Pre-Course Reading Guide
Change Management Foundation & Practitioner

Change and the Individual

Ch 9 Introduction

Ch 9 A1.1 - when were you last rewarded at work e.g. your achievements were recognised? Did it encourage you to continue to excel?

Ch 9 A3.1 - at which point are you most likely to enter the learning cycle? What is your primary learning style?

Ch 9 A4.1 - think if the last time you had to learn a new skill (it might even be preparing for this course) and consider if you experienced the steps on the learning dip.

Ch 1B1 - think about a change at work that has affected you. Do you remember going through any of the emotional states described by the Kubler Ross model? Were you affected more deeply by the change than others or were you able to brush it off whilst your colleagues became stuck in some of the negative emotions?

Ch 1B2 - using Bridges differences between starts and beginnings, ask yourself when you really became committed to a change at work, and compare this to when the change actually took place. Was there much of a time lag between the starting and beginning?

Ch 1B3.1 - think about a recent change at work and see how many levels of Maslow's hierarchy were affected. Did it change some of the lower levels or did it also affect your sense of belonging and your confidence and self-esteem?

Ch 1B3.4 - assess your current job against the motivating factors from Hertzberg and Pink. How many of the factors associated with job satisfaction and intrinsic motivation are being met? Video: https://www.youtube.com/watch?v=u6XAPnuFjJc

Ch 1B3.6 - list your learning anxieties about this course. What is driving you to learn about change management I.e. what are your survival anxieties?

Ch 1B3.7 - do you work in an environment that meets Rogers three core conditions for personal growth and change?

Ch 1B4.1 - using Table 1.3 identify your personality preferences.

Change and the organisation

Ch 1C1 - which metaphors best describe your organisation?

Ch 1C2.1 how closely do the changes you have been involved in at work follow the three steps in Lewin's model? Video: https://www.youtube.com/watch?v=kerDFvln7hU

Ch 2B2.2 - compare your learning anxieties and survival anxieties with the explanation of Lewin's Force Field Analysis
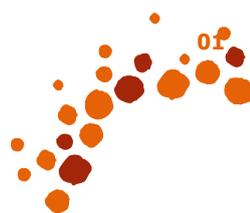
Ch 1C2.2 and Ch 1C4.2 - how useful are Kotter's 8 steps to you as the basis of a change plan? Does this dual system of business as usual and change apply to your organisation? Video: https://www.youtube.com/watch?v=qxWyGI8ec9w

Ch 1D1 - what role(s) are you performing in change in your organisation?

Ch 1 D2 - can you think of a sponsor in your organisation who comes close to exemplifying the 10 activities that make an effective sponsor? Which of these activities are most commonly missed in your experience?

Ch 1D3.1 and Ch 1 D3.2 - for a change you are involved in at work, describe what you need to be effective, from the perspective of a line manager or change agent.

Ch 1D3.3 and Ch 1D3.4 - assess your level of personal power, considering your experience and your ability to build effective relationships with others.

Ch 1E1 - from within your own organisation find examples of the three levels of culture described by Trompenaars and Hampden-Turner and compare these ideas with the three factors Taylor identifies for communicating messages about change.

Ch 1E4 - do you agree with what Edgar Schein says about the role of organisational leadership?

Ch 1F1.2 and Ch 1F1.3 - does the explanation of complex adaptive systems and complex responsive processes resonate with your experience of change?

Ch 1F2 - are you involved with a change initiative that is 'swift and sudden' or 'developmental and deliberate'?

Ch 1F3.1 - carry out the 4 steps for a change you are involved in. Did you find 'stepping into the future' helped to clarify what needs to change now?

Ch 1 F3.4 - think about how you would include these guidelines as activities in your change plan.

Ch 2B1.2 and Ch 2B1.3 - draw the change cascade and the governance hierarchy for the change you are involved in

Ch 2C1.1 and Ch 2C1.2 - find a vision statement for a change taking place in your organisation and review it against the 7 criteria at the start of Ch 2C2.2

Ch 8A1.2 - identify initiatives that best fit the waterfall methodology and those that are better served by the agile methodology.

Ch 8 A3 – familiarise yourself with the roles of project sponsor, project board and project stakeholders.

Ch 8C3.3 - how much pressure are you under to skip the planning step?

Communications and Stakeholder Engagement

Ch 4 Introduction - do you agree with the differentiation between the inner and outer circle in Figure 4.1? Draw the value ladder in Figure 4.2 and become familiar with the key events and leadership behaviours that the ladder represents.

Ch 4A Introduction - note the broad definition of stakeholder and its risks and advantages.

Ch 4A1 - identify the advantages and disadvantages of each of the 4 identification techniques.

Ch 4A2 - categorise some of your stakeholders using the CPIG classification.

Ch 4B9 and Ch4B10 - try creating a persona and an empathy map for yourself or someone you know really well in respect of the change you are involved in or create them from the perspective of your needs, wants and feelings about attending this change course.

Ch 4B11 - which of course the suggested grid options for mapping your stakeholders do you think is the most relevant?

Ch 4C1 - think of a recent technology innovation e.g. Smart TVs and identify which of Roger's categories you belong to.

Ch 4C2 - how many of the reasons for not holding conversations with your stakeholders resonate with your own experiences?

Ch 4C6 - think of an example of when you have been able to engage a stakeholder with the purpose and rationale for change. Did this generate greater interest and commitment from them?

Ch 4C9 - do you have experience of demonstrating elements of your change? Does demonstration build confidence and increase understanding of the change?

Ch 5A2 - identify examples of how you overcome these cognitive biases

Ch 5A3 - how do you check how messages you send have been received?

Ch 5A4 and Ch 5A5 - identify an example of when mass communication is helpful and when interpersonal communication would be more appropriate

Ch 5A6 - look at an advertisement for a product or service and evaluate its effectiveness using the AIDA model. Does it grab your attention? Does it make you interested in the product? Does it make you want to buy the product? Are you making plans to buy the product?

Ch 5B2 - how many of these 6 factors for reducing anxiety and encouraging engagement do you regularly build into your change communications.

Ch 5B5 - of the three ways in which we can communicate on an emotional level, which appeals most you? Do you have any examples of when you have used any of these approaches?

Ch 5C introduction - which push and pull channels are most commonly used in your organisation?

Ch 5C1 - identify information that is best conveyed via lean communication and messages that are better served through rich communication channels.

Ch 5C3 and Ch 10 E5 - think of change situations which benefit from the use of social media and examples where group or smaller face to face meetings would work better. Identify ways in which you could apply World Cafe and Open Space Technology to your change initiative. Videos: https://www.youtube.com/watch?v=YG_6iBcyP7w and https://www.youtube.com/watch?v=a3jVOKQYm6E

Ch 5D - write a brief description of the purpose and contents of the Communications Strategy and Communications Plan and how they are related to each other.

Change Management Practice

Ch 6 Introduction - can you identify any stakeholders in your organisation who would benefit from seeing change management as a risk management strategy?

Ch 6A1.1 and Ch 6A1.2 - for a change that you know well, complete a 7S assessment.
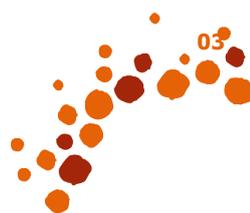
Ch 6A1.4 - for a change that you know well, assess the impact for one of the stakeholder groups from high level summary to detailed impact identical ion and then assess the severity of these impacts.

Ch 6A2 - create a heat map for a change that you know well and assess the level of stress that your organisation is under. Note, you will not be examined on the contents of Table 6.8 or Figure 6.4

Ch 7A3.1 - for the change you are involved in, how do you think your stakeholders would rate each of the factors in the Change Formula? What can you do to increase the ratings?

Ch 7A4 - using everything you have read about change agents and line managers and working with innovators, majority and laggards, create your own version of a change agent job description

Ch 7B2.4 – think of some examples of the disadvantages and benefits of internal and external recruitment as listed in Table 7.4

Ch 7B3 - find an example of a change plan you have created or that has been used on a change you are familiar with and assess if it includes all of the areas suggested here.

Ch 7C1 - what is your psychological contract with your employer? What are the unspoken assumptions and expectations?

Ch 7C2 - have you seen any examples of the common causes of resistance to change listed in table 7.5?

Ch 7C4 - think of a change that you are involved in and ask yourself if anyone is displaying audible unhappiness, disengagement or if they are participating in sabotage?

Ch 7C5 - think of a change that you are involved in and consider if the change is going slowly enough to reduce resistance to change.

Ch 7C6 and Ch7C7 - what information can you provide to middle managers to help them explain change to their staff? Do your ideas help to create momentum for change?

Ch 11A3; Ch 11A4; Ch 11A5 and Ch 11A6 - these sections are about the levers for change and sustaining change which are explained in the practitioner part of the course so just read them to build your familiarity with the concepts.

Ch 12B1 and Ch 12B2 - read through the steps in the Tuckman model and the 5 elements of the Glaser and Glaser team effectiveness model so that you are familiar with them.