

# Intro to Change Management

**Target Audience:** The primary audience is company leadership - upper and middle management. However, this module would also be beneficial for all employees to take so they are also familiar with the change model for the company, the TechReach Value Model (TVM).

## Learning Objectives:

1. Define change management
2. Identify Volatility, Uncertainty, Complexity, and Ambiguity (VUCA)
3. List the behaviors a leader needs to address VUCA
4. Describe the TechReach Value Model (TVM)

**Seat Time:** 20-30 minutes

## Outline:

- Course Intro / Navigation / Objectives
- 2021 Technology Leader
- What is Change Management?
- VUCA: Volatility, Uncertainty, Complexity, and Ambiguity
- Critical Leadership Behaviors in Addressing VUCA
- Knowledge Check
- Purpose of a Change Model
- TWM Change Model
- TWM - Phase Breakdown
- Review
- Quiz
- Congratulations

**Directions:** [Notes for Reviewers] Please review the content for accuracy. Unless the media team provides images that have been released for company use, all images must be free/no copyright/no attrition/for public use.

Fonts: body - Articulate; heading - Bernard MT Condensed

Color Scheme: blue (#4F81BD), white (#FFFFFF), black (#000000), gold (#FFBD59), green (#34DE46), orange (#FF914D), red (#C0504D) purple (#8064A2)

1 avatar - Aliyah, to navigate through concepts and also cover some narration

Unless otherwise noted in the 1st column (Visual/Display) the slide header is a blue rectangle with white text (Bernard MT Condensed) that is left aligned, 28 pt

**Module Resources/References:** [include links or titles of attachments that will go in the Resources tab]

- What is Change Management? Michigan State University:  
<https://www.michiganstateuniversityonline.com/resources/leadership/what-is-change-management/>
- What Does VUCA Really Mean? Forbes  
<https://www.forbes.com/sites/jeroenkraaijenbrink/2018/12/19/what-does-vuca-really-mean/?sh=1b20823017d6>
- The 8 Steps for Leading Change <https://www.kotterinc.com/methodology/8-steps/>

| Slide [1.1]/ Menu Title: <i>Welcome</i>                 |                                                                                                                                            |                                                                                                                                                                                                                                                                                                           | Objective: [#]                                                                                                                                                                                                 |
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| Visual / Display:                                       | Slide Text:                                                                                                                                | Narration / Voiceover:                                                                                                                                                                                                                                                                                    | Animation / Interaction:                                                                                                                                                                                       |
| Background is an image denoting idea of work and change | <p>[Slide Title] <b>Intro to Change Management Leadership Learning Series</b></p> <p><b>Module 1 of 9</b></p> <p><b>TechReach Logo</b></p> | <p><b>VO is a female voice</b></p> <p>Welcome to the Introduction to Change Management course, created for TechReach leadership. This is the first of 9 modules in this learning series. To get started, either select the Navigation button to see how to use the controls or select Start to begin.</p> | <p>Fade in of Navigation and Start buttons timed with audio</p> <p>Navigation button jumps to slide 1.2 Navigation</p> <p>Start button jumps to slide 1.3 Learning Objectives</p> <p>Next button is hidden</p> |
| <b>Notes:</b>                                           |                                                                                                                                            |                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                |

| Slide [1.2]/ Menu Title: <i>Navigation</i>                                                                                                                                                                                                                                                                    |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Objective: [#]                                                                                                                                                                                                                                     |
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| Visual / Display:                                                                                                                                                                                                                                                                                             | Slide Text:                            | Narration / Voiceover:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Animation / Interaction:                                                                                                                                                                                                                           |
| <p>Background is an image of person working at a desk</p> <p>Text in caption bubbles for the navigational controls: <i>Menu, Play, Progress Bar, Volume, Accessibility, Previous, Next, Resources</i></p> <p>The background and font color of the caption bubbles contrasted well so they are easily seen</p> | <p>[Slide Title] <b>Navigation</b></p> | <p>[Insert Script Text] Let's pause a moment to review the navigational features used in this course. Starting from the left, take note of the column running along the left of the screen. This is the menu, which lists every lesson and allows you to see where you are in the course. You can select a title to revisit it. At the bottom left you will find the play button, which is used to start and pause the audio. Next, the progress bar indicates where you are in the narration. Use the volume lever to raise or lower the volume. Next, the gear icon is your accessibility control, allowing you to turn on or off both accessible text and keyboard shortcuts. Select the previous button to go to the previous slide and the next button allows you to go to the next slide. Finally, the resources tab is at the top right corner of the screen. Here you will find articles that are referenced at different points in this module. Now, select the next button to proceed.</p> | <p>Caption bubbles fade in timed with audio: Menu, Play, Progress Bar, Volume, Accessibility, Previous, Next, Resources.</p> <p>Then all fade out except Next button when audio ends</p> <p>Next button jumps to slide 1.3 Learning Objectives</p> |
| <b>Notes:</b>                                                                                                                                                                                                                                                                                                 |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                    |

| Slide [1.3]/ Menu Title: <i>Learning Objectives</i> |                                         |                                                                                         | Objective: [#]                                      |
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| Visual / Display:                                   | Slide Text:                             | Narration / Voiceover:                                                                  | Animation / Interaction:                            |
| <p>Background is an office</p>                      | <p>[Slide Title: Course Objectives]</p> | <p>[Insert Script Text] Hello and welcome to the Intro to Change Management course.</p> | <p>Caption bubbles fade in timed with the audio</p> |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                      |
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| <p>The avatar, Aliyah, on left, smiling. Use caption bubbles for her speech: “Hello and welcome to the Intro to Change Management course. My name is Aliyah, your guide for today. There are 4 things you should be able to do by the end of this module:”</p> <p>Aliyah moves closer to the center and is now gesturing to the right as Course Objectives appear in different colored rectangles</p> <p>A gold text box “Select next to proceed” appears towards the end of audio</p> | <p>Multicolored blocks, each with one objective:</p> <ul style="list-style-type: none"> <li>- Define <b>change management</b></li> <li>- Identify Volatility, Uncertainty, Complexity, and Ambiguity (<b>VUCA</b>)</li> <li>- List the behaviors a leader needs to address VUCA</li> <li>- Describe the <b>TechReach Value Model</b></li> </ul> <p>Select Next to proceed.</p> | <p>My name is Aliyah, your guide for today. There are 4 things you should be able to do by the end of this module: 1) Define change management, 2) Identify the behaviors of Volatility, Uncertainty, Complexity, and Ambiguity, also known as VUCA, as well as 3) List the leadership behaviors needed to address VUCA. Finally, 4) Describe the TechReach Value Model, which is the change management model adopted for our company. Now, Select next to Proceed.</p> | <p>Multicolored blocks on the right fade in timed with audio</p> <p>The gold text box fades in towards the end of audio</p> <p>Next button jumps to slide 1.4 2021 Company Recap</p> |
| <b>Notes:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                      |

| Slide [1.4]/ Menu Title: 2021 Company Recap                                                                                                                                                            |                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                               | Objective: [#]                                                                                                                                                                                                                                                   |
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| Visual / Display:                                                                                                                                                                                      | Slide Text:                                                                                                                                                                                                                                             | Narration / Voiceover:                                                                                                                                                                                                                                                                                        | Animation / Interaction:                                                                                                                                                                                                                                         |
| <p><b>1.4 base layer</b></p> <p>Background is an office</p> <p>Aliyah is on the right, towards the center, talking</p> <p>At the same time, an image of the 2021 Sales Report cover is next to her</p> | <p>[slide title] 2021 Technology Leader</p> <p><b>Caption bubbles:</b> Let’s start with this quick recap of the 2021 annual sales report, which was shared company-wide in June 2022. It is also available in SharePoint so feel free to review the</p> | <p>[Insert Script Text] Let’s start with this quick recap of the 2021 annual sales report, which was shared company-wide in June 2022. It is also available in SharePoint so feel free to review the details at your convenience. Select the sales report to see how TechReach’s 3 main businesses fared:</p> | <p>Caption bubbles fade in timed with the audio</p> <p>The next button is hidden</p> <p>When Aliyah directs the learner to click on the sales report, a hotspot on the sales report cover will trigger jumping to the next layer, 1.4a Refining Technologies</p> |

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|               | details at your convenience. Select the sales report to see how TechReach's 3 main businesses fared |  |  |
| <b>Notes:</b> |                                                                                                     |  |  |

| Slide 1.4a: Refining Technologies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                          | Objective: [#]                                                                                                                                                                                                                         |
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| Visual / Display:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Slide Text:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Narration / Voiceover:                                                                                                                                                                                                                                                                                                                                                   | Animation / Interaction:                                                                                                                                                                                                               |
| <b>Refining Technologies</b><br>3 circles, different colors, appear across the screen. White background (no office) <ul style="list-style-type: none"> <li>- Refining Technologies               <ul style="list-style-type: none"> <li>- underneath: \$1.2B, 61% FCC, 39% Hydroprocessing</li> </ul> </li> <li>- Specialty Catalysts               <ul style="list-style-type: none"> <li>- underneath: \$518M, 45% Polypropylene Catalysts, 41% Polyethylene Catalysts, 9% Chemical Catalysts, 5% Process Licensing</li> </ul> </li> <li>- Materials Technologies               <ul style="list-style-type: none"> <li>- underneath: \$440M, 37% Chemical Process, 34% Coatings, 29% Consumer/Pharma</li> </ul> </li> </ul> #1 gold sticker | <ul style="list-style-type: none"> <li>- Refining Technologies               <ul style="list-style-type: none"> <li>- underneath: \$1.2B</li> </ul> </li> <li>- Specialty Catalysts               <ul style="list-style-type: none"> <li>- underneath: \$518M</li> </ul> </li> <li>- Materials Technologies               <ul style="list-style-type: none"> <li>- underneath: \$440M</li> </ul> </li> </ul> \$2 billion in sales<br>75% business outside the U.S.<br>Select Next to proceed | Refining Technologies generated \$1.2 billion in revenue in 2021; Specialty Catalysts generated \$518 million, and Materials Technologies generated \$440 million in revenue. All of this means that in 2021 TechReach was not just a leader in technology, but the TOP earner in the field, with a total of \$2 billion in revenue. Select the NEXT Button to continue. | The 3 circles with revenue fade in timed with the audio<br><br>The Next button is hidden<br><br>The 2021 Summary gold button fades in timed with audio and is disabled until audio finishes<br><br>It jumps to the next layer, 1.4b #1 |

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| A gold text box “Select next to proceed” appears towards the end of audio |  |  |  |
| <b>Notes:</b>                                                             |  |  |  |

| Slide [1.5]/ Menu Title: <i>What is Change Management?</i>                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Objective: [#1]                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| Visual / Display:                                                                                                                                                                                                                                                      | Slide Text:                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Narration / Voiceover:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Animation / Interaction:                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p>Gold text box - 180 year history of success</p> <p>3 TechReach logos - original, 1960s, and current</p> <p>White background (no office)</p> <p>Gold text box - We must adapt to a VUCA world</p> <p>Text box no background, black font - Select next to proceed</p> | <p>[Slide Title] Change Management</p> <p>Text boxes: 180 year history of success</p> <p>Change management is the “process of overseeing and facilitating change at any level where it occurs.” (more info in the Resources tab).</p> <ul style="list-style-type: none"> <li>- Address change</li> <li>- Develop the process</li> <li>- Execute and apply</li> </ul> <p>Change is necessary and unavoidable.</p> <p>We must adapt to a VUCA world.</p> <p>Select next to proceed</p> | <p>[Insert Script Text] Over the past 180 years we have seen success and continued growth as a result of our adaptability. TechReach has transformed several times over and moving through such changes requires change management. And just what is change management? According to Michigan State University, it is: the process of overseeing and facilitating change at any level where it occurs. You can read more in the University of Michigan article in the Resources tab.</p> <p>It is up to management teams to decide exactly how this change will be addressed, develop the process needed, and how to best execute and apply the process. Change is necessary and unavoidable to sustain our market-leading position through innovative technologies and customer-centric culture. The world is changing fast around us. So much so that</p> | <p>The 3 TechReach logos fade in individually prior to the audio cue, “And just what is change management?”</p> <p>An arrow flies in from the right to point to the Resources tab - timed with audio</p> <p>Gold text box - We must adapt to a VUCA world - fades in towards the end of audio</p> <p>The Next button is hidden til audio ends</p> <p>The Select next text box fades in towards the end of audio</p> <p>Next button goes to slide 1.6</p> |

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|               |  | an acronym was created in the early 2000s to describe the change - VUCA. To continue growing and to navigate change organizationally, we must adapt to a VUCA world. |  |
| <b>Notes:</b> |  |                                                                                                                                                                      |  |

| Slide [1.6]/ Menu Title: <i>What is VUCA?</i>                                                                                                                                                                        |                                                                                  |                                                                                                                                                                                                                                                                                                                             | Objective: [#2]                                                                                                                                                                                                                                                                                                                             |
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| Visual / Display:                                                                                                                                                                                                    | Slide Text:                                                                      | Narration / Voiceover:                                                                                                                                                                                                                                                                                                      | Animation / Interaction:                                                                                                                                                                                                                                                                                                                    |
| <b>1.6 Base</b><br>4 blocks, different colors<br>Gold block - V<br>Green block - U<br>Red block - C<br>Purple block - A<br><br>White background (no office)<br><br>Text box - Select each letter from left to right. | [Slide Title] <b>What is VUCA?</b><br><br>Select each letter from left to right. | <i>[Insert Script Text]</i><br>VUCA is a military-derived acronym that describes our increasingly unstable and rapidly changing business world. Forbes published an interesting article on this, which is located in the Resources tab.<br><br>Select each letter from left to right to learn each term that makes up VUCA. | The Next button is hidden<br><br>Each block fades in separately at the beginning of the audio and disabled until audio ends<br><br>An arrow flies in from the right to point to the Resources tab in time to the audio cue (Forbes article)<br><br>Once audio ends, learner can select the gold V block which goes to layer 1.6a Volatility |
| <b>Notes:</b>                                                                                                                                                                                                        |                                                                                  |                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                             |

| Slide 1.6a Volatility                                                       |                                    |                                                                                                                   | Objective: [#2]           |
|-----------------------------------------------------------------------------|------------------------------------|-------------------------------------------------------------------------------------------------------------------|---------------------------|
| Visual / Display:                                                           | Slide Text:                        | Narration / Voiceover:                                                                                            | Animation / Interaction:  |
| Gold block - Volatility, pic related to change, with text “speed of change” | [Slide Title] <b>What is VUCA?</b> | <i>[Insert Script Text]</i><br>V is for Volatility, which refers to the speed of change in business, industry, or | The Next button is hidden |

|                                                      |                                                                            |                                                                                                                                                                                         |                                                                                                                                                        |
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| Green block - U<br>Red block - C<br>Purple block - A | Select each letter from left to right<br><br>Volatility<br>speed of change | the world overall. Just as change is inevitable, the increasing rate of change is also inevitable, particularly as society and technology evolve.<br><br>Select U to see the next term. | When audio starts the U, C, and A blocks are disabled<br><br>Once audio ends, learner can select the green U block which goes to layer 1.6b Volatility |
| <b>Notes:</b>                                        |                                                                            |                                                                                                                                                                                         |                                                                                                                                                        |

| Slide 1.6b Uncertainty                                                                                                                                                         |                                                                                                                               |                                                                                                                                                                                                                                                                                                                   | Objective: [#2]                                                                                                                                                                   |
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| Visual / Display:                                                                                                                                                              | Slide Text:                                                                                                                   | Narration / Voiceover:                                                                                                                                                                                                                                                                                            | Animation / Interaction:                                                                                                                                                          |
| Gold block - Volatility, pic related to change<br>Green block - Uncertainty, pic related to this, with text “inability to predict future”<br>Red block - C<br>Purple block - A | [Slide Title] <b>What is VUCA?</b><br>Select each letter from left to right<br><br>Uncertainty<br>inability to predict future | [Insert Script Text]<br>Uncertainty has to do with the extent to which one can or cannot predict patterns and the future. It can become increasingly more difficult to forecast what is happening in areas of business, which can lead to anxiety among both staff and leadership. Select C to see the next term. | The Next button is hidden<br><br>When audio starts the C and A blocks are disabled<br><br>Once audio ends, learner can select the red C block which goes to layer 1.6c Complexity |
| <b>Notes:</b>                                                                                                                                                                  |                                                                                                                               |                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                   |

| Slide 1.6c Complexity                                                                             |                                                                                                |                                                                                                                                                                                                                                  | Objective: [#2]                                                            |
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| Visual / Display:                                                                                 | Slide Text:                                                                                    | Narration / Voiceover:                                                                                                                                                                                                           | Animation / Interaction:                                                   |
| Gold block - Volatility, pic related to change,<br>Green block - Uncertainty, pic related to this | [Slide Title] <b>What is VUCA?</b><br>Select each letter from left to right<br><br>Uncertainty | [Insert Script Text]<br>Complexity refers to the many factors and details in the challenges faced and how these factors are often interconnected. The more factors involved, the more likely they are to be varied, and the more | The Next button is hidden<br><br>When audio starts the A block is disabled |

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| Red block - Complexity, pic related to this, with text “interconnectivity of factors<br>Purple block - A | inability to predict the future | difficult it is to fully analyze a problem and solve it.<br>Select A to see the final term. | Once audio ends, learner can select the purple A block which goes to layer 1.6d Ambiguity |
| <b>Notes:</b>                                                                                            |                                 |                                                                                             |                                                                                           |

| Slide 1.6d Ambiguity                                                                                                                                                                                                                                         |                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                          | Objective: [#2]                                                                                                                                                                                                                                              |
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| Visual / Display:                                                                                                                                                                                                                                            | Slide Text:                                                                                                                       | Narration / Voiceover:                                                                                                                                                                                                                                                                                                                                                   | Animation / Interaction:                                                                                                                                                                                                                                     |
| Gold block - Volatility, pic related to change,<br>Green block - Uncertainty, pic related to this<br>Red block - Complexity, pic related to this<br>Purple block - Ambiguity, pic related to this, with text “<br><br>Gold text box “Select next to proceed” | [Slide Title] <b>What is VUCA?</b><br>Select each letter from left to right<br><br>Uncertainty<br>inability to predict the future | [Insert Script Text]<br>Ambiguity has to do with the lack of clarity about a problem and therefore not being able to make an informed decision. This vagueness in terminology, processes, and information also leads to an incomplete understanding among personnel affecting communication and productivity.<br><br>To see how to address VUCA, select the next button. | The Next button is hidden<br><br>When audio starts the A block is disabled<br><br>Once audio ends, learner can select the purple A block which goes to layer 1.6d Ambiguity<br><br>A gold text box “Select next to proceed” appears towards the end of audio |
| <b>Notes:</b>                                                                                                                                                                                                                                                |                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                              |

| Slide [1.7]/ Menu Title: <i>Critical Leadership Behaviors in Driving Change</i> |                                                                      |                                                                                                                                                                         | Objective: [#3]                                                                           |
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| Visual / Display:                                                               | Slide Text:                                                          | Narration / Voiceover:                                                                                                                                                  | Animation / Interaction:                                                                  |
| <b>1.7base</b><br>Same VUCA blocks from 1.6d in full color                      | [Slide Title] <b>Critical Leadership Behaviors in Driving Change</b> | [Insert Script Text] Leaders exist at every organizational level, not just the C-suite; finding and empowering those leaders is critical to success. It’s essential for | Same VUCA blocks from 1.6d fly up from the bottom, spaced apart in timing - should end up |

|               |                                                                |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                     |
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|               | Select the <u>picture</u> under each term (from left to right) | leaders to model the change and the behaviors desired from the rest of the organization, instead of trying to push or force the change upon others. In driving change response to the VUCA world, a leader exhibits certain critical leadership behaviors - select the picture under Volatility to see the first leadership behavior. | looking just like 1.6d except without the Select next textbox<br><br>The Next button is hidden<br><br>Restrict all blocks except Volatility - when clicked, this triggers to show 1.7a Vision layer |
| <b>Notes:</b> |                                                                |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                     |

| Slide 1.7a Vision                                                                                                                                                 |             |                                                                                                                                                                                                                          | Objective: [#3]                                                                                                                        |
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| Visual / Display:                                                                                                                                                 | Slide Text: | Narration / Voiceover:                                                                                                                                                                                                   | Animation / Interaction:                                                                                                               |
| Same VUCA blocks from 1.7a on screen when audio starts<br><br>Volatility is crossed out beneath the image is Vision<br>Picture changes to image reflecting vision |             | In response to volatility, a leader has Vision, keeping the big picture in mind all the time. He or she knows the vision, shares it, and engages the staff to work towards it. Now select the picture under Uncertainty. | The Next button is hidden<br><br>Restrict all blocks except Uncertainty - when clicked, this triggers to show 1.7b Understanding layer |
| <b>Notes:</b>                                                                                                                                                     |             |                                                                                                                                                                                                                          |                                                                                                                                        |

| Slide 1.7b Understanding                                                          |             |                                                                                                                                                                     | Objective: [#3]                                                                             |
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| Visual / Display:                                                                 | Slide Text: | Narration / Voiceover:                                                                                                                                              | Animation / Interaction:                                                                    |
| Same as 1.7a<br><br>Uncertainty is crossed out beneath the image is Understanding |             | During Uncertainty, a leader possesses Understanding and is authentic, creating security so that people feel safe to fulfill their jobs. In addition, Understanding | The Next button is hidden<br><br>Restrict all blocks except Complexity - when clicked, this |

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| Picture changes to image reflecting understanding |  | refers to being in the know – recognizing and accurately interpreting items like trends in the field, upcoming technology, and shifts in the business world. Now select the picture under Complexity. | triggers to show 1.7c Clarity layer |
| <b>Notes:</b>                                     |  |                                                                                                                                                                                                       |                                     |

| Slide 1.7c Clarity                                                                                                                |             |                                                                                                                                                                                                                                                                                                                                                                                     | Objective: [#3]                                                                                                                       |
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| Visual / Display:                                                                                                                 | Slide Text: | Narration / Voiceover:                                                                                                                                                                                                                                                                                                                                                              | Animation / Interaction:                                                                                                              |
| <p>Same as 1.7b</p> <p>Complexity is crossed out beneath the image is Clarity<br/>Picture changes to image reflecting clarity</p> |             | To combat complexity, a leader offers Clarity, creating laser-sharp direction by making clear decisions and communicating openly at all times. Goals are precisely defined; a leader operating with clarity also accepts what the company will and will not be able to do to accomplish those goals. Now select the picture under Ambiguity to learn the final leadership behavior. | <p>The Next button is hidden</p> <p>Restrict all blocks except Ambiguity - when clicked, this triggers to show 1.7d Agility layer</p> |
| <b>Notes:</b>                                                                                                                     |             |                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                       |

| Slide 1.7d Agility                                                                                                               |                                                |                                                                                                                                                                                                                       | Objective: [#3]                                                                                                                 |
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| Visual / Display:                                                                                                                | Slide Text:                                    | Narration / Voiceover:                                                                                                                                                                                                | Animation / Interaction:                                                                                                        |
| <p>Same as 1.7c</p> <p>Ambiguity is crossed out beneath the image is Agility<br/>Picture changes to image reflecting agility</p> | Select Next to go to the brief knowledge check | In response to ambiguity, a leader leads the company with agility, involving others and utilizing their expertise, advice, and strengths. Communication is transparent and feedback from others is fearlessly sought. | <p>Next button is hidden when layer starts</p> <p>A gold text box “Select next to proceed” appears towards the end of audio</p> |

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| Gold text box “Select next to proceed” |  |  | Next button appears when audio finishes on this layer and jumps to the next slide, 1.8 |
| <b>Notes:</b>                          |  |  |                                                                                        |

| Slide [1.8]/ Menu Title: Intro to Knowledge Check                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                | Objective: [#3]                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Visual / Display:                                                                                                                                                                                                            | Slide Text:                                                                                                                                                                                                                                                                                                                                                                                               | Narration / Voiceover:                                                                                                                                                                                                                                                                                                                                                         | Animation / Interaction:                                                                                                                                                                                                                             |
| <p>Lightly colored background</p> <p>Aliyah smiling &amp; holding the change card</p> <p>change to Aliyah smiling &amp; pointing to head (cue: “Now, before we move on...”</p> <p>Gold text box “Select next to proceed”</p> | <p>[Slide Title] <b>Final Word on VUCA</b></p> <p>Captions: Our ability to make sense of VUCA and use key behaviors to respond appropriately will determine our continued growth and success. This is the difference between successful and failed change management. Now, before we move on, let’s have a short knowledge check on the information shared so far. And don’t worry - it’s not graded!</p> | <p>[Insert Script Text] - Our ability to make sense of VUCA and use key behaviors to respond appropriately will determine our continued growth and success. This is the difference between successful and failed change management.</p> <p>Now, before we move on, let’s have a short knowledge check on the information shared so far. And don’t worry - it’s not graded!</p> | <p>The Next button is hidden until audio finishes</p> <p>A gold text box “Select next to proceed” appears towards the end of audio</p> <p>Next button appears when audio finishes on this layer and jumps to the next slide, 1.9 Knowledge Check</p> |
| <b>Notes:</b>                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                      |

| Slide [1.9]/ Menu Title: <i>Knowledge Check</i>                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                       | Objective: [#1, 2, 3]                                                                                                                                                                                                        |
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| Visual / Display:                                                                                                                                                | Slide Text:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Narration / Voiceover:                                                                                                                                                                                                                                                                                                                | Animation / Interaction:                                                                                                                                                                                                     |
| <p><b>1.9 base</b></p> <p>Lightly colored background with blue text for the slide title and directions in the header, no bar</p> <p>black text for questions</p> | <p>[Slide Title] <b>Knowledge Check</b></p> <p>Directions under slide title: Drag each answer on the right to complete the phrases on the left and then select SUBMIT. You have 2 attempts to match all correctly.</p> <p><b>Left</b></p> <p>A. Change Management is<br/>B. VUCA is an acronym for<br/>C. Change is necessary and<br/>D. A leader...<br/>E. Critical leadership behaviors are</p> <p><b>Right</b> - answers in order</p> <p>A. the process of overseeing &amp; facilitating change<br/>B. Volatility, Uncertainty, Complexity, Ambiguity<br/>C. unavoidable<br/>D. navigates a company through change<br/>E. Vision, Understanding, Clarity, Agility</p> | <p>[Insert Script Text] This knowledge check is comprised of 5 pairs of phrases that need to be matched. Drag each answer in the right column to complete the sentence started in the left column. Select Submit in the lower right corner when you are done. You will have 2 attempts to match all 5 pairs of phrases correctly.</p> | <p>Slide title, directions, and the Drag and drop questions fly up from the bottom</p> <p>KC is not graded, learner has 2 attempts to pass all</p> <p>Submit button submits the answers</p> <p>The Next button is hidden</p> |
| <b>Notes:</b>                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                              |

| Slide 1.9a Correct                                                                                                                                                                                 |                                                                                                 |                        | Objective: [#1, 2, 3]                                                                                                                                                                                                             |
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| Visual / Display:                                                                                                                                                                                  | Slide Text:                                                                                     | Narration / Voiceover: | Animation / Interaction:                                                                                                                                                                                                          |
| <p>Aliyah, smiling, on the right</p> <p>Green checkmark in the center</p> <p>White background</p> <p>Green border around the screen</p> <p>Review button - green</p> <p>Continue button - gold</p> | <p>CORRECT!</p> <p>Select Review to see the correct answers. or Select Continue to proceed.</p> |                        | <p>Both Review and Continue buttons are disabled until audio completes</p> <p>Review button - to see correct answers</p> <p>Continue button - jumps to next slide, 2.1 Purpose of a Change Model</p> <p>Next button is hidden</p> |
| <b>Notes:</b>                                                                                                                                                                                      |                                                                                                 |                        |                                                                                                                                                                                                                                   |

| Slide 1.9b Try Again                                                                                                                                                          |                                                                                  |                        | Objective: [#1, 2, 3]                                                                                                                                                            |
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| Visual / Display:                                                                                                                                                             | Slide Text:                                                                      | Narration / Voiceover: | Animation / Interaction:                                                                                                                                                         |
| <p>Aliyah, concerned, on the right</p> <p>Grayish question mark in the center</p> <p>White background</p> <p>Gray border around the screen</p> <p>Try Again button - gray</p> | <p>At least 2 answers are incorrect. Select “Try Again” to fix your answers.</p> |                        | <p>Try Again button is disabled until audio completes</p> <p>Try Again allows the learner to return to the knowledge check for one more attempt</p> <p>Next button is hidden</p> |
| <b>Notes:</b>                                                                                                                                                                 |                                                                                  |                        |                                                                                                                                                                                  |

| Slide 1.9c Incorrect                                                                                                                                          |                                                                                   |                        | Objective: [#1, 2, 3]                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| Visual / Display:                                                                                                                                             | Slide Text:                                                                       | Narration / Voiceover: | Animation / Interaction:                                                                                                    |
| <p>Aliyah, disappointed, on the right</p> <p>Red "X" in the center</p> <p>White background</p> <p>Red border around the screen</p> <p>Review button - red</p> | <p>Sorry, this is incorrect.</p> <p>Select Review to see the correct answers.</p> |                        | <p>Review button is disabled until audio completes</p> <p>Review jumps to 1.8 Review layer</p> <p>Next button is hidden</p> |
| <b>Notes:</b>                                                                                                                                                 |                                                                                   |                        |                                                                                                                             |

| Slide 1.9d Review                                                              |                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Objective: [#1, 2, 3]                                                                                                       |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| Visual / Display:                                                              | Slide Text:                                                                                                                                               | Narration / Voiceover:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Animation / Interaction:                                                                                                    |
| <p>layer looks just like 1.8 Knowledge Check</p> <p>Continue button - gold</p> | <p>Slide Title changes to:<br/><b>Answers - Knowledge Check</b></p> <p>Left and Right column items matched correctly - (refer to 1.8 Knowledge Check)</p> | <p>Review Layer - Let's go over the information covered thus far: Remember – 1) Change management is the process of overseeing and facilitating change at any level where it occurs. 2) VUCA is a military-derived acronym for Volatility, Uncertainty, Complexity, and Ambiguity. 3) Change is necessary and unavoidable, not just in business but in life. 4) A leader is anyone, regardless of title, that navigates us through change. 5) The four critical leadership behaviors that address VUCA are Vision, Understanding, Clarity, and Agility. Select the gold Continue button when you are ready to proceed.</p> | <p>Continue button is disabled until audio completes</p> <p>Continue jumps to next slide, 2.1 Purpose of a Change Model</p> |
| <b>Notes:</b>                                                                  |                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                             |

| Slide [2.1]/ Menu Title: <i>Purpose of a Change Model</i>                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Objective: [#4]                                                                                                                                                                                                                                                                                 |
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| Visual / Display:                                                                                                                                                                                                                                                                                                                                                                   | Slide Text:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Narration / Voiceover:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Animation / Interaction:                                                                                                                                                                                                                                                                        |
| <p>Aliyah on the left, smiling and talking, caption bubbles to the right of her</p> <p>Aliyah's pose changes to motion to the right at the cue: "Aligning the organization around a single model..."</p> <p>Slide text is in a white text box, black text, as overlay on the office background</p> <p>A gold text box "Select next to proceed" appears towards the end of audio</p> | <p>[Slide Title] <b>Purpose of a Change Model</b></p> <p>Captions: Successfully managing change depends on the behaviors of leaders and the model used to implement change. If the critical leadership traits we discussed earlier steer us, then the change model is the vehicle we drive to reach the pre-determined destination.</p> <p><u>Slide Text:</u> Aligning ourselves around a single model is crucial to driving change. Doing so enables our organization to:</p> <ol style="list-style-type: none"> <li>1. Create a common language.</li> <li>2. Build discipline.</li> <li>3. Use common metrics.</li> <li>4. Prioritize change action plans.</li> </ol> <p>Select NEXT to proceed.</p> | <p>[Insert Script Text] Successfully managing change depends on the behaviors of leaders and the model used to implement change. If the critical leadership traits we discussed earlier steer us, then the change model is the vehicle we drive to reach the pre-determined destination. Aligning ourselves around a single model is crucial to driving change. Doing so enables our company to do the following:</p> <p>First, create a common language and culture company-wide. This refers to terminology used within the field as well as terms unique to organizational culture and values.</p> <p>Second, build discipline and internal capability around implementing change.</p> <p>Third, use common metrics to talk about the state, progress, and effectiveness of change. Everyone should know the goals, the means, and the progression that has been made.</p> <p>And finally, fourth, prioritize change action plans and tailor them in alignment with the change model. Anchor our "messaging on change" to the core drivers of value.</p> | <p>Caption bubbles fade in timed with audio</p> <p>Slide text fades in and flies up from the bottom timed with the audio</p> <p>The gold text box (Select next...) fades in towards the end of audio</p> <p>Next button is disabled until audio ends</p> <p>Next button jumps to next slide</p> |
| <b>Notes:</b>                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                 |

| Slide [2.2]/ Menu Title: <i>TechReach Value Model</i>                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Objective: [#4]                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Visual / Display:                                                                                                                                               | Slide Text:                                                                                                                                                                                                                                                                                                                                                                     | Narration / Voiceover:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Animation / Interaction:                                                                                                                                         |
| <p>Background is an office</p> <p>Slide text is in a white text box, black text, as overlay on the office background</p> <p>Gold button - View the TVM Logo</p> | <p>[Slide Title] TechReach Value Model</p> <p>The TechReach Value Model (TVM) is based on the Kotter model of change.</p> <p>The TVM is:<br/>GUIDE to align priorities<br/>TOOL to understand how each one of us contributes<br/>WAY to tell our success story<br/>DASHBOARD to measure our progress<br/>It is important that every change project is aligned with the TVM.</p> | <p>[Insert Script Text]</p> <p>The TechReach Value Model, or TVM, is what we use to align our organization and persevere forward in our current season of change. The TVM is based on the Kotter model of change, created by Dr. John Kotter, a Harvard professor and business and thought leader.</p> <p>This model serves as a guide to ensure our priorities are aligned, as a tool to understand how each one of us contributes, as a simple way to tell the story of how we are successful as a company, and as a dashboard to measure our progress. It is important that every change project is aligned with the TechReach Value Model. To see the TVM, select the golden button at the bottom right that says "View the TVM logo".</p> | <p>Slide text flies up from bottom, timed with audio</p> <p>Gold button, View the TVM Logo - triggers next layer, 2.2a Logo-TVM</p> <p>Next button is hidden</p> |
| <b>Notes:</b>                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                  |

| Slide 2.2a Logo - TVM                               |                                                                |                                                                                                                                                                                                           | Objective: [#4]                                                                                    |
|-----------------------------------------------------|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| Visual / Display:                                   | Slide Text:                                                    | Narration / Voiceover:                                                                                                                                                                                    | Animation / Interaction:                                                                           |
| <p>White background</p> <p>TVM logo is centered</p> | <p>Beside yellow sun: Phase 1: Create a Climate for Change</p> | <p>The framework of the TVM is comprised of 3 phases of change:<br/>Phase 1. Create a climate for change.<br/>Phase 2. Engage and enable the organization.<br/>Phase 3. Implement and sustain change.</p> | <p>Next button is hidden until audio ends on this layer</p> <p>Next button triggers next slide</p> |

|                                                                           |                                                                                                                                                         |                                                                                                                 |                                                                                                                                                                                                                                    |
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| A gold text box “Select next to proceed” appears towards the end of audio | <p>Beside the orange hand:<br/>Phase 2: Engage and Enable the Organization</p> <p>Beside the green graph:<br/>Phase 3: Implement and Sustain Change</p> | These 3 phases are further broken down into an 8 step process. Select Next to learn the steps found in Phase 1. | <p>TVM Logo fades in at the beginning of audio</p> <p>Each phase flies up from the bottom to rest beside the appropriate icon timed with the audio</p> <p>The gold text box (Select next...) fades in towards the end of audio</p> |
| <b>Notes:</b>                                                             |                                                                                                                                                         |                                                                                                                 |                                                                                                                                                                                                                                    |

| Slide [2.3]/ Menu Title: <i>TVM - Phase Breakdown</i>                                                                                                                                                                                                                                                                |                                                                                                                      |                                                                                          | Objective: [#4]                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Visual / Display:                                                                                                                                                                                                                                                                                                    | Slide Text:                                                                                                          | Narration / Voiceover:                                                                   | Animation / Interaction:                                                                                                                                                                                                                                     |
| <p><b>Accordion - takes up entire screen</b></p> <p>Tabs for Phase 1, 2, 3 are on the left</p> <p>Tabs match the colors of the TVM logo</p> <p>The rest of the screen is a rectangle with white background with a colored border - the TVM logo is centered</p> <p>Gold Arrow: with text, Select the Phase 1 tab</p> | <p>No Slide Title</p> <p>(Inside rectangle, centered) TVM - Phase Breakdown</p> <p>Arrow: Select the Phase 1 tab</p> | <p>[Insert Script Text] Select each tab, going right to left beginning with Phase 1.</p> | <p>Arrow pointing to the Phase 1 tab fades in towards the end of the audio</p> <p>Phase 1 tab disabled until audio ends</p> <p>Selecting Phase 1 tab triggers to show layer 2.3a Phase 1</p> <p>All other tabs are disabled</p> <p>Next button is hidden</p> |
| <b>Notes:</b>                                                                                                                                                                                                                                                                                                        |                                                                                                                      |                                                                                          |                                                                                                                                                                                                                                                              |

| Slide 2.3a Phase 1                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Objective: [#4]                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| Visual / Display:                                                                                                                                                                                                                                                                                                           | Slide Text:                                                                                                                                                                                           | Narration / Voiceover:                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Animation / Interaction:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p>Tabs for Phase 2 and 3 on the left, Phase 1 tab is on the right</p> <p>The rest of the space is the Phase 1 icon (left), black text (middle) with in rectangle having slight white transparency</p> <p>Behind this is an image of adults working in an office</p> <p>Orange Arrow: with text, Select the Phase 2 tab</p> | <p>Create a Climate for Change</p> <ol style="list-style-type: none"> <li>1. ESTABLISH urgency</li> <li>2. BUILD coalition</li> <li>3. DEVELOP vision</li> </ol> <p>Arrow: Select the Phase 2 tab</p> | <p>Phase one of the TechReach Value Model is Create a Climate for Change, which is accomplished by following 3 steps:</p> <p>Step 1 - Establish a sense of urgency: this means inspiring people to act to pursue a common goal</p> <p>Step 2 - Build a guiding coalition of volunteers: this is an army of like-minded people committed to the common goal</p> <p>Step 3 - Develop a vision and strategy that clarifies the goal or future desired and get buy-in from your coalition</p> | <p>When Phase 1 tab is clicked, it moves to the right, revealing the Phase 1 text and picture</p> <p>“X” appears at the top of the Phase 1 tab towards the end of audio</p> <ul style="list-style-type: none"> <li>- Hotspot over the “X” to triggers the “close” of the tab</li> </ul> <p>When audio finishes, Phase 1 tab can be opened or closed</p> <p>Arrow pointing to the Phase 2 tab fades in towards the end of the audio</p> <p>Phase 2 tab disabled until audio ends</p> <p>Selecting Phase 2 tab triggers opening of 2.3b Phase 2 layer</p> <p>Next button is hidden</p> |
| <b>Notes:</b>                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

| Slide 2.3b Phase 2                                                                                                                                                                                                                                                                                               |                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Objective: [#4]                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Visual / Display:                                                                                                                                                                                                                                                                                                | Slide Text:                                                                                                    | Narration / Voiceover:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Animation / Interaction:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p>Tab for Phase 3 on the left; Phase 1 and 2 tabs is on the right</p> <p>The rest of the space is the Phase 2 icon (left), black text (middle) within rectangle having slight white transparency</p> <p>Behind this is an image of adults celebrating</p> <p>Green Arrow: with text, Select the Phase 3 tab</p> | <p>Engage and Enable the Organization</p> <p>4.COMMUNICATE vision<br/>5.EMPOWER action<br/>6.GENERATE wins</p> | <p>Phase 2 of our change model is Engaging and Enabling the Organization, which includes the next 3 steps of the change process which are:</p> <p>Step 4 - Communicate the vision that was clarified in Step 3 and explain how it will become a reality through initiatives linked directly to the vision. Step 5 - Empower broad-based action by removing the obstacles that block or slow down progress. Clear the way for people to be innovative, and to feel safe doing so. Step 6 - Generate short-term wins. These are attainable goals that have been identified that are then recognized, collected, and communicated early and often in order to track progress and energize staff.</p> | <p>When Phase 2 tab is clicked, it moves to the right, revealing the Phase 2 text</p> <p>“X” appears at the top of the Phase 2 tab towards the end of audio</p> <ul style="list-style-type: none"> <li>- Hotspot over the “X” to triggers the “close” of the tab</li> </ul> <p>When audio finishes, Phases 1 &amp; 2 tab can be opened or closed</p> <p>Arrow pointing to the Phase 3 tab fades in towards the end of the audio - Select the Phase 3 tab</p> <p>Phase 3 tab is disabled until audio ends - selecting Phase 3 tab triggers to 2.3c Phase 3</p> <p>Next button is hidden</p> |
| <b>Notes:</b>                                                                                                                                                                                                                                                                                                    |                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

| Slide 2.3c Phase 3                                                                                                                                                                                                                                                                                                                        |                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Objective: [#4]                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| Visual / Display:                                                                                                                                                                                                                                                                                                                         | Slide Text:                                                                                                                              | Narration / Voiceover:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Animation / Interaction:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p>All tabs for Phases are on the left</p> <p>A white rectangle with black text takes up the rest of the space</p> <p>Icon for Phase 3 from the TVM logo is on the left of the white rectangle</p> <p>Phase 3 text is next to the icon</p> <p>A gold text box “Select Next to see the course review” appears towards the end of audio</p> | <p>Implement and Sustain Change</p> <p>7. CONSOLIDATE gains</p> <p>8. ANCHOR approaches</p> <p>Select Next to see the course review.</p> | <p>In the 3rd and final phase, Implementing and Sustaining Change, the last 2 steps are: Step 7 - Consolidate gains. Produce more change by continuing to follow the steps that led to the success or gains. Step 8 - Anchor new approaches in culture - How? By articulating the connections between new behaviors and organizational success; continue the new behaviors until they become strong enough to replace old habits. Evaluate systems and processes to ensure management practices reinforce the changes made.</p> <p>This covers all the content for this course. Introduction to Change Management. The module concludes with a quiz, but first, select next to have a quick review.</p> | <p>When Phase 3 tab is clicked, it moves to the right, revealing the Phase 3 text</p> <p>“X” appears at the top of the Phase 2 tab towards the end of audio</p> <ul style="list-style-type: none"> <li>- Hotspot over the “X” to triggers the “close” of the tab</li> </ul> <p>When audio finishes, all tabs can be opened or closed</p> <p>The gold text box (“Select Next...”) fades in towards the end of audio</p> <p>Next button is hidden until audio ends on this layer, then when selected jumps to the next slide, 2.4 Summary</p> |
| <b>Notes:</b>                                                                                                                                                                                                                                                                                                                             |                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

| Slide [2.4]/ Menu Title: <i>Summary</i>                                                                           |                                                                                          |                                                                                                                                                                                         | Objective: [#1, 2, 3, 4]                                                                     |
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| Visual / Display:                                                                                                 | Slide Text:                                                                              | Narration / Voiceover:                                                                                                                                                                  | Animation / Interaction:                                                                     |
| <p><b>2.4 Summary</b></p> <p>Aliyah, smiling and thinking, appears on the left</p> <p>Background is an office</p> | <p>[Slide Title] <b>Review</b></p> <p>Captions - Some takeaways from today’s course:</p> | <p>[Insert Script Text]</p> <p>Some takeaways from today’s course: Change management is the process of overseeing and facilitating change at any level where it occurs. VUCA is the</p> | <p>Caption bubble fades in timed with audio</p> <p>Next button disabled until audio ends</p> |

|                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                       |
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| <p>Header is a smaller rectangle, black text, left aligned, with a black border</p> | <ul style="list-style-type: none"> <li>- Change management is the process of overseeing and facilitating change at any level where it occurs.</li> <li>- VUCA is the acronym for Volatility, Uncertainty, Complexity, and Ambiguity.</li> <li>- Successful change management in a VUCA world depends on these leadership behaviors: Vision, Understanding, Clarity, and Agility.</li> <li>- The TechReach Value Model (TVM), is an 8 step process comprised of 3 phases: 1) Creating a Climate for Change, 2) Engaging and Enabling the Organization, and 3) Implementing and Sustaining Change.</li> </ul> | <p>acronym for Volatility, Uncertainty, Complexity, and Ambiguity. Successful change management in a VUCA world depends on these leadership behaviors: Vision, Understanding, Clarity, and Agility. The TechReach Value Model (TVM), is an 8 step process comprised of 3 phases: 1) Creating a Climate for Change, 2) Engaging and Enabling the Organization, and 3) Implementing and Sustaining Change.</p> | <p>Each bullet from slide text is in its own square</p> <p>The squares are different colors and fade in timed with audio</p> <p>The Next button goes to slide 2.5</p> |
| <p><b>Notes:</b></p>                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                       |

| Slide [2.5]/ Menu Title: <i>Intro to Quiz</i>                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Objective: [#]                                                                                                                                                                                                                                                                                                     |
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| Visual / Display:                                                                                                                                                                                                          | Slide Text:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Narration / Voiceover:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Animation / Interaction:                                                                                                                                                                                                                                                                                           |
| <p>Header is a smaller rectangle, white text, left aligned, with a white border</p> <p>Background is an office</p> <p>White rectangle taking up most of the screen, slightly transparent, and is centered - black text</p> | <p>[Slide Title] <b>Quiz DETAILS</b></p> <ul style="list-style-type: none"> <li>- 5 quiz questions (true/false, multiple choice, drag &amp; drop)</li> </ul> <p>Select SUBMIT after each question</p> <ul style="list-style-type: none"> <li>- 1 attempt per question</li> <li>- Passing score is 80% (or 4 out of 5 correct answers)</li> <li>- Retake the quiz if you do not pass on the first attempt</li> </ul> <p>Want to review first? Select PREV to leave the review and revisit the course. Ready for the quiz? Select NEXT.</p> | <p>[Insert Script Text] There are 5 quiz questions after this screen that are based on the information covered in this course. Be sure to select the SUBMIT button at the lower right corner after each question. Only one attempt is allowed.</p> <p>The required passing score is 80% (or 4 out of 5 correct answers). If you do not pass on the first attempt, you will need to retake the quiz.</p> <p>Want to review first? Select the previous button to revisit the course.</p> <p>Ready for the quiz? Select next.</p> | <p>Slide text fades in and floats in from the bottom timed with the audio</p> <p>Next button is disabled until audio completes</p> <p>Next button goes to the next slide, 2.6 Question 1 - <i>all quiz questions are hidden from the menu</i></p> <p>Prev button jumps back to slide 2.3 TVM - Phase Breakdown</p> |
| <b>Notes:</b>                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                    |

| Slide [2.6]/ Menu Title:                |                                                                                                                          |                                                                                                                                          | Objective: [#4]                                                    |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| Visual / Display:                       | Slide Text:                                                                                                              | Narration / Voiceover:                                                                                                                   | Animation / Interaction:                                           |
| <p>Same as 1.8 Base Knowledge Check</p> | <p>[Slide Title] Select the 3 phases of change according to the TechReach Value Model (TVM): <i>answers are bold</i></p> | <p>[Insert Script Text] Question 1: From the choices provided, select the 3 phases of changes according to the TechReach Value Model</p> | <p>Next button hidden</p> <p>Submit button triggers next slide</p> |

|               |                                                                                                                                                                                                                             |  |                                                                                                                              |
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|               | <ul style="list-style-type: none"> <li>- <b>Create a climate of change</b></li> <li>- <b>Engage and enable the organization</b></li> <li>- Communicate the vision</li> <li>- <b>Implement and sustain change</b></li> </ul> |  | <b>*Note for slides 2.6-2.10:</b> allow submit button to work at any time, do not disable submit button until audio finishes |
| <b>Notes:</b> |                                                                                                                                                                                                                             |  |                                                                                                                              |

| Slide [2.6a]/ Menu Title:                                                                           |                                                                                                                                  |                        |                                       |
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| Visual / Display:                                                                                   | Slide Text:                                                                                                                      | Narration / Voiceover: | Animation / Interaction:              |
| <b>Review layer</b><br>Same as 2.6<br><br>yellow post-it note image towards lower half of the slide | [Slide Title] same as 2.6<br><br>Feedback: The 3 phases of the TVM enable us to align our organization during seasons of change. |                        | Next button advances to next question |
| <b>Notes:</b>                                                                                       |                                                                                                                                  |                        |                                       |

| Slide [2.7]/ Menu Title: |                                                                                    |                                                                                                                                                   | Objective: [#1]                                             |
|--------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| Visual / Display:        | Slide Text:                                                                        | Narration / Voiceover:                                                                                                                            | Animation / Interaction:                                    |
| same as Slide 2.6        | [Slide Title] What is the definition of change management? <i>answers are bold</i> | <i>[Insert Script Text]</i><br>Question 2 - Select and drag the best answer into the empty field.<br>What is the definition of change management? | Next button hidden<br><br>Submit button triggers next slide |

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|               | <ul style="list-style-type: none"> <li>- It is the ability to predict the future or see patterns.</li> <li>- <b>It is a process of overseeing and facilitating change.</b></li> <li>- It is the ability to manage the leadership behaviors desired in any organization.</li> <li>- It is the process of aligning behaviors with a change model.</li> </ul> |  |  |
| <b>Notes:</b> |                                                                                                                                                                                                                                                                                                                                                            |  |  |

| Slide [2.7a]/ Menu Title:          |                                                                                                                  |                        |                                       |
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| Visual / Display:                  | Slide Text:                                                                                                      | Narration / Voiceover: | Animation / Interaction:              |
| <b>Review layer</b><br>Same as 2.7 | [Slide Title] same as 2.7<br><br>Feedback: Remember, change is inevitable so a process must exist to address it. | [Insert Script Text]   | Next button advances to next question |
| <b>Notes:</b>                      |                                                                                                                  |                        |                                       |

| Slide [2.8]/ Menu Title: |                                                                             |                                                                                                       | Objective: [#4]          |
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| Visual / Display:        | Slide Text:                                                                 | Narration / Voiceover:                                                                                | Animation / Interaction: |
| same as Slide 2.6        | [Slide Title] If leadership behaviors steer us, then which of the following | [Insert Script Text]<br>Question 3 - From the choices provided, select the best answer. If leadership | Next button hidden       |

|        |                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                          |                                          |
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|        | <p>options describes a change model? <i>answers are bold</i></p> <ul style="list-style-type: none"> <li>- It is a common language to help all levels of staff communicate</li> <li>- <b>It is the vehicle used to navigate change and reach the pre-determined destination</b></li> <li>- It is the priority to tailor actions in alignment with company philosophy</li> <li>- It is not really needed during times of transition</li> </ul> | <p>behaviors steer us, then which of the following options describes a change model?</p> | <p>Submit button triggers next slide</p> |
| Notes: |                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                          |                                          |

| Slide [2.8a]/ Menu Title:                  |                                                                                                                                                       |                             |                                              |
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| Visual / Display:                          | Slide Text:                                                                                                                                           | Narration / Voiceover:      | Animation / Interaction:                     |
| <p><b>Review layer</b><br/>Same as 2.8</p> | <p>[Slide Title] same as 2.8</p> <p>Feedback: Leadership behaviors and the change model help us reach our predetermined destination successfully.</p> | <p>[Insert Script Text]</p> | <p>Next button advances to next question</p> |
| Notes:                                     |                                                                                                                                                       |                             |                                              |

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| Slide [2.9]/ Menu Title: |                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                  | Objective: [#2]                                                    |
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| Visual / Display:        | Slide Text:                                                                                                                                                                                                                                                                                                                                                                                                                        | Narration / Voiceover:                                                                                                                           | Animation / Interaction:                                           |
| same as Slide 2.6        | <p>[Slide Title]</p> <p><b>V.U.C.A.: Drag and match the definition on the right to the word on the left.</b></p> <ul style="list-style-type: none"> <li>- Volatility - speed of change</li> <li>- Uncertainty - the ability or inability to predict patterns</li> <li>- Complexity - situational factors and their interconnection</li> <li>- Ambiguity - level of vagueness in terminology, processes, and information</li> </ul> | <p>[Insert Script Text] Question 4: Drag and match the definitions in the right-hand column to the appropriate term in the left-hand column.</p> | <p>Next button hidden</p> <p>Submit button triggers next slide</p> |
| <b>Notes:</b>            |                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                  |                                                                    |

| Slide [2.9a]/ Menu Title:                     |                                                                                                         |                             |                                              |
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| Visual / Display:                             | Slide Text:                                                                                             | Narration / Voiceover:      | Animation / Interaction:                     |
| <p><b>Review layer</b></p> <p>Same as 2.9</p> | <p>[Slide Title] same as 2.9</p> <p>Feedback: VUCA is a military-derived acronym that describes our</p> | <p>[Insert Script Text]</p> | <p>Next button advances to next question</p> |

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|               | unstable and rapidly changing world. |  |  |
| <b>Notes:</b> |                                      |  |  |

| Slide [2.10]/ Menu Title: <i>Question 5</i> |                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                               | Objective: [#3]                                             |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| Visual / Display:                           | Slide Text:                                                                                                                                                                                                                                                                                                                                           | Narration / Voiceover:                                                                                                                        | Animation / Interaction:                                    |
| same as Slide 2.6                           | [Slide Title]<br><b>What is the essential action that a leader must take?</b> <i>answers are bold</i><br>- <b>model the desired critical leadership behaviors desired from everyone</b><br>- win over staff by avoiding conflict<br>- pay attention to competitors for ideas<br>- allow the organization to operate with as little change as possible | [Insert Script Text] Question 5 – Select and drag the best answer into the empty field: What is the essential action that a leader must take? | Next button hidden<br><br>Submit button triggers next slide |
| <b>Notes:</b>                               |                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                               |                                                             |

| Slide [2.10a]/ Menu Title:          |                            |                        |                                       |
|-------------------------------------|----------------------------|------------------------|---------------------------------------|
| Visual / Display:                   | Slide Text:                | Narration / Voiceover: | Animation / Interaction:              |
| <b>Review layer</b><br>Same as 2.10 | [Slide Title] same as 2.10 | [Insert Script Text]   | Next button advances to next question |

|               |                                                                                  |  |  |
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|               | Feedback: This is vital because leaders exist on every level of an organization. |  |  |
| <b>Notes:</b> |                                                                                  |  |  |

| Slide [2.11]/ Menu Title: <i>Quiz Results</i>                              |                                   |                        | Objective: [#]                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------|-----------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Visual / Display:                                                          | Slide Text:                       | Narration / Voiceover: | Animation / Interaction:                                                                                                                                                                                                                                                                    |
| Text is at the top center of the screen, black, 28 pt Bernard MT Condensed | [Slide Title] <b>Quiz Results</b> | N/A                    | <p>Show Failure layer 2.11a when timeline starts if results are less than Passing Score</p> <p>Show Success layer 2.11b when timeline starts if results are equal to or greater than Passing Score</p> <p>The only thing that shows from the base layer is the slide text, Quiz Results</p> |
| <b>Notes:</b>                                                              |                                   |                        |                                                                                                                                                                                                                                                                                             |

| Slide 2.11a Failure                                                                                                                                                                   |                                                                                                                                            |                        | Objective: [#]                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------------------------------------------------------------------------------------------|
| Visual / Display:                                                                                                                                                                     | Slide Text:                                                                                                                                | Narration / Voiceover: | Animation / Interaction:                                                                                   |
| <p>Aliyah sad/tired, to the right</p> <p>Quiz Results - centered</p> <p>White background</p> <p>Red "X" to the left</p> <p>Red rectangular border</p> <p>Gold button - Retry Quiz</p> | <p>[Slide Title] <b>Quiz Results</b></p> <p>You did not pass. Please retake the quiz.</p> <p>Your Score: XX%</p> <p>Passing Score: 80%</p> | N/A                    | <p>Next button hidden</p> <p>Retry Quiz button triggers a new attempt of quiz, clears previous answers</p> |

|                                                                                                                |            |  |                                                                                                                                             |
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| Red button - Review Quiz<br>Text box with black text: Select one - goes beside the Review and Continue buttons | Select one |  | Review Quiz button takes the learner back through the answered questions and shows the learner's answers, the correct answers, and feedback |
| <b>Notes:</b>                                                                                                  |            |  |                                                                                                                                             |

| Slide 2.11b Success                                                                                                                                                                                                                                                                   |                                                                              |                                                                                                                                                                                  | Objective: [#]                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Visual / Display:                                                                                                                                                                                                                                                                     | Slide Text:                                                                  | Narration / Voiceover:                                                                                                                                                           | Animation / Interaction:                                                                                                                                                                                        |
| Aliyah cheering, to the right<br>Quiz Results - centered<br>White background<br>Green checkmark to the left<br>Green rectangular border<br>Gold button - Review Quiz<br>Green button - Continue<br>Text box with black text: Select one - goes beside the Review and Continue buttons | Good job, you passed!<br>Your Score: XX%<br>Passing Score: 80%<br>Select one | Congratulations, you passed the quiz!<br>Feel free to review your answers by selecting Review Quiz. When you're ready, select CONTINUE to go to the final summary of the module. | Next button hidden<br><br>Review Quiz button takes the learner back through the answered questions and shows both the learner's answers and the correct answers<br><br>Continue button jumps to 2.12 Conclusion |
| <b>Notes:</b>                                                                                                                                                                                                                                                                         |                                                                              |                                                                                                                                                                                  |                                                                                                                                                                                                                 |

| Slide [2.12]/ Menu Title: <i>Conclusion</i>                                                                                                                   |                                                                                                     |                                                                                                                                                                                                                               | Objective: [#]                                                                                                                  |
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| Visual / Display:                                                                                                                                             | Slide Text:                                                                                         | Narration / Voiceover:                                                                                                                                                                                                        | Animation / Interaction:                                                                                                        |
| Image related to change/change management on left half of the slide<br>Slide text centered on right half<br>Gold button - Close<br>company logo at the bottom | [Slide Title] <b>No title</b><br>Congrats!<br>You've completed the course.<br>Select CLOSE to exit. | [Insert Script Text] Thank you for joining us today. Your attendance certificate, quiz results, and a link to Module 2 of this series will be sent to the email address on file within 5 business days. Select close to exit. | Next button is hidden<br><br>Slide starts with vertical blinds transition<br><br>Close button allows learner to exit the course |

Notes: