Managing Change

**Intended Audience**  
Mid-Level

**Delivery Options**
- 2-Day In-Person
- 4-Week Virtual

**HR Competencies**
- 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

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• **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

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