change Model**
 - Why Use Change Models
 - Prescriptive Models for Change
 - ADKAR
 - McKinsey 7S Framework
 - Kotter's Eight-step Process
 - Google's ChangeRules
 - The Commonalities in Change Models
 - Case Study
- **Module Six: Communicate about the Change**
 - The Burning Platform
 - The Change Announcement
 - Develop a Vision Statement for the Change Initiative
 - Case Study



*Visit shrm.org/seminars for the most up-to-date recertification credit details.

- **Module Seven: Measure/Make It Stick**
 - Three Categories of Metrics
 - Sample Metrics
 - The Process for Measuring Success
 - Sample Scorecard
 - Is Your Change Sticky?
 - Leadership and Management in Change
 - Key Areas of Change Reinforcement
- **Module Eight: Simulation**
 - Google's ChangeRules
 - Introduction
 - Phases 1-5
- **Module Nine: Create a Culture of Change**
 - VUCA
 - The Impact of Constant Change on Employees
 - Organizational Resilience and Agility
 - Agile Organizations
 - Assess the Agility of Your Organization
 - Five Tips for Building an Agile Culture
 - Using HR Programs and Practices to Reinforce an Agile Culture
 - Hiring for Resilience: Six Characteristics
- **Module Ten: Conclusion**
 - Change Management Reinforcement Toolkit
 - Program Evaluation