

**Change Management**

The Change Management Café is a short blended learning experience oriented around the concepts and skills found in the Harvard ManageMentor Change Management topic. The Change Management topic will help managers:

* Foster skills for navigating continual change
* *Prepare your team to initiate and make the most of change*
* Implement formal change programs
* Address factors, such as resistance, that can derail change

*The learning experience consists of three components:*

*60 to 90 minutes 60 minutes Ongoing*

Part 1: Pre-work (self-paced, individual)

Before the live Café session, participants are expected to complete the following assignments:

* Review the following online lessons from the Harvard ManageMentor Change Management topic:

Your Role in Change

Navigate Constant Change

Inspire Your Team to Initiate Change

Lead a Change Initiative

Address Resistance to Change

* Complete the online assessment from the Harvard ManageMentor Change Management topic

Part 2: Café session (live, group)

The Café session represents the core element of the learning experience. The purpose of this session is to provide an opportunity for managers to:

* Exchange ideas and questions with others
* Discuss the context of how concepts and skills apply in the workplace
* Practice and begin to apply those concepts and skills
* Build momentum and support for applying the concepts and skills in the workplace

The Café session focuses specifically on the following concepts and tasks from the Change Management topic:

* Develop a team’s skills for navigating change
* Identify opportunities for improvement
* Overcome resistance to change

Working through the live Café session guide should take approximately 60 minutes. If the facilitator prefers a shorter session or wishes to spend more time on a specific concept or activity, he or she may want to cover only those concepts and activities that are most relevant to the group.

| SECTION | ACTIVITY | TIME |
| --- | --- | --- |
| **Introduction** | * Show icebreaker poll while participants are arriving to the session (MY FIRST THOUGHT WHEN I’M FACED WITH ORGANIZATIONAL CHANGE IS…). * Introduce facilitators. * Review tips for using technology during the session. * Set context: If you’re like most people, change is happening all around you, all the time. For example: An employee takes a sudden leave of absence, requiring you to scramble to find a replacement or your team decides to test new ways to improve efficiency. In fact, in today's organizations, change may be the only constant. Until recently, change was often a temporary detour from business as usual. These days, it’s rarely a single event with clear starting and stopping points. Change requires adopting new practices and behaviors—and letting go of those that no longer serve their purpose. When you and your team have the skills and mindset for navigating change, you can approach the challenge with drive and a sense of purpose. You turn uncertainty into opportunity—which is crucial both for your career and for helping your company gain strategic advantage. * Debrief icebreaker question. * Review session objectives. | 8 minutes |
| **Skill focus: Navigate continual change** | * Facilitate scenario activity: How to help a team be prepared for continuous change. Participants:   + Share ideas about what the manager in the scenario should do to help his team be better prepared for ongoing change * Review a summary of key concepts for strengthening your team’s capacity for change. * Reflection activity: Help learners determine how they will build their group’s skills for handling continual change. | 12 minutes |
| **Skill focus: Identify opportunities for improvement** | * Review key ways in which participants and their teams can identify opportunities for changes that improve the organization. * Facilitate scenario activity: How to identify performance or opportunity gaps. Participants:   + Share ideas about the steps a manager and her team should take to determine why a drop in sales has occurred, and how to address it * Reflection activity: Help learners determine performance and opportunity gaps in their own area. | 17 minutes |
| **Skill focus: Overcome resistance** | * Facilitate practice activity: “Most common objections to change.” Participants:   + Identify the most common objections, in their experience, with either current or past change initiatives * Facilitate practice activity: “Typical responses to change.” Participants:   + Review summary of typical reasons people embrace or resist change   + Discuss likely underlying reasons for resistance in a change situation described earlier by a volunteer participant * Facilitate practice activity: “Overcoming resistance.” Participants:   + Identify effective ways for manager to reduce resistance in the previously described change situation   + Review Harvard ManageMentor tips for dealing with resistance   + Reflect on the best ways to deal with resistance within their own teams | 20 minutes |
| **Applying what you’ve learned** | * Review session objectives and skill areas discussed. * Review directions for completing the On-the-Job section of the online Harvard ManageMentor topic, including the action plan. * Close the session. | 3 minutes |

Part 3: Application (self-paced, individual)

After the live Café session, participants are expected to:

* + Complete the online On-the-Job section in the Harvard ManageMentor Change Management topic. The section provides learners with an opportunity to choose a skill to focus on and create an action plan for applying and developing the skill. *Note:* If your organization does not include the On-the-Job section in your configuration of Harvard ManageMentor, ask participants to think of two things they can do over the next 90 days to further apply and develop their skills in this area.
  + Execute their action plan over a specified time frame (e.g., 60 or 90 days)
  + After the specified time frame (e.g., 60 or 90 days), access the online On-the-Job section within the Harvard ManageMentor Change Management topic to update the action plan and reflect on the experience.