COURSE SYLLABUS

Understanding and Implementing Change in the Workplace (Self-Paced)

Develop skills to guide organizational change by understanding both individual and group reactions and applying proven strategies for workplace transition.

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/understanding-and-implementing-change-in-the-workplace-self-paced



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Course Outline

Module 1: Change and Its Impacts

- Define the process of change in work settings and why leaders must adapt in a VUCA environment.
- Identify internal and external sources of change and distinguish adaptive vs. transformational shifts (see “Sources of Change” table, PDF p. 10).
- Predict positive and negative outcomes of change for people, processes, and performance.
- Describe common stages of change and how they unfold in organizations.

Module 2: Change Reactions and Tolerance Levels

- Recognize typical reactions to change (e.g., shock, denial, anger, testing, acceptance) and their impacts at work.
- Assess personal change tolerance using the Change Readiness traits (resourcefulness, optimism, adaptability, etc.).
- Gauge others’ tolerance levels to tailor support and engagement strategies.
- Apply leader responses that match reactions (e.g., listen/empathize, stand firm, provide training, give space).

Module 3: Utilizing Change Management Strategies

- Survey core models and when to use them, including PDCA/Deming (process-focused) and ADKAR (people-focused).
- Plan and pilot change, manage resistance, and provide knowledge, ability, and reinforcement for adoption.
- Evaluate effectiveness with goals, scope coverage, leadership/employee adoption, and outcome metrics.
- Report status to stakeholders via appropriate formats (verbal, written, presentations, standard reports).

Module 4: Analyzing the Connection Between Communication and Change

- Explain how strategy relies on clear, consistent communication to drive change.
- Create a communication plan using What/Who/When/How and reinforce messages (“say it 7 times”).
- Discuss change before, during, and after initiatives to build buy-in, surface concerns, and capture lessons learned.
- Select channels and timelines that sustain transparency and engagement across the change lifecycle.