COURSE SYLLABUS

# Understanding and Implementing Change in the Workplace Course

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://sdfm.graduateschool.edu/courses/understanding-and-implementing-change-in-the-workplace




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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.
- 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), created by former Graduate School USA instructor Dr. William Edwards Deming, 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.