



Change Management

GLOBAL COURSEWARE

Getting Started

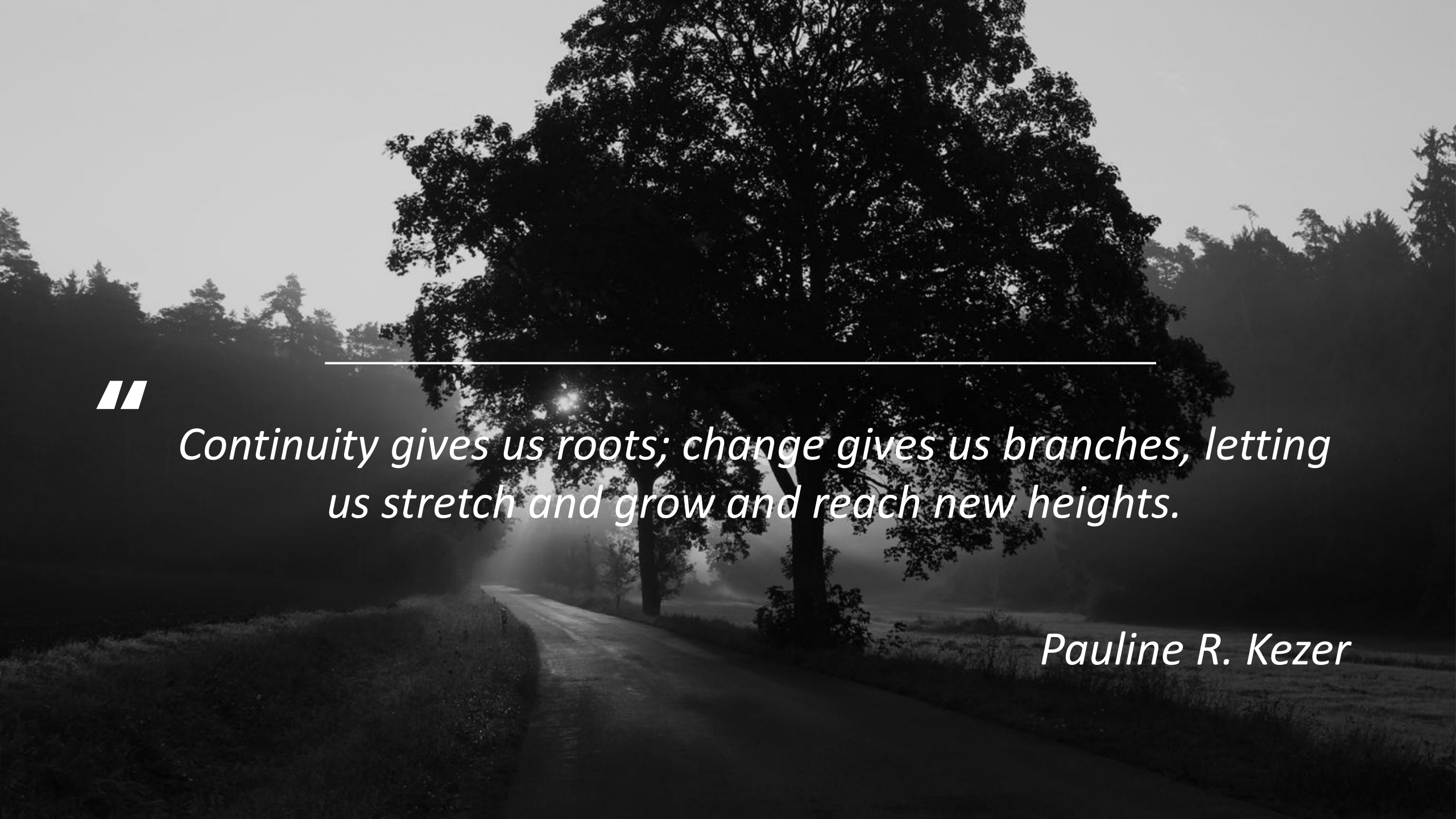
Change is a constant.

All around us, technologies, processes,
people, ideas, and methods change.

Workshop Objectives



- Describe the WIFM – the individual motivators for change
- Use needed components to develop a change management and communications plan
- Employ strategies for gathering data, addressing concerns and issues, evaluating options and adapting a change direction



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Continuity gives us roots; change gives us branches, letting us stretch and grow and reach new heights.

Pauline R. Kezer

MODULE TWO

Preparing For Change

Change management initiatives have become a business discipline, driving bottom-line results through changes in systems and behaviors.



Defining Your Strategy

It is critical to manage change by creating and implementing a strategy that defines an approach consistent with the unique needs of the organization.

Building the Team

To effectively implement a team positioned for success, leaders must select members who display a high degree of skill.



Practical Illustration



- Defining Your Strategy
- Building The Team

Module Two: Review Questions

1. Change management has been explored within the context of business applications:

A. For more than hundred years

B. For more than fifty years

C. Since mid-1980's

D. Since mid-1990's

Module Two: Review Questions

2. A simple definition of change is:

A. To cause to be different

B. To prove that you are different

C. To want to be different

D. To try to be different

Module Two: Review Questions

3. What kind of questions should you ask when you are gathering data for a change strategy?

A. General questions

B. Questions about anything regarding the organization

C. Any kind of questions regarding the interviewee

D. Only the questions regarding the change

Module Two: Review Questions

4. When the strategy document is created, it serves as:

A. Black print for the initiative

B. Whiteprint for the initiative

C. Blueprint for the initiative

D. Red print for the initiative

Module Two: Review Questions

5. Which of the following is not one of the key elements for the members of a team?

A. Contribution

B. Connection

C. Commitment

D. Competitiveness

Module Two: Review Questions

6. Which of the following statements IS NOT true?

A. The team must represent all of the needed functional groups and roles necessary to manage the change initiative

B. By formalizing the team and providing funding and other resources, it sends a message of accountability and responsibility

C. Leaders must select members who display a basic degree of skill in six key elements

D. All the statements are true

Module Two: Review Questions

7. The idea of change management on a personal level has been studied for _____ years.

A. The past ten

B. 40 years

C. More than 100

D. 50 years

Module Two: Review Questions

8. Today's change management initiatives have become a _____ discipline, driving bottom-line results through changes in systems and behaviors.

A. Personal

B. Business

C. A and B

D. Neither A nor B

Module Two: Review Questions

9. By asking, “How much perceived need for the change exists?”, you are focusing on which aspect of change management?

A. The people and their roles

B. Issues for analysis

C. The situation

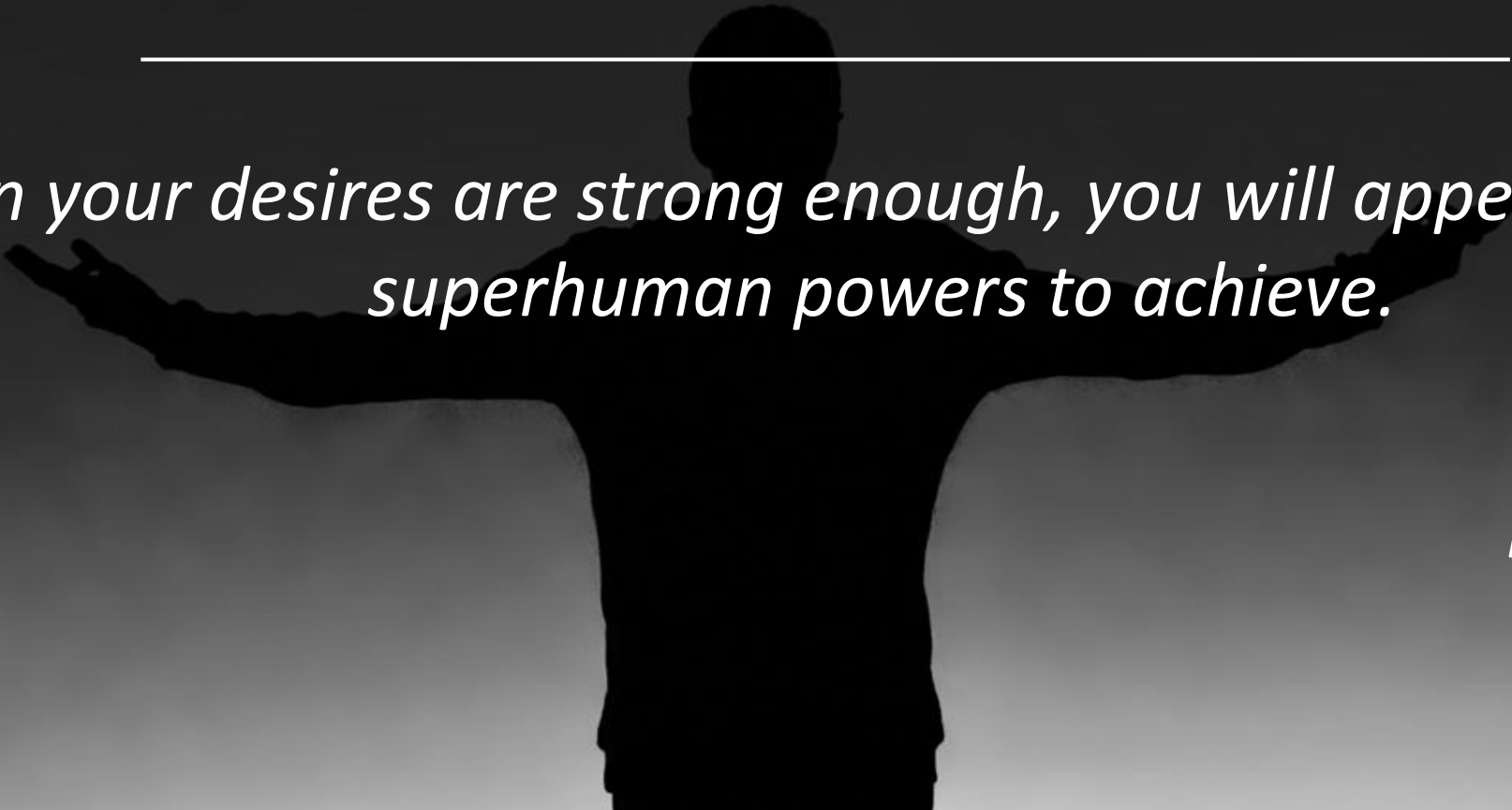
D. All of the above

Module Two: Review Questions

10. The team must represent at least some of the needed functional groups and roles necessary to manage the change initiative.

A. True

B. False

A silhouette of a person with their arms outstretched horizontally, set against a dark background with a light gradient at the bottom. A thin white horizontal line is positioned above the person's head.

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*When your desires are strong enough, you will appear to possess
superhuman powers to achieve.*

Napoleon Hill

MODULE THREE

Identifying the WIFM

The beginning of the change process is very important and showing the affected parties how the change will improve their environment will initiate the process on a positive note.



What's In It For Me?

- The nature of the change
- The organizational context for the change
- An employee's personal situation
- What motivates the individual

Building Support

Effective communication is essential for building support throughout the organization.



Practical Illustration



- What's In It For Me?
- Building Support

Module Three: Review Questions

1. WIFM is short for the question:

A. Who Initiates First Move

B. What's Indulgence For Me

C. What's In It For Me

D. None of the above

Module Three: Review Questions

2. Which of the following IS NOT one of the factors that influence the WIFM?

A. An employee's personal situation

B. What motivates the person as an individual

C. The nature of the change

D. The skills of the employee

Module Three: Review Questions

3. Communicators should:

A. Identify and segment audience groups

B. Craft messages appropriate for each audience

C. Determine the most effective packaging, timing, and methods for communicating

D. Do all of the above

Module Three: Review Questions

4. Whoever communicates must have a clear understanding of what?

A. The risks of not changing

B. The timing of the change

C. Who will be impacted

D. All of the above

Module Three: Review Questions

5. For change to be successful, people must _____ the change.

A. Desire

B. Support

C. Participate in

D. All of the above

Module Three: Review Questions

6. Showing everyone _____ will produce a great starting point and help generate support.

A. The risks of not changing

B. How change will benefit the company

C. How they will benefit

D. All of the above

Module Three: Review Questions

7. Effective _____ is essential for building support throughout the organization.

A. Risk management

B. Timing

C. Benefits

D. Communication

Module Three: Review Questions

8. Communication options may include:

A. Presentations

B. Banners

C. Social events

D. All of the above

Module Three: Review Questions

9. Building awareness does not generate desire.

A. True

B. False

Module Three: Review Questions

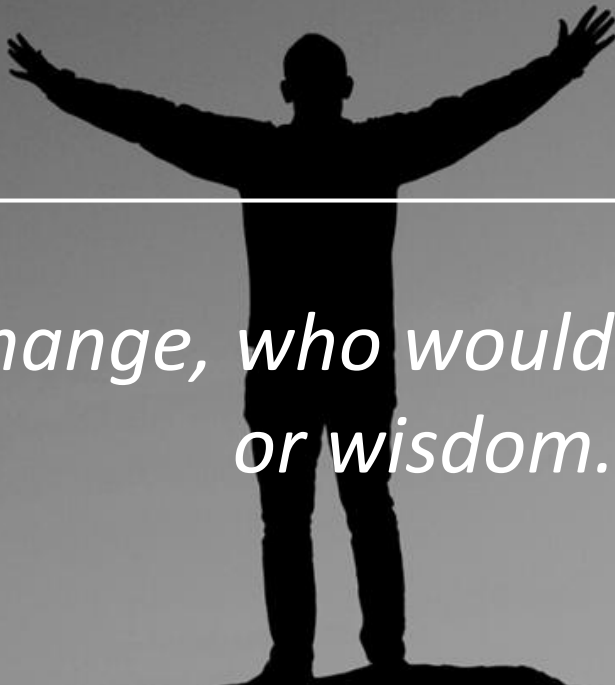
10. In order to answer the question “What’s in it for me?”, or WIFM, change management leadership must _____.

A. Create energy

B. Create engagement

C. A and B

D. Neither A nor B



“

*They must often change, who would be constant in happiness
or wisdom.*

Confucius

MODULE FOUR

Understanding Change

Change is constant, and understanding its components on an individual level can help us relate it to an organizational level.

A vertical image on the left side of the slide shows a person's silhouette standing on a dark, rocky outcrop. The person's arms are raised high in the air. The background is a vast, hazy landscape with rolling hills or mountains under a sky filled with soft, wispy clouds. The lighting is warm, suggesting a sunrise or sunset, with a color palette of oranges, yellows, and soft purples.

Influences on Change

No organization is an island and external forces are always influencing and interacting with its existence.

Common Reactions to Change

Denial

Resistance

Anger

Indifference

Acceptance





Tools to Help the Change Process

- Communication
- Education
- Training
- Flexibility

Practical Illustration



- Influences on Change
- Common Reactions to Change
- Tools to Help the Change Process

Module Four: Review Questions

1. Which of the following IS NOT an external factor?

A. Politics

B. Economy

C. Policies

D. Technology

Module Four: Review Questions

2. Which of the following IS NOT an internal factor?

A. Employees

B. Financial

C. Managerial

D. Culture

Module Four: Review Questions

3. Which of the following IS NOT among the common reactions to a change?

A. Acceptance

B. Pride

C. Anger

D. Indifference

Module Four: Review Questions

4. Resistance, as a reaction to a change, stems from:

A. Fear

B. Ignorance

C. Disdain

D. Disorientation

Module Four: Review Questions

5. Which of the following IS NOT one of the helpful tools for facilitating a change?

A. Training

B. Flexibility

C. Education

D. Manipulation

Module Four: Review Questions

6. Communication is most important:

A. Before the change

B. During the change

C. After the change

D. Before, during and after the change

Module Four: Review Questions

7. Humans are _____, and can become angry when faced with change.

A. Unpredictable

B. Creatures of habit

C. Easily influenced

D. All of the above

Module Four: Review Questions

8. With_____ causes of change we have the greatest ability to control and prepare the outcomes of such events.

A. Internal

B. External

C. All

D. None of the above

Module Four: Review Questions

9. It is especially important to have _____ participate in the change process.

A. Employers

B. Employees

C. Anyone involved

D. None of the above

Module Four: Review Questions

10. If an individual is _____ the change then they may not understand or accept it.

A. Indifferent to

B. Accepting of

C. Confused by

D. Angry about



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Before beginning, plan carefully.

Marcus Tullius Cicero

MODULE FIVE

Leading and Managing the Change

Being prepared, planning well, and being surrounded by a good team will make decision making easier.



Preparing and Planning

You are likely to experience higher than normal levels of stress and anticipating this will give you the ability to prepare mentally and physically.

Delegating

Surround yourself with people that you can delegate to and be confident in.





Keep the Lines of Communication Open

Reassure your team that you are there for them and that you will provide them with the necessary resources to lead them through the change.

Coping with Pushback

Provide employees with some choices that still fall within the spectrum of the intended change.



Practical Illustration



- Preparing and Planning
- Delegating
- Keep the Lines of Communication Open
- Coping With Pushback

Module Five: Review Questions

1. Preparing and planning should begin with:

A. Rational thinking

B. Putting yourself in a positive
frame of mind

C. Making a detailed schedule

D. Making a sketch of the plans

Module Five: Review Questions

2. Which of the following statements is true?

A. You can and must control everything

B. You can plan and control just a minor part of everything

C. You can plan and control just a half of everything

D. It is impossible to prepare for every contingency

Module Five: Review Questions

3. When the change process begins, you will be depending:

A. Only on yourself

B. Mostly on the external factors

C. On people that you can delegate to and be confident in

D. On a couple of individuals you cooperate with

Module Five: Review Questions

4. An issue that sometimes arises when delegating is:

A. Micro-managing

B. Macro-managing

C. External managing

D. Internal managing

Module Five: Review Questions

5. Which of the following statements is true?

A. During the change process, you should be available only during the working hours

B. During the change process, you should be available after working time only in exceptional occasions

C. During the change process, you should be available all the time

D. None of the above

Module Five: Review Questions

6. When it comes to rumors, you should:

A. Ignore them

B. Rely on them

C. Put out honest and clear communication

D. Punish the ones who spread them

Module Five: Review Questions

7. Which of the following statements is true?

A. People generally gladly accept the change

B. People generally accept the change, but not so gladly

C. People generally hate change

D. People generally do not enjoy changes

Module Five: Review Questions

8. If you are encountering an extreme case of pushback, you should:

A. Provide people with some choices that still fall within the spectrum of the intended change

B. Provide people with some choices that are mildly related with the intended change

C. Change the concept of the intended change, so it can fit people's aspirations

D. Give up the intended change to avoid the problems indicated at the very beginning

Module Five: Review Questions

9. Every change begins with a group decision.

A. True

B. False

Module Five: Review Questions

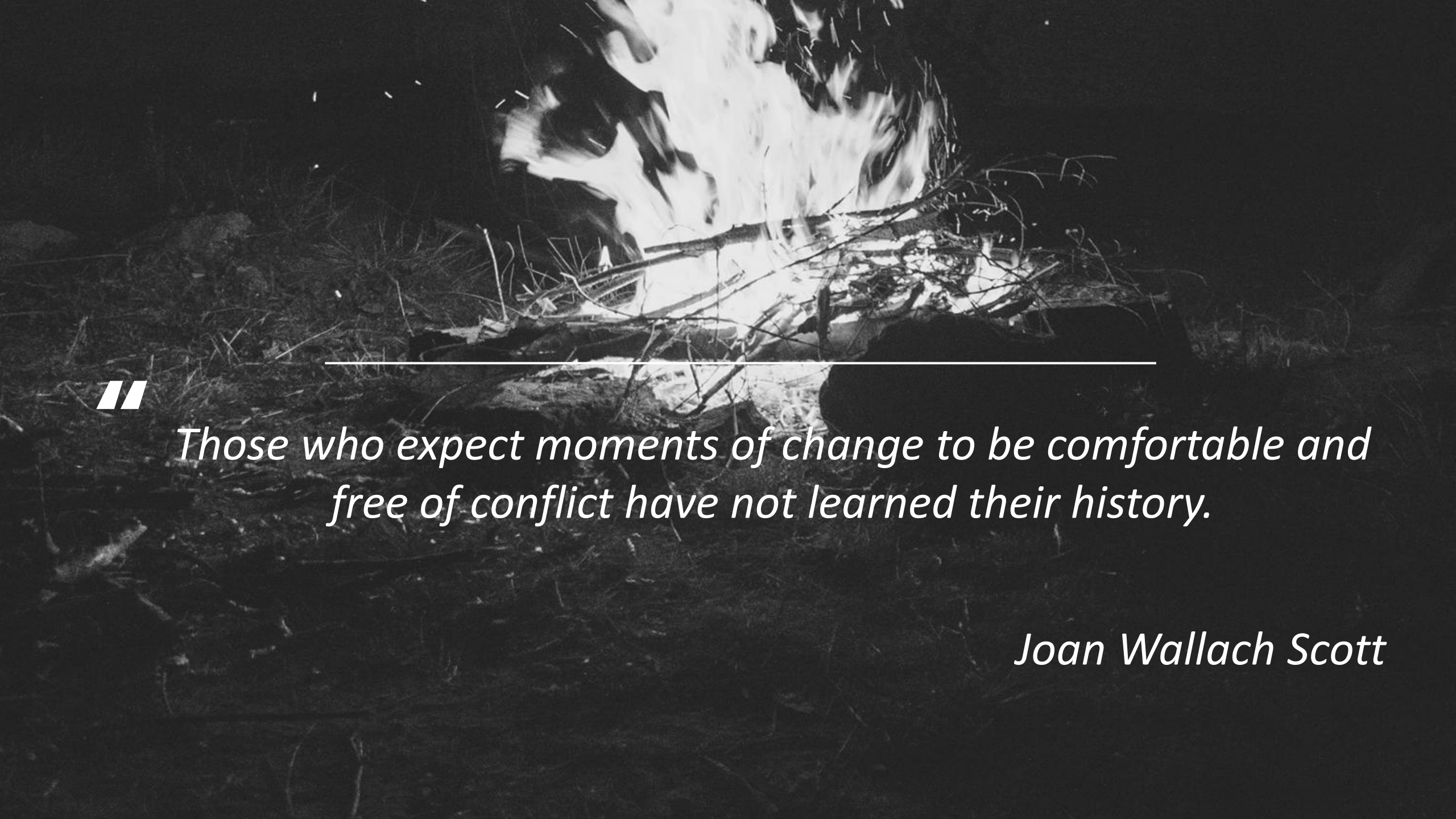
10. Planning for the unexpected will:

A. Provide a buffer

B. Provide choices

C. Change minds

D. All of the above



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Those who expect moments of change to be comfortable and free of conflict have not learned their history.

Joan Wallach Scott

MODULE SIX

Gaining Support

It is vitally important to make sure that all stakeholders and employees are on board with any change.

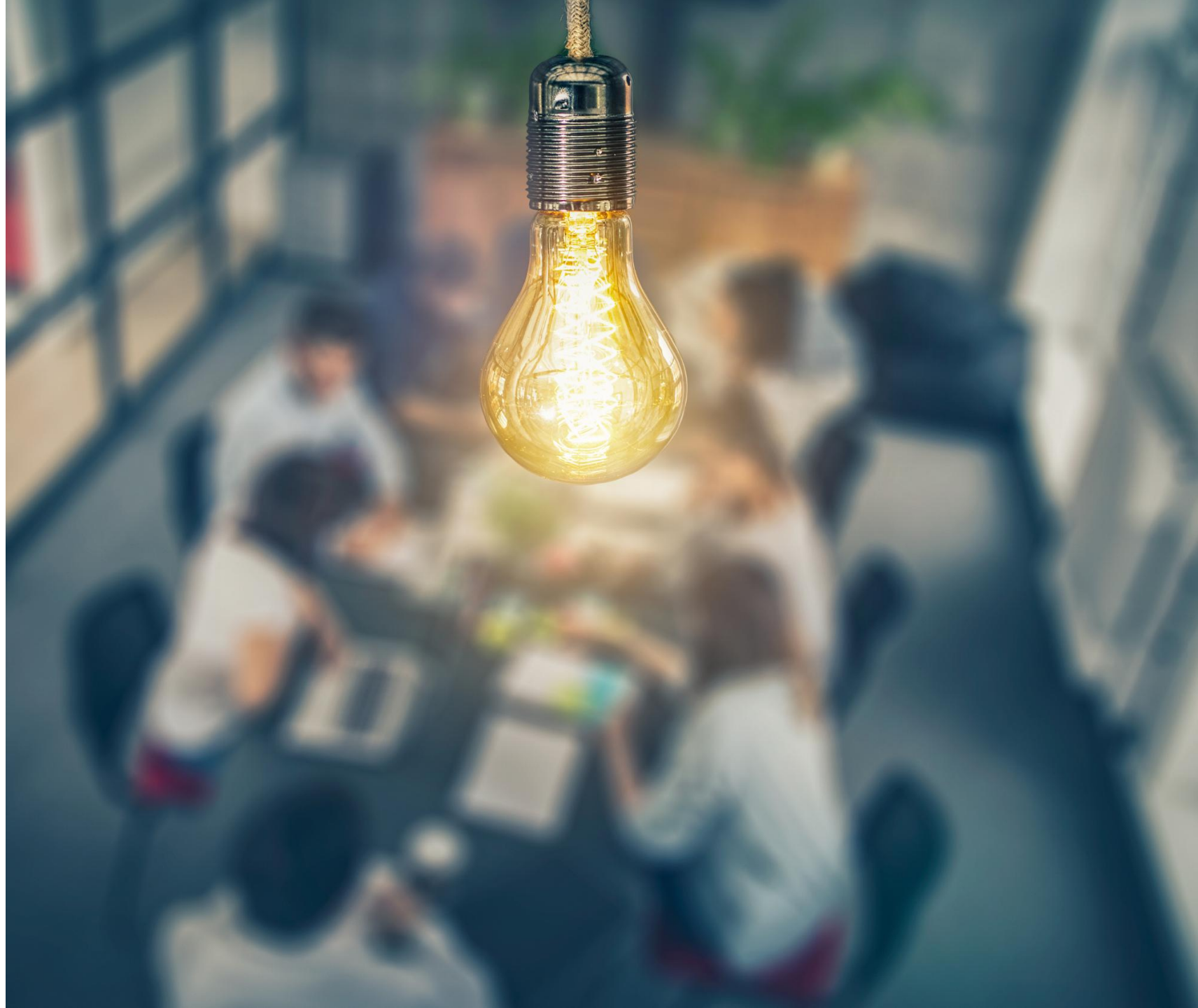


Gathering Data

- Identify pros and cons of an option prior to making a decision
- Explore what is going right -- and what is going wrong
- Analyze any two opposing positions

Addressing Concerns and Issues

- Engaging employees
- Equipping managers & supervisors
- Orchestrating opportunities
- Aligning incentive





Evaluating and Adapting

Change management team members must constantly be observing, listening, and evaluating the progress and process during a change.

Practical Illustration



- Gathering Data
- Addressing Concerns and Issues
- Evaluating and Adapting

Module Six: Review Questions

1. The force field analysis DOESN'T help a change management team to:

A. Analyze any two opposing positions

B. Identify pros and cons of an option prior to making a decision

C. Forecast the future outcome of the change

D. Explore what is going right and what is going wrong

Module Six: Review Questions

2. The force field analysis was developed by a:

A. Social psychologist

B. Psychologist

C. Sociologist

D. Manager

Module Six: Review Questions

3. To gain the necessary support for the change, you continually need to raise:

A. Investments

B. Awards

C. Awareness

D. Ultimatums

Module Six: Review Questions

4. Which of the following IS NOT one of the strategies for addressing employee's concerns?

A. Engaging employees, providing forums for people to express their questions and concerns

B. Aligning incentive and performance management systems to support the change

C. Orchestrating opportunities for advocates of the change to contact those not yet on board

D. Giving employee's some ultimatums to make them participate in the change

Module Six: Review Questions

5. If the change is going right, the team members should:

A. Still constantly observe everything

B. Occasionally observe everything

C. Occasionally observe the key elements

D. Not waste the time observing the unnecessary things

Module Six: Review Questions

6. Which of the following forms is recommended for gathering data from the people who are involved in a change?

A. Questionnaire

B. Interview

C. Feedback

D. Quiz

Module Six: Review Questions

7. In order to continue increasing awareness and build desire to support the upcoming change, the change management team must reach out to _____.

A. The employees

B. The stakeholders

C. The whole organization

D. The public

Module Six: Review Questions

8. What is Murphy's Law?

A. Everything works out in the end

B. The early bird catches the worm

C. If anything can go wrong, it will

D. To each his own

Module Six: Review Questions

9. Feedback can be obtained via:

A. Questionnaires

B. A focus group

C. Surveys

D. All of the above

Module Six: Review Questions

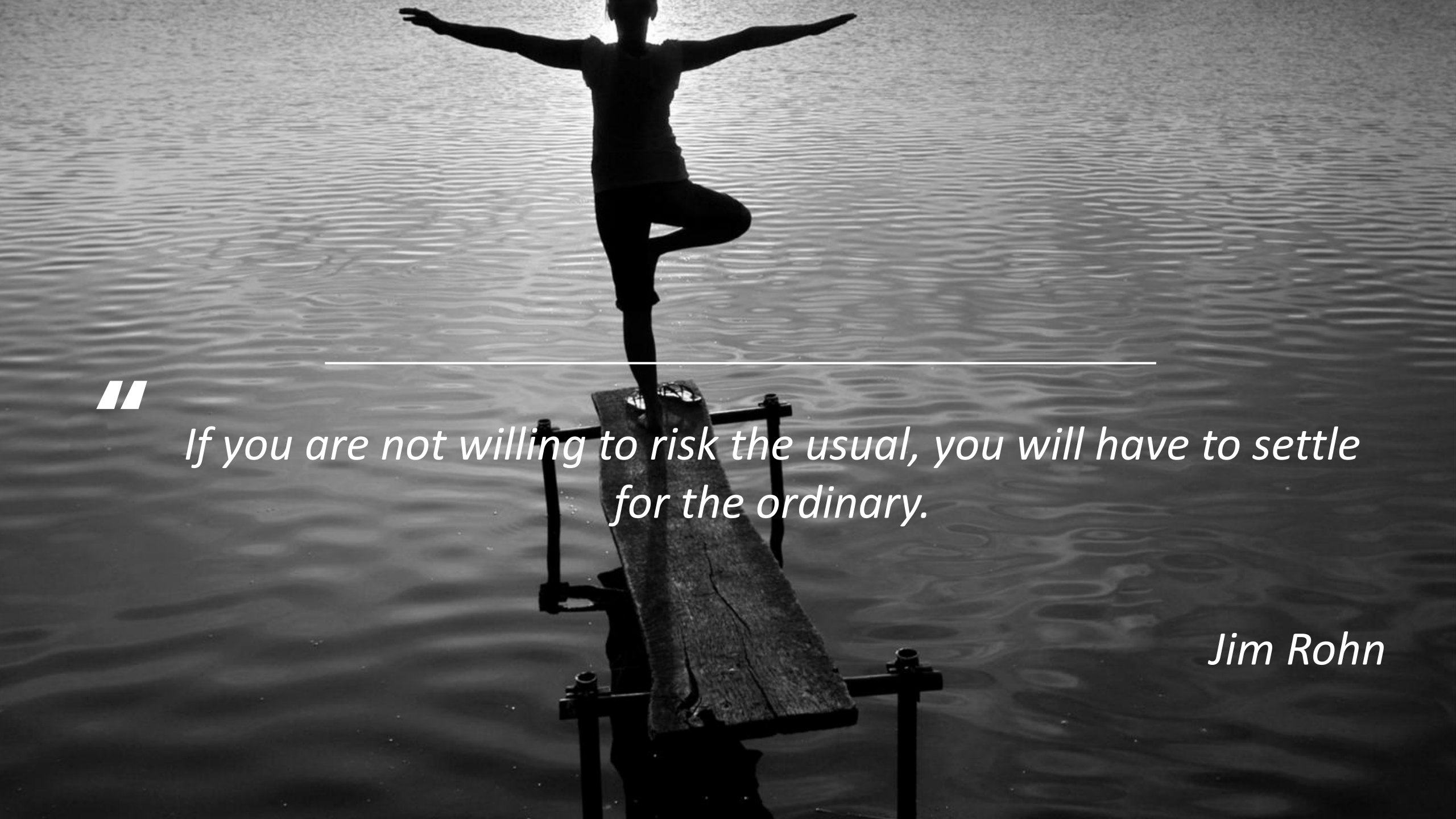
10. What can feedback be used for?

A. To modify a project

B. To weed out and remove those opposed

C. A and B

D. Neither A nor B



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If you are not willing to risk the usual, you will have to settle for the ordinary.

Jim Rohn

MODULE SEVEN

Making It All Worthwhile

Once a change initiative is underway, it is critical to sustain the change with reinforcement.



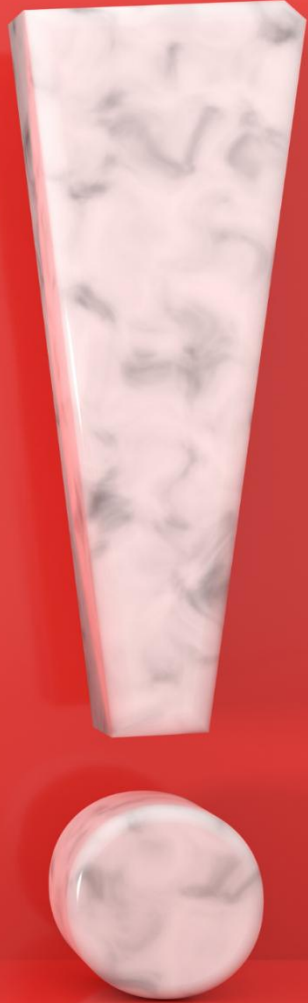
Leading Status Meetings

A facilitator listens actively, asks questions, encourages diverse viewpoints, organizes information, helps the group reach consensus, and understands that the individual needs of team members will affect teamwork.

Celebrating Successes

It is appropriate that managers be actively involved in celebrating success with employees.





Sharing the Results and Benefits

In order to sustain the impact of a change, it is important for everyone who is involved in the process to know what results are occurring.

Practical Illustration



- Leading Status Meetings
- Celebrating Successes
- Sharing the Results and Benefits

Module Seven: Review Questions

1. If a leader wants to help bring about learning and productivity, they should act as:

A. A facilitator

B. An equal employee as others

C. A strict boss

D. A friendly boss

Module Seven: Review Questions

2. What is the acronym for the model that provides a simple methodology for facilitating a participative meeting?

A. LOAD

B. LAED

C. LEAD

D. LOUD

Module Seven: Review Questions

3. Which of the following IS NOT one of the levels of celebrations?

A. One on one conversation

B. Celebration in inner circle of associates

C. Public recognitions

D. Group celebrations

Module Seven: Review Questions

4. It is appropriate for managers and supervisors to participate in celebrations with employees, because:

A. It contribute to the reputation and significance of the organization

B. Communications from them have been shown to have a significant impact on employees

C. It contributes to their reputation

D. They should also be rewarded for their work

Module Seven: Review Questions

5. Which of the following statements is true?

A. Feedback is needed only in first phases of change

B. Feedback is needed only in the first and last phase of change

C. Feedback is needed at all levels of change

D. Feedback is always optional

Module Seven: Review Questions

6. When it comes to the results of a change process:

A. Only the managers and supervisors need to be informed about them

B. Only the managers, supervisors and their closest associates need to be informed about them

C. Only the leaders of the team need to be informed about them

D. Everybody involved in the process should be informed

Module Seven: Review Questions

7. Once a change initiative is underway, it is critical to sustain the change with _____.

A. Feedback

B. Rules

C. Reinforcement

D. Demands

Module Seven: Review Questions

8. Who must ensure the project remains on-track?

A. The employees

B. The project leader

C. A and B

D. Neither A nor B

Module Seven: Review Questions

9. When _____ is/are stated, group energy is channeled toward achieving an outcome.

A. Feedback

B. Objectives

C. Rules

D. Deadlines

Module Seven: Review Questions

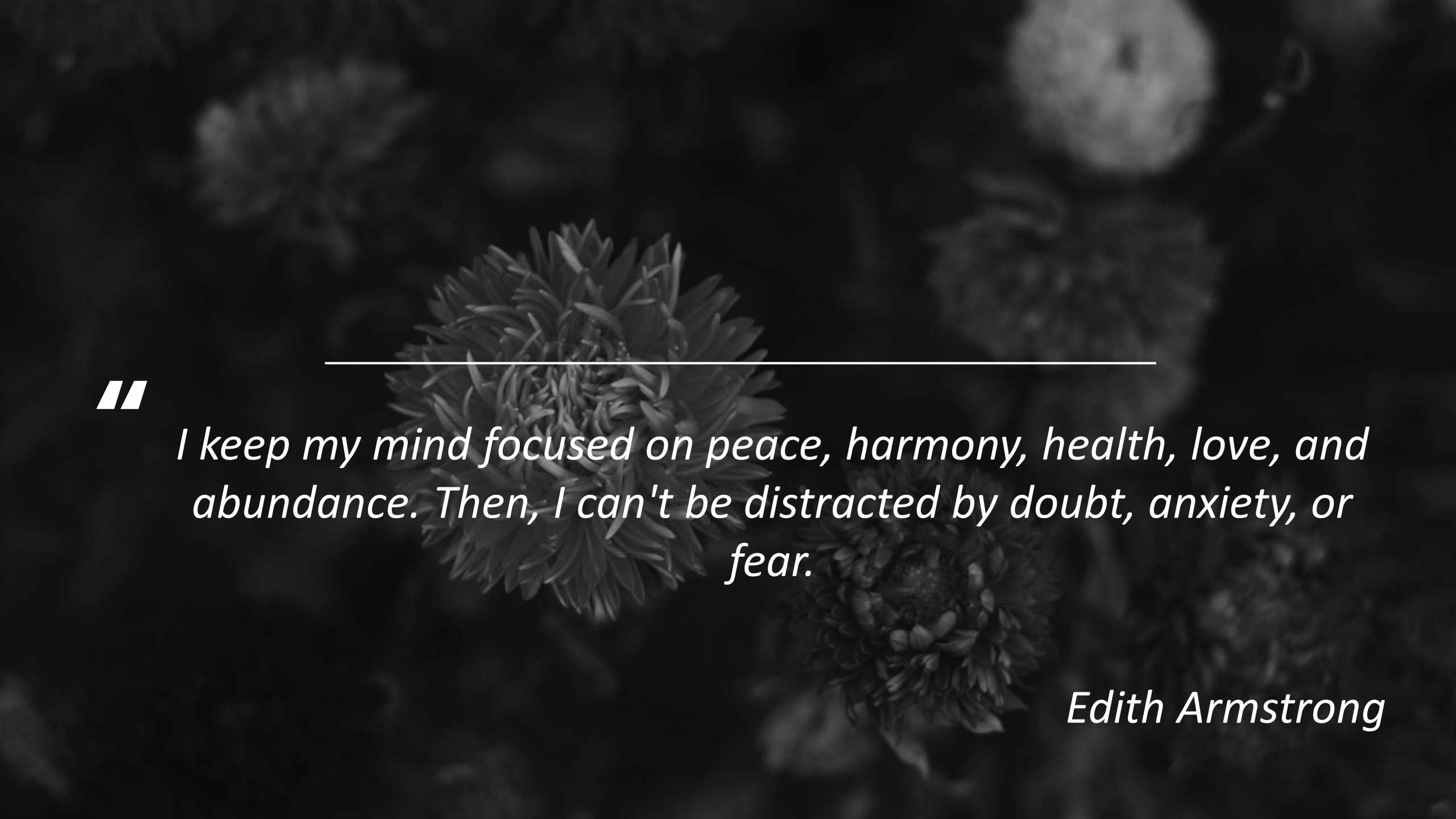
10. Why should supervisors carefully consider who receives recognition?

A. So as to not alienate others

B. In order to earmark that person for promotion

C. A and B

D. Neither A nor B



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I keep my mind focused on peace, harmony, health, love, and abundance. Then, I can't be distracted by doubt, anxiety, or fear.

Edith Armstrong

MODULE EIGHT

Appreciative Inquiry

Appreciate: to look for the best in something, and to increase something in value.

Inquire: to seek understanding using a process based on provocative questions.



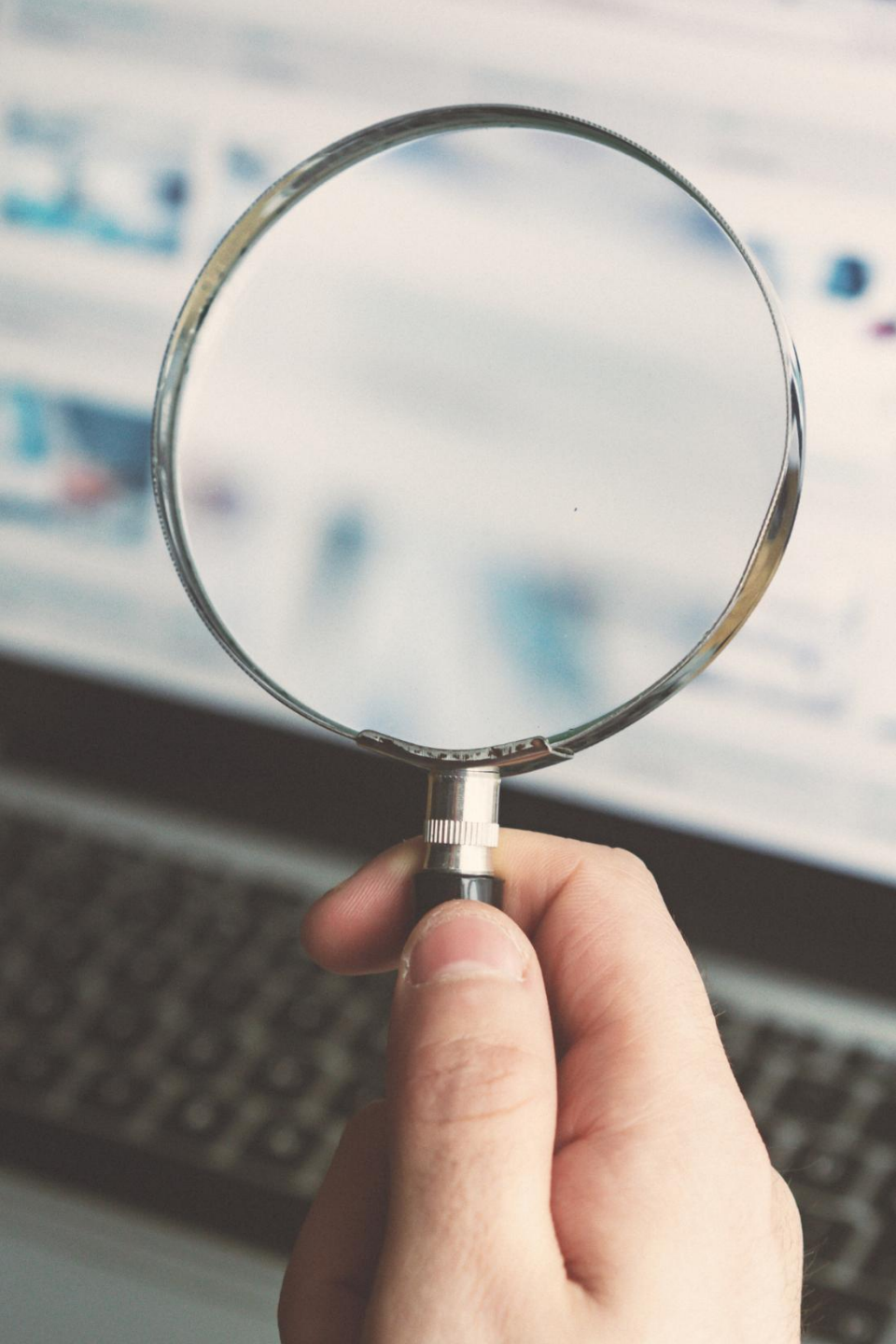
The Four Stages

- Discovery
- Dream
- Design
- Destiny

The Purposes of Appreciative Inquiry

Appreciative inquiry leads to the design of appreciative organizations.





Examples and Case Studies

Two key methods of the appreciative inquiry used often in organizations are Whole System Inquiry and the AI Summit.

Practical Illustration



- The Four Stages
- The Purposes of Appreciative Inquiry
- Examples and Case Studies

Module Eight: Review Questions

1. What is the definition of inquiry?

A. Seeking for understanding using a process based on thoughtful questions

B. Seeking for understanding using a process based on provocative questions

C. Seeking for understanding using a process based on detailed questions

D. Seeking for understanding using a process based on routine questions

Module Eight: Review Questions

2. Which of the following IS NOT listed as one of the elements that make up a positive core?

A. Community assets

B. Core competencies

C. Vital traditions and values

D. Common compliments

Module Eight: Review Questions

3. Which of the following IS NOT one of the 4-D stages in the Appreciative Inquiry model?

A. Destiny

B. Dealing

C. Dream

D. Design

Module Eight: Review Questions

4. What is in the center of the diagram surrounded by the 4-D phases?

A. Affirmative topic choice

B. Efficient topic choice

C. Effective topic choice

D. None of the above

Module Eight: Review Questions

5. Which of the following IS NOT one of the reasons for implementing the Appreciative inquiry?

A. It leads to the design of appreciative organizations that can support stakeholders fostering a triple bottom line; people, profits, and planet

B. It serves as a catalyst for the transformation of an organizational culture

C. It allows the performance of people from across the whole system to participate in an inquiry

D. It makes the process almost 50% easier

Module Eight: Review Questions

6. Which of the following IS NOT one of the methods of the appreciative inquiry?

A. Whole system inquiry

B. Individual inquiry

C. AI summit

D. None of the above

Module Eight: Review Questions

7. Appreciative inquiry is a model for _____ management.

A. Whole system

B. Individual

C. Change

D. None of the above

Module Eight: Review Questions

8. What does it mean to Appreciate?

A. To increase the value of something

B. To look for the best in something

C. A and B

D. Neither A nor B

Module Eight: Review Questions

9. AI theorizes that organizations are problems to be solved.

A. True

B. False

Module Eight: Review Questions

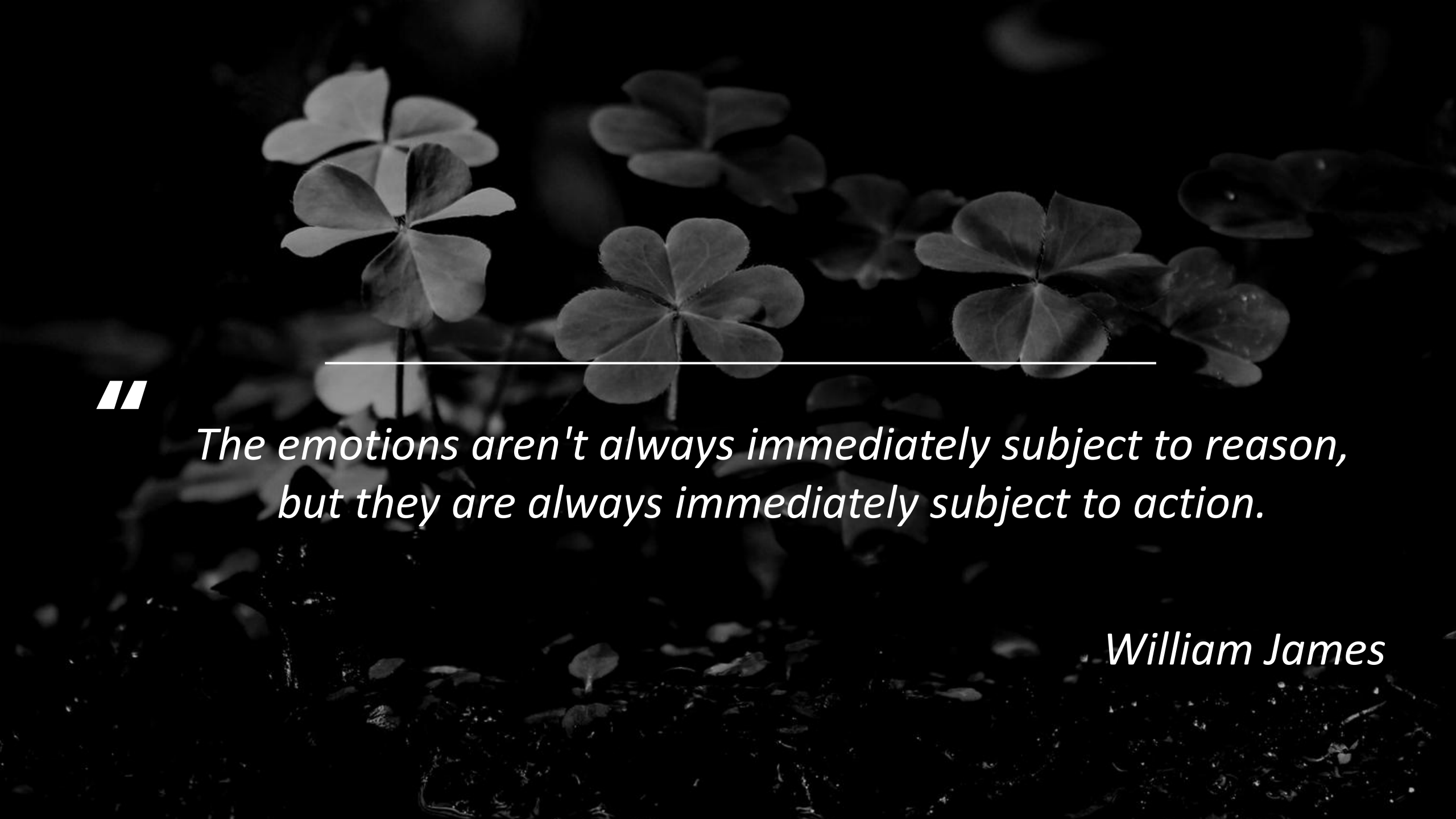
10. Whole-System Inquiry follows the 4-D cycle to involve:

A. Employees

B. Customers

C. Community members

D. All of the above



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*The emotions aren't always immediately subject to reason,
but they are always immediately subject to action.*

William James

MODULE NINE

Bringing People to Your Side

Leadership in change management involves aligning people with an organization's issue or need, allowing them to see that they are working together toward an important cause.



A Dash of Emotion

Because change in organizations doesn't happen without people, human elements and emotion cannot be downplayed.

Plenty of Facts

As opposed to emotion, facts are straightforward, and necessary to measure progress.



Practical Illustration



- A Dash of Emotion
- Plenty of Facts

Module Nine: Review Questions

1. Which of the following IS NOT one of the essential conditions that come together in an organization?

A. Freedom to be heard

B. Freedom to choose to participate

C. Freedom to be positive

D. Freedom to skip what you're having troubles with

Module Nine: Review Questions

2. How many essential conditions that come together in an organization are there?

A. Four

B. Five

C. Six

D. Seven

Module Nine: Review Questions

3. A fact is something:

A. Confirmed by scientists

B. Demonstrated to exist, or
known to have existed

C. Written briefly and concisely

D. Regarding to a certain
professional area

Module Nine: Review Questions

4. Audits and performance measurement systems DO NOT help to determine:

A. What the flaws of a certain system or process are

B. How many employees are using the new processes or systems

C. Individual or group proficiency levels

D. Who is not engaged with the process, or is struggling, and why

Module Nine: Review Questions

5. Leadership in change management involves aligning people with _____.

A. The needs of a certain organization

B. Their personal needs

C. A and B

D. Neither A nor B

Module Nine: Review Questions

6. Emotion is defined as:

A. A state of being

B. A state of feeling

C. A state of bliss

D. A state of confusion

Module Nine: Review Questions

7. The nature of the appreciative inquiry process leads people to feel encouraged to _____.

A. Express their individuality

B. Express their concerns about their community

C. Express their frustration with their neighbors

D. None of the above

Module Nine: Review Questions

8. When an individual feels freedom to choose and contribute, they are more likely to:

A. Speak up about their concerns

B. Begin volunteering

C. Feel empowered

D. B and C

Module Nine: Review Questions

9. The results of audits and performance measurement systems can be used to:

A. Develop corrective measures

B. Propel the project forward

C. Make necessary modifications

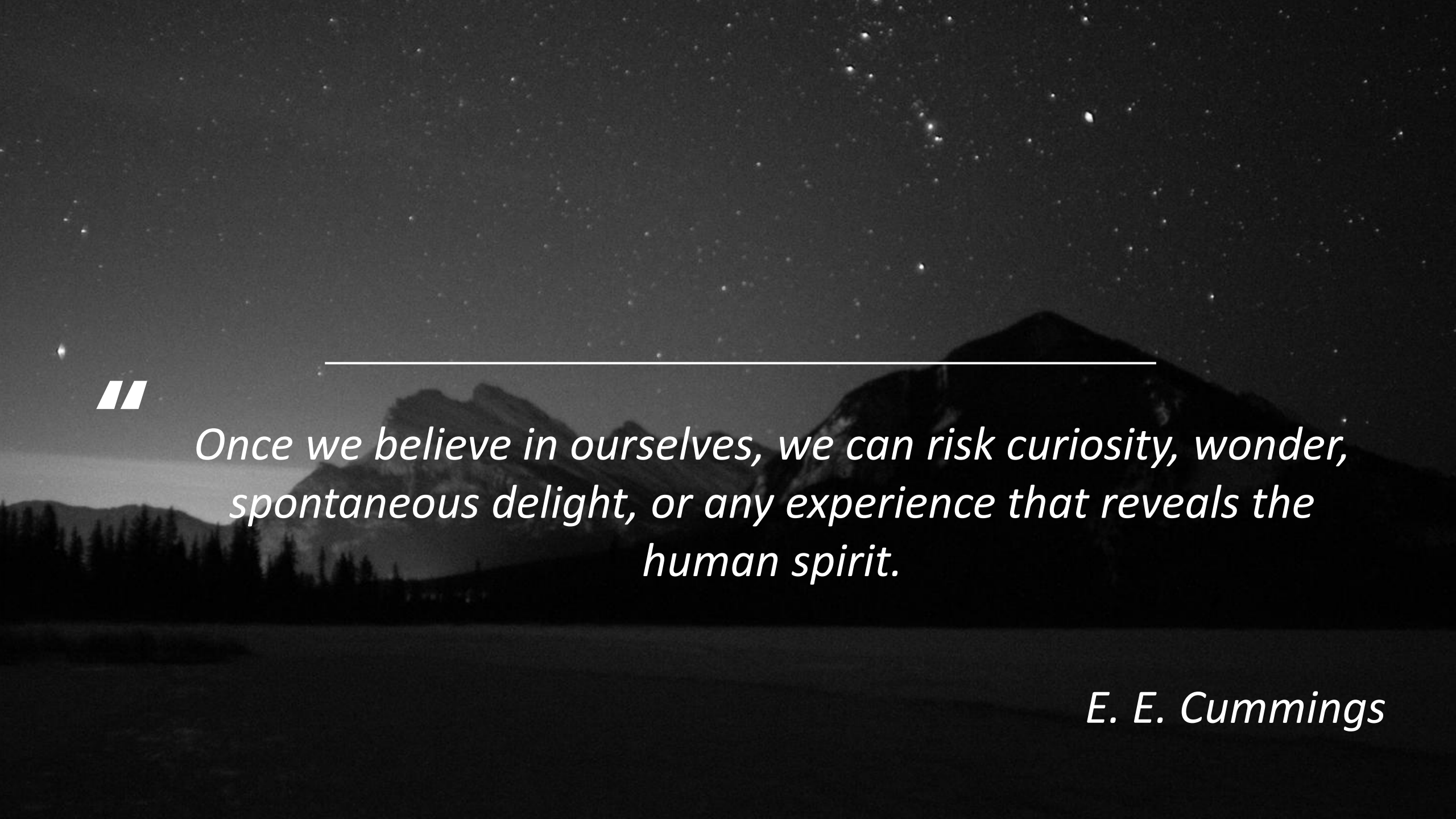
D. All of the above

Module Nine: Review Questions

10. Human emotion does not play an integral part in AI.

A. True

B. False



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*Once we believe in ourselves, we can risk curiosity, wonder,
spontaneous delight, or any experience that reveals the
human spirit.*

E. E. Cummings

MODULE TEN

Building Resiliency

Resiliency is the capacity to absorb high levels of change while maintaining a level of performance and displaying minimal dysfunctional behavior.



What is Resiliency?

Resilience isn't an absolute characteristic; rather it is a combination of traits of varying degrees in people.

Why Is It Important?

When resilient people are confronted with ambiguity, anxiety, and a loss of control, they tend to grow stronger.





Five Easy Steps for the Leader and the Individual

- Develop a more positive world view
- Maintain a focused sense of purpose
- Use flexible thinking
- Use structured approaches
- Experiment proactively

Practical Illustration



- What Is Resiliency?
- Why Is It Important?
- Five Easy Steps for the Leader and the Individual

Module Ten: Review Questions

1. Which of the following statements IS NOT true?

A. Resilience is an absolute characteristic

B. Resilience is a combination of traits of varying degrees in people

C. Resilient people perceive more opportunities than non-resilient people

D. Resilient people view disruption as a necessary part of adjusting to the challenges of change

Module Ten: Review Questions

2. Which of the following DOES NOT refer to O-type people?

A. They are proactive

B. They don't ask for help

C. They are optimistic

D. All of the above refer to them

Module Ten: Review Questions

3. Which of the following statements IS NOT true?

A. Resilient people tend to grow stronger from their experiences

B. Resilient people often let themselves be depleted

C. Resilient people are necessary to foster success during a change

D. All the statements are true

Module Ten: Review Questions

4. Which of the following statements IS NOT true?

A. O-Types are less organized than D-Types

B. D-Types are less focused than O-Types

C. D-Types are less flexible than O-Types

D. O-Types are more positive than D-Types

Module Ten: Review Questions

5. Taking time out during a period of frustration is the part of:

A. Developing a more positive world view and self-concept

B. Maintaining a focused sense of purpose for long-term goals and priorities

C. Using flexible thinking to explore multiple approaches for addressing uncertainty

D. Using organized, structured approaches when managing ambiguity

Module Ten: Review Questions

6. Breaking down complex or ambiguous situations into manageable chunks is a part of:

A. Experimenting proactively with new approaches and solutions

B. Using Flexible thinking to explore multiple approaches for addressing uncertainty

C. Using Organized, structured approaches when managing ambiguity

D. Maintaining a Focused sense of purpose for long-term goals and priorities

Module Ten: Review Questions

7. What do resilient people do to reduce their susceptibility to dysfunctional behavior during change?

A. They increase their capacity to absorb shock

B. They reduce the amount of effort necessary to successfully implement any one change

C. A and B

D. Neither A nor B

Module Ten: Review Questions

8. When the O-Type sees opportunity, the D-Type sees_____.

A. Opportunity

B. Danger

C. A mixture of the two

D. None of the above

Module Ten: Review Questions

9. One cannot learn to be more resilient.

A. True

B. False

Module Ten: Review Questions

10. To develop your resilience, you can experiment proactively with new approaches and solutions, such as:

A. Choose a small project and experiment with a new approach

B. For a challenge you face, define the worst-case scenario; list how you would address each risk

C. Find someone you perceive as a successful risk-taker and discuss your objections and concerns about a change

D. All of the above



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Be infinitely flexible and constantly amazed.

Jason Kravitz

MODULE ELEVEN

Building Flexibility

To be able to make shifts as necessary during a project, being flexible on personal and social levels is critical for individuals involved in, or leading a change.



What Is Flexibility?

Flexible Thinking

Social Flexibility

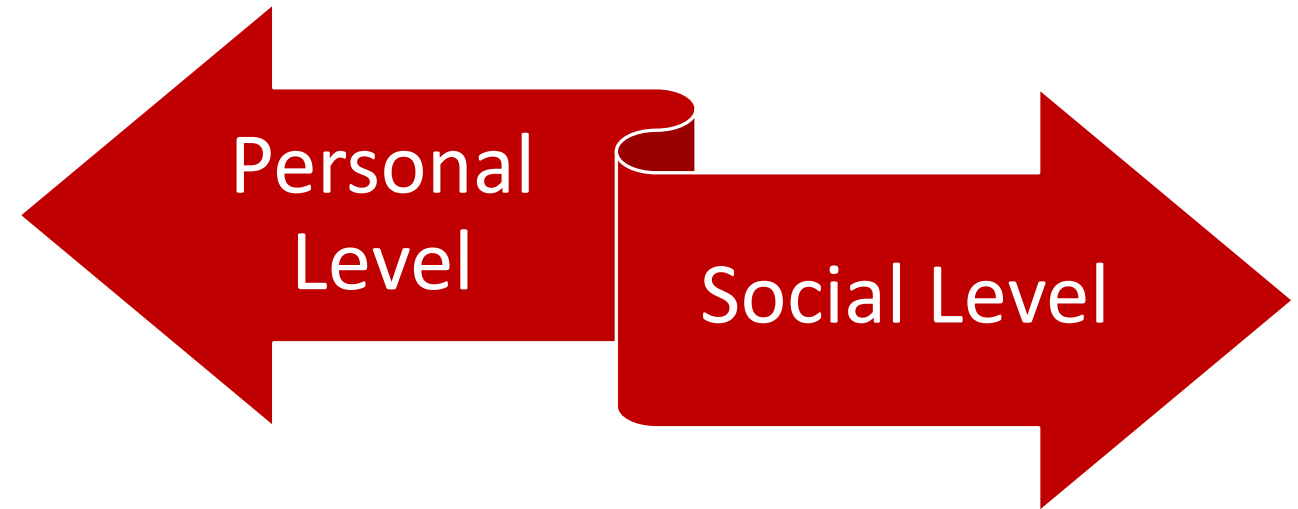
Why Is It Important?

Flexibility allows one to brainstorm more efficiently, bringing a wider range of ideas to a project team.





Five Easy Steps for the Leader and the Individual



Practical Illustration



- What Is Flexibility?
- Why Is It Important?
- Five Easy Steps for the Leader and the Individual

Module Eleven: Review Questions

1. Which of the following IS NOT one of the dimensions of flexibility?

A. Flexible thinking

B. Flexible acting

C. Social flexibility

D. All of the above are dimensions of flexibility

Module Eleven: Review Questions

2. Which of the following statements IS NOT true?

A. Flexible thinkers know that they themselves cannot have all the answers

B. Flexible thinkers always rely to their own talents

C. Flexible thinkers are highly creative

D. Flexible thinkers are facile at building networks to freely exchange support and information

Module Eleven: Review Questions

3. Which of the following IS NOT one of the reasons why flexible people are important?

A. Flexibility allows one to brainstorm more efficiently

B. The broad range of solutions brought to the table by a flexible thinker encourages a strong change solution

C. Having flexible people helps avoiding the potential for inferior solutions that may be generated by people with low levels of social flexibility

D. Having flexible people means that the job will be done faster and easier

Module Eleven: Review Questions

4. Which of the following statements is true?

A. Flexible people are a crucial need during the change management initiative

B. Flexible people are not crucial, but recommendable during the change management initiative

C. Flexible people are not necessary during the change management initiative

D. None of the above

Module Eleven: Review Questions

5. Identifying colleagues who have a different view than you, and asking their opinions is a step on a:

A. Personal level

B. Social level

C. Both personal and social level

D. An undefined level

Module Eleven: Review Questions

6. Finding someone who is strong in flexible thinking to serve as your coach, is a step on:

A. Personal level

B. Social level

C. Both personal and social level

D. An undefined level

Module Eleven: Review Questions

7. Being flexible on _____ is critical for individuals involved in, or leading a change.

A. Personal level

B. Social level

C. Both personal and social level

D. None of the above

Module Eleven: Review Questions

8. People who think flexibly can generate a broad range of thoughts and possible responses without feeling compelled to _____.

A. Share those thoughts

B. Decide on their response immediately

C. A and B

D. Neither A nor B

Module Eleven: Review Questions

9. Flexible people tend to keep to themselves on both social and professional levels.

A. True

B. False

Module Eleven: Review Questions

10. Try to generate _____ about a new idea or concept.

A. Positive ideas

B. Negative ideas

C. A and B

D. Neither A nor B

Wrapping Up

Although this workshop is coming to a close, we hope that your journey to understanding Change Management is just beginning.



Words From the Wise

*When we are no longer able
to change a situation, we
are challenged to change
ourselves.*

- Victor Frankel

*Change always comes
bearing gifts.*

- Price Pritchett

*Continuity gives us roots;
change gives us branches,
letting us stretch and grow
and reach new heights.*

- Pauline R. Kezer