

**Special  
program for  
leaders &  
supervisors**

**Learn:**

Why change is hard and why managing it is essential

How to help people thrive through change

Strategies for working through resistance

The 5 critical roles you play in leading change

**1 MONTH TO...  
SUCCESSFULLY  
LEADING  
CHANGE &  
TRANSITION**



"A change can work only if the people affected by it can get through the transition it causes successfully."  
-William Bridges

**Package includes**

- 4 sessions
- materials

**UMD rate: \$75  
public rate: \$250**

"I highly recommend this to all leaders."

"Thanks for sharing this. I always enjoy the time set aside for thinking and planning during the sessions. It's nice to have that quiet time while you're learning to reflect on how this applies to me."

"As always, a useful and positive offering from CLOC. Thank you CLOC team."

"So glad I participated!"



**CLOC** | CENTER FOR LEADERSHIP & ORGANIZATIONAL CHANGE



**1 MONTH TO...**

# **SUCCESSFULLY LEADING CHANGE & TRANSITION**



## **Session 1**

*Why change can be challenging &  
why managing change is important*

# What we covered today

orientation to the program

change vs. transition



why change can be hard



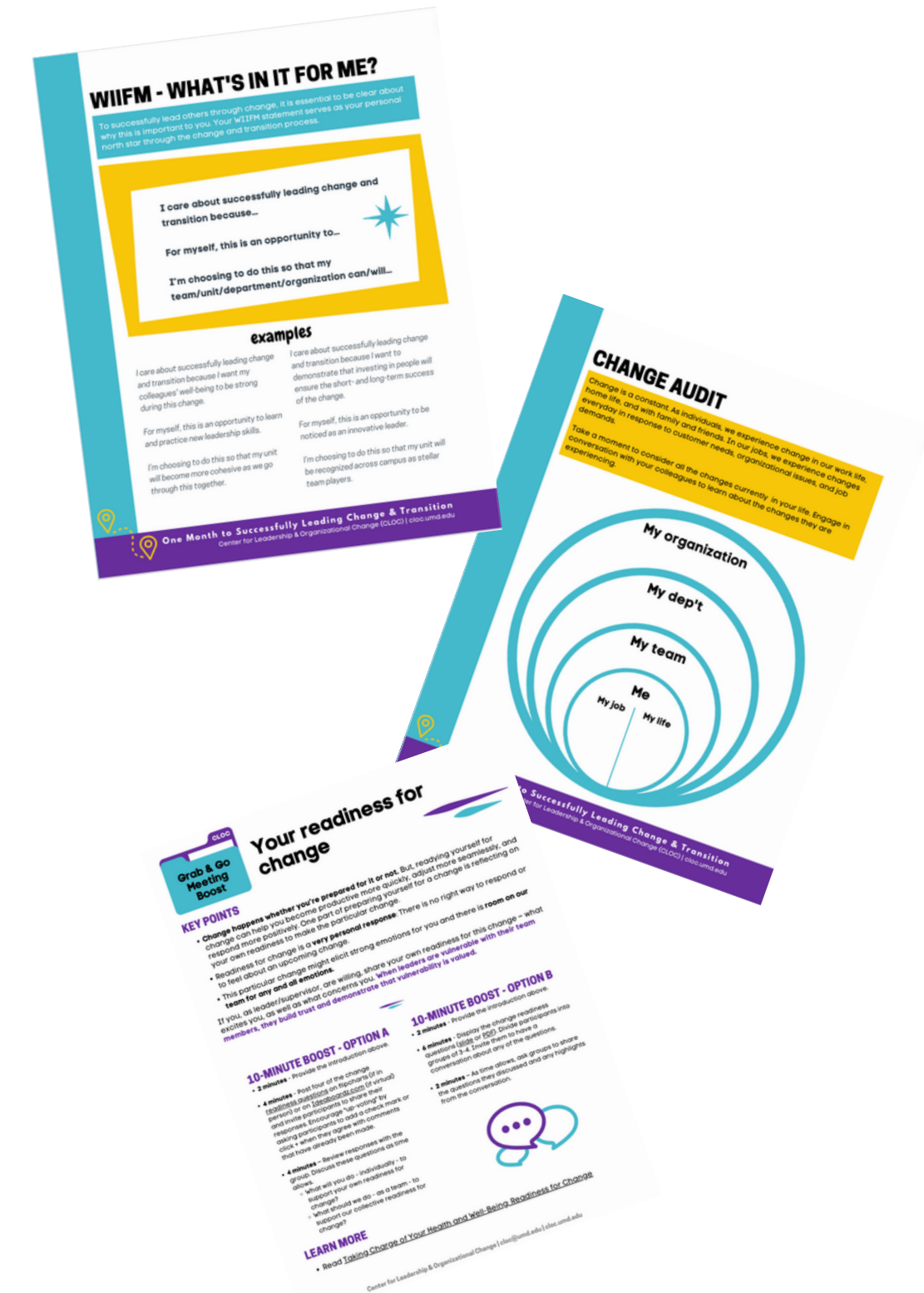
why managing change and transition is important

creating your WIIFM statement



# What you can do this week

- solidify your WIIFM statement
- encourage individuals to conduct a change audit
- have individual conversations about quantity and magnitude of changes in their lives
- have a "Readiness for Change" team conversation





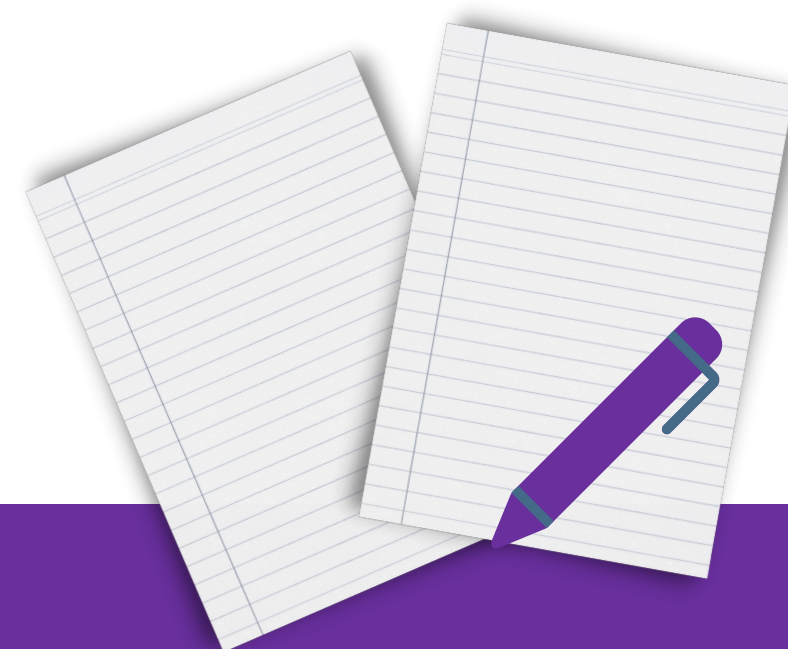
**1 MONTH TO...**

# **SUCCESSFULLY LEADING CHANGE & TRANSITION**



**Session 2**

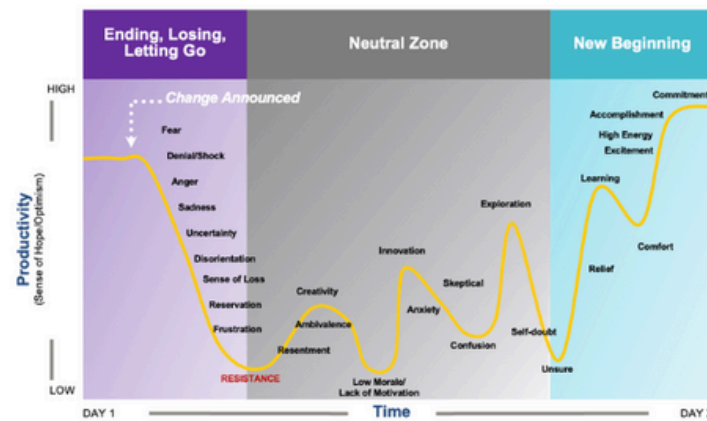
*Helping others thrive through change*



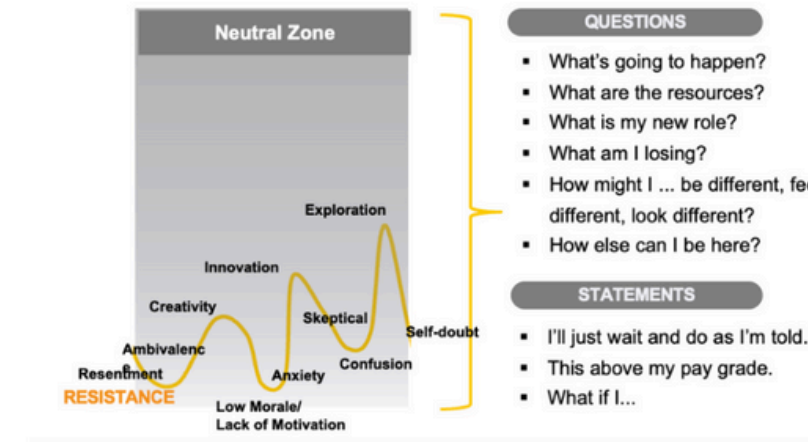
Have access to two pieces of  
paper and pen/pencil

# What we covered today

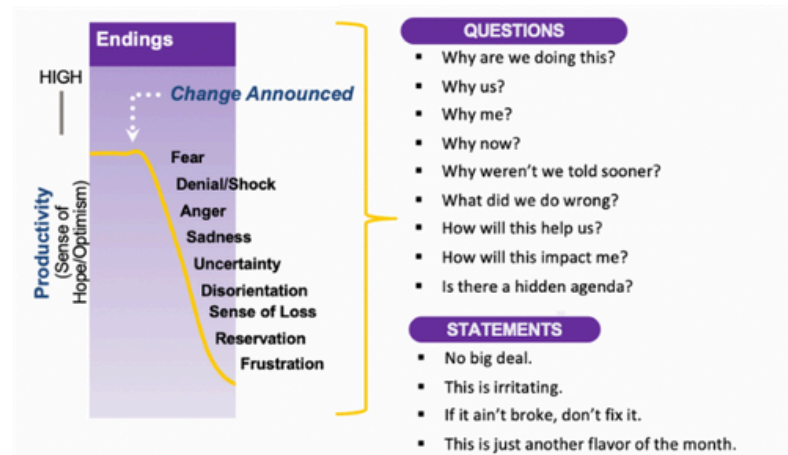
## overview of Bridges Transition Model



## navigating the ups and downs of neutral zone



## change starts with Endings



## the renewed energy of new beginnings



# What you can do this week



talk to team members individually about what will end for them in the change



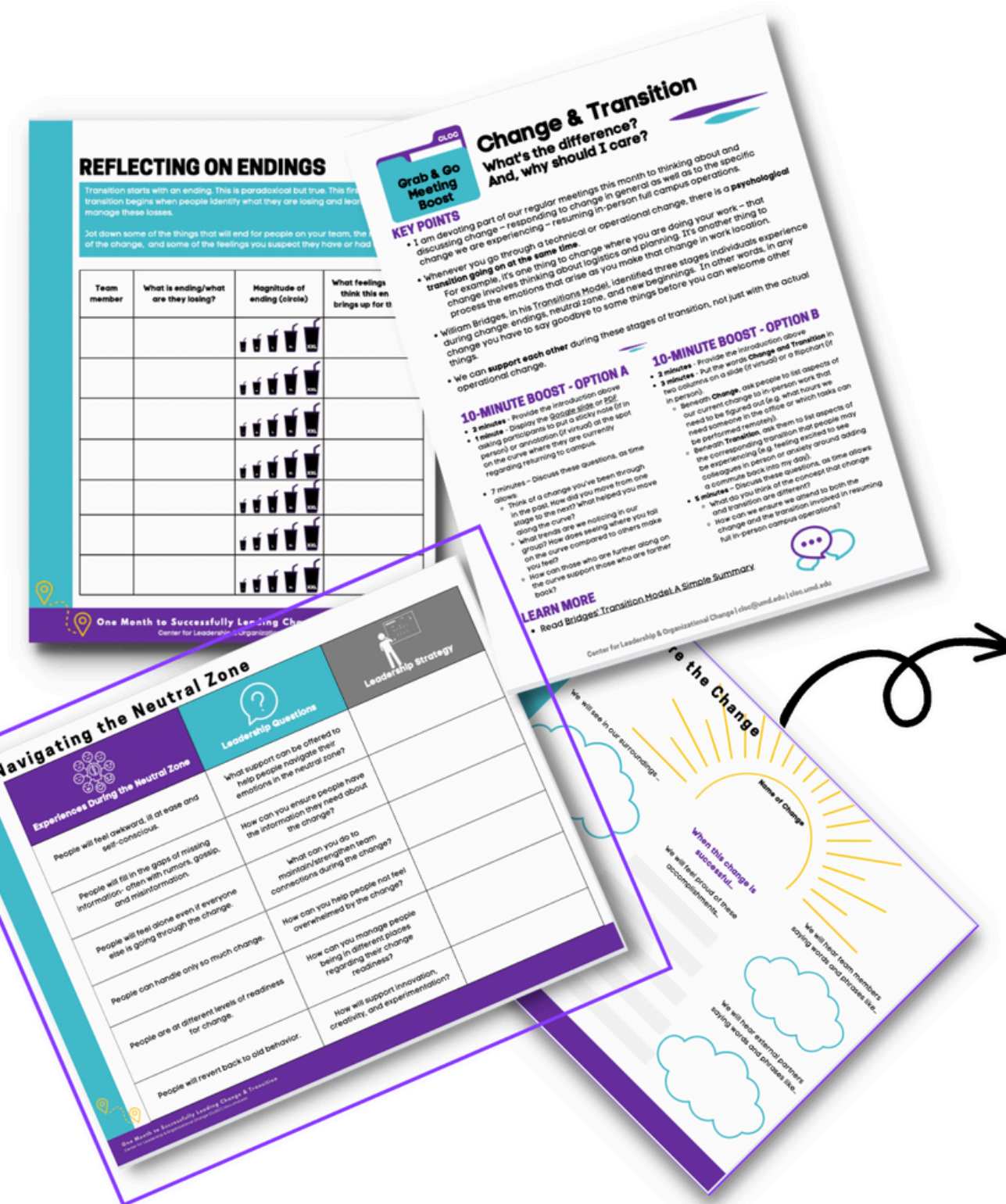
select the change strategies you will adopt

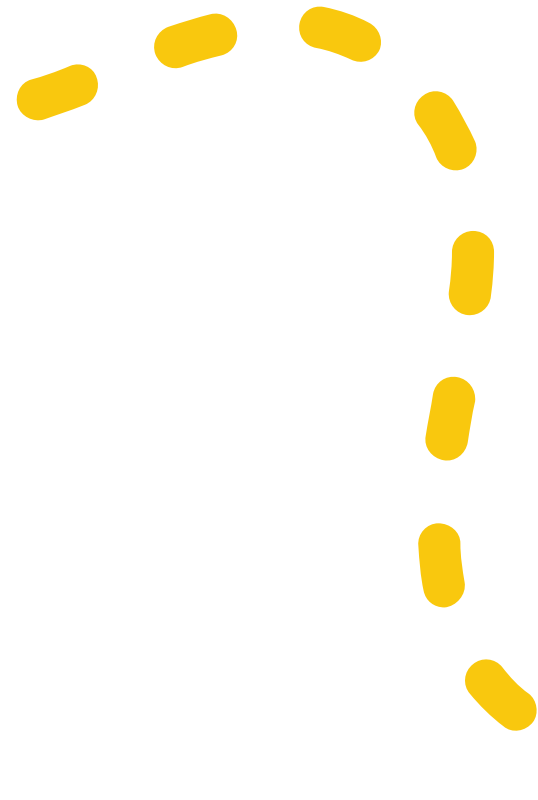


work with team to develop a collective picture of the change



have a "Change and Transition" team conversation





**1 MONTH TO...**

# **SUCCESSFULLY LEADING CHANGE & TRANSITION**

**Session 3**

*Your critical role*



# What we covered today

## 5 roles

- communicator
- liaison
- advocate/champion
- resistance manager
- coach

## Coaching practice

When you coach, you are enabling success.



## Communication practice

Let's practice



Individual reflection

Small group discussion

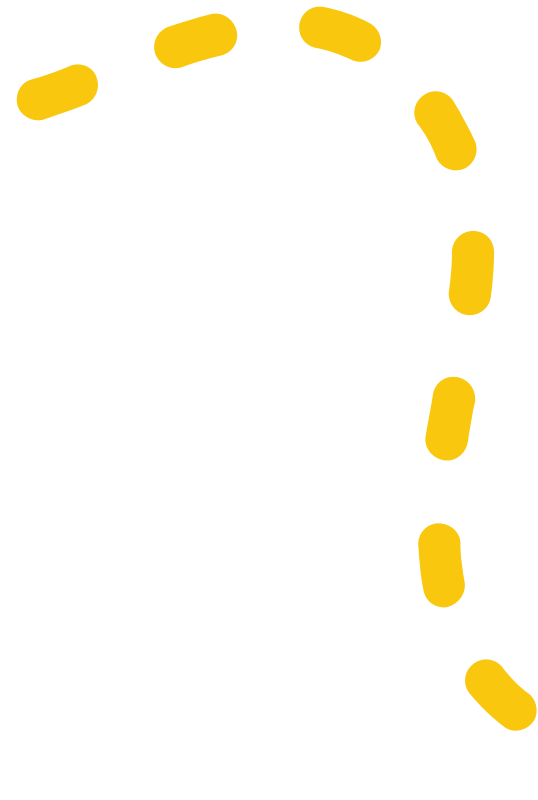


## Risks & mitigation

# What you can do this week

- reflect on the 5 roles; identify which ones might be challenging for you; make a plan
- practice honing your messages with the Communication Checklist
- challenge yourself to ask more questions
- have a "How are we doing?" team conversation





**1 MONTH TO...**

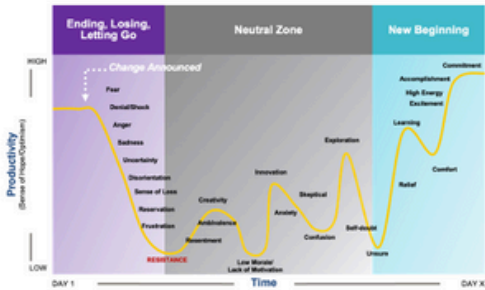
# **SUCCESSFULLY LEADING CHANGE & TRANSITION**

**Session 4**

*Working with resistance*

# What we covered today

## Why resistance happens



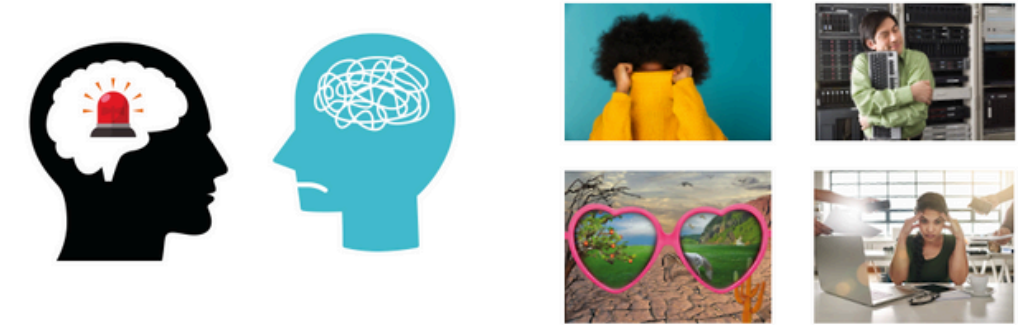
**SCARF**  
**+M**

## Types of resistance behaviors

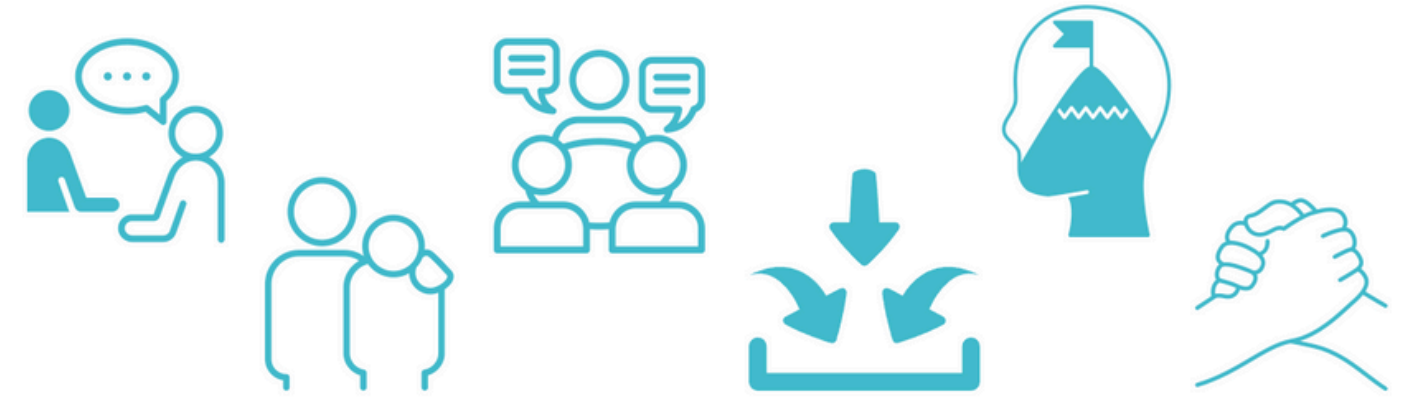


Form	Focus	Actions	Recommended Response
Verbal	Verbal opposition, sarcasm, cynicism, negativity, pessimism, cynicism, negativity, pessimism	Identify the source of the resistance, understand the underlying concerns, and address them directly.	Identify the source of the resistance, understand the underlying concerns, and address them directly.
Non-verbal	Body language, facial expressions, eye contact, lack of eye contact, lack of eye contact	Identify the source of the resistance, understand the underlying concerns, and address them directly.	Identify the source of the resistance, understand the underlying concerns, and address them directly.
Written	Written opposition, sarcasm, cynicism, negativity, pessimism, cynicism, negativity, pessimism	Identify the source of the resistance, understand the underlying concerns, and address them directly.	Identify the source of the resistance, understand the underlying concerns, and address them directly.
Behavioral	Refusal to participate, lack of participation, lack of participation	Identify the source of the resistance, understand the underlying concerns, and address them directly.	Identify the source of the resistance, understand the underlying concerns, and address them directly.
Organizational	Organizational opposition, sarcasm, cynicism, negativity, pessimism, cynicism, negativity, pessimism	Identify the source of the resistance, understand the underlying concerns, and address them directly.	Identify the source of the resistance, understand the underlying concerns, and address them directly.
Individual	Individual opposition, sarcasm, cynicism, negativity, pessimism, cynicism, negativity, pessimism	Identify the source of the resistance, understand the underlying concerns, and address them directly.	Identify the source of the resistance, understand the underlying concerns, and address them directly.
Group	Group opposition, sarcasm, cynicism, negativity, pessimism, cynicism, negativity, pessimism	Identify the source of the resistance, understand the underlying concerns, and address them directly.	Identify the source of the resistance, understand the underlying concerns, and address them directly.
Systemic	Systemic opposition, sarcasm, cynicism, negativity, pessimism, cynicism, negativity, pessimism	Identify the source of the resistance, understand the underlying concerns, and address them directly.	Identify the source of the resistance, understand the underlying concerns, and address them directly.

## Causes of resistance



## Strategies for managing resistance





## ***Use with care***

This material was created by the Center for Leadership & Organizational Change (CLOC) at the University of Maryland. We want you to apply what you learn here to build a workplace where everyone can flourish. If you're interested in using or repurposing this material, please reach out to [cloc@umd.edu](mailto:cloc@umd.edu).