COURSE SYLLABUS

# Exploring Change at Work Course (Self-Paced)

Explore why change matters and how individuals and organizations respond by learning proven strategies to navigate transitions successfully.

> Group classes (Live Online) and onsite training are available for this course. For more information, email onsite@graduateschool.edu or visit: https://www.graduateschool.edu/courses/exploring-change-at-work-course-self-paced




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## Course Outline

### Module 1: What is Organizational Change?

- Define organizational change and why agencies evolve across structure, strategy, policies, procedures, technology, and culture.
- Differentiate planned versus emergent change and the role of organizational change management.
- Identify internal and external forces driving change and connect change to mission, vision, and strategic goals.
- Discuss benefits of change, including relevance, innovation, skill development, and improved morale.

### Module 2: How Does Change Impact People?

- Explore typical emotional responses using the Kübler–Ross Change Curve (denial → acceptance) and related productivity effects.
- Recognize root causes of resistance (e.g., low trust, uncertainty, self-interest, lack of know-how or urgency).
- Compare reactions—active/passive resistance, compliance, and advocacy—and their workplace implications.
- Create personal strategies to embrace change for professional growth.

### Module 3: What Does Successful Change Management Look Like?

- Explain why structured change strategies are needed and why many initiatives fail.
- Survey process-focused and people-focused models (Kotter, Lewin, PDCA, McKinsey 7S; ADKAR, Nudge, Satir, Bridges, Change Curve, Maurer).
- Identify common obstacles (employee/middle-management resistance, weak sponsorship, poor leadership, inadequate planning).
- Apply mitigations: clear communication, participation, strong sponsorship, training, metrics, and continuous improvement.

### Module 4: How Can a Leader Successfully Manage Change?

- Avoid common leadership pitfalls (vague rationale, one-way messaging, leader invisibility, underestimating impact).
- Develop leader qualities that drive positive results: vision, communication, empathy, adaptability, decisiveness, integrity, accountability, collaboration, resilience, and continuous learning.
- Design a change communication plan using the 5Ws plus WIIFM/WDIMTM.
- Use two-way, multi-channel communication: prepare for resistance, listen to feedback, encourage participation, and reinforce key messages.