

Design Document

Intro to Change Management

<i>Business Purpose</i>	TechReach, a worldwide leader in technology, is an innovative organization comprised of 3 divisions: Refining Technologies, Specialty Catalysts, and Materials Technologies. Over the past 180 years, TechReach has reinvented itself in order to overcome the many challenges presented as technology and society evolve. It currently faces another season of change: → the departures of the Board President and Chief Management Officer → the acquisition of a solar energy company in early 2022, expanding TechReach into a new field → the current restructuring of each division to implement more environmentally responsible processes and use “green” materials in 50% of all operations by 2035 The results of employee surveys and consultant evaluations reflect that company-wide there is much concern about this period of upheaval. Our consultants recommended increasing communication and training for all levels of personnel; as such, this course is one of several initiatives to be used over the next year. We need to explain how to navigate times of change and define what it means to effectively lead others during change. By completing this module, employees - specifically all management - will be able to identify the company philosophy on change management. This is the first step in learning how to see all decisions, actions, and initiatives through the lens of the company change model and adjust accordingly. It will discuss change management, VUCA, the leadership behaviors to address and navigate change, and the TechReach Value Model (TVM).
<i>Target Audience</i>	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).
<i>Training Time</i>	20-30 minutes
<i>Training Recommendation</i>	→ This is Module 1 of a 9-module series on leadership and lays the foundation for the company-wide discussion on change and innovation currently taking place. → An e-Learning course developed in Articulate Storyline is recommended due to employees being located in different time zones.
<i>Deliverables</i>	→ 1 storyboard with script → 1 e-Learning module, developed in Articulate Storyline with narration • This includes a virtual female avatar, mature in age.
<i>Learning Objectives</i>	→ Define change management → Identify Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) → List the behaviors a leader needs to address VUCA → Describe the TechReach Value Model (TVM)

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<i>Training Outline</i>	1. Intro and Foundation → Navigation → Learning Objectives → Company Recap • Review the 2021 sales report summary → What is Change Management? • Definition, highlighting the tasks leaders should do ○ Address change, develop the process, execute and apply → VUCA: Volatility, Uncertainty, Complexity, Ambiguity → Critical Leadership Behaviors in Addressing VUCA • Vision to Volatility, Understanding to Uncertainty, Clarity to Complexity, Agility to Ambiguity → Knowledge Check 2. Change Model → Purpose of a Change Model • A change model is the vehicle to navigate change • Aligning the company with a change model → TWM Change Model • The model is based on the Kotter model of change • Discuss the TechReach change model • 3 phases: 1) create a climate for change, 2) engage and enable the organization, and 3) implement and sustain change → TWM - Phase Breakdown • Each phase of TVM is listed with its steps (3 phases, 8 steps total) → Review • Restate the learning objectives: change management, VUCA, leadership behaviors, and the TVM with its 3 phases • There is the option to either review the module before continuing to the quiz or go directly to the quiz → Assessment (see <i>Assessment Plan</i> below) → Congratulations • Reminder that the quiz results and the link for Module 2 will be sent to the email address in company files
<i>Assessment Plan</i>	→ 5 questions - Use various formats such as multiple choice, true/false, drag/drop, and select the best answers → 80% passing score required; the quiz can be retaken until passed