

What are some current changes in your workplace?



*In partnership
with:*



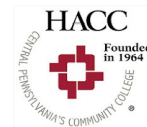
FRONT-LINE LEADERSHIP CREDENTIALING
PROGRAM

Change Management

Dr. Wendy Kubasko
Fall 2026



*In partnership
with:*



What Change Means to You?

Change Theories

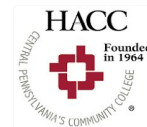
People & Change

Organization & Change

Sustaining Change



*In partnership
with:*



Change and You

Two Types of Change

First Order

Change that does not alter the way you fundamentally operate.

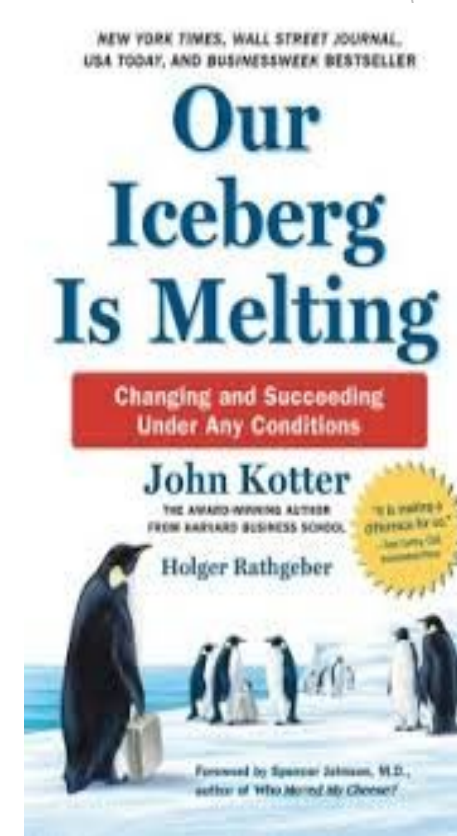
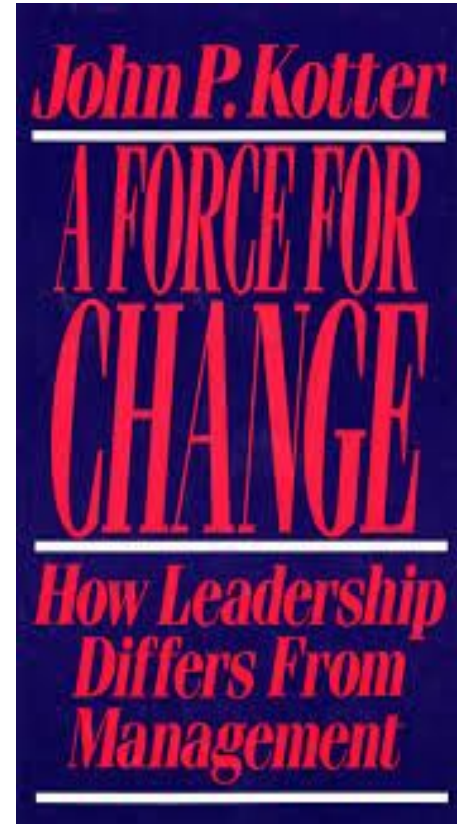
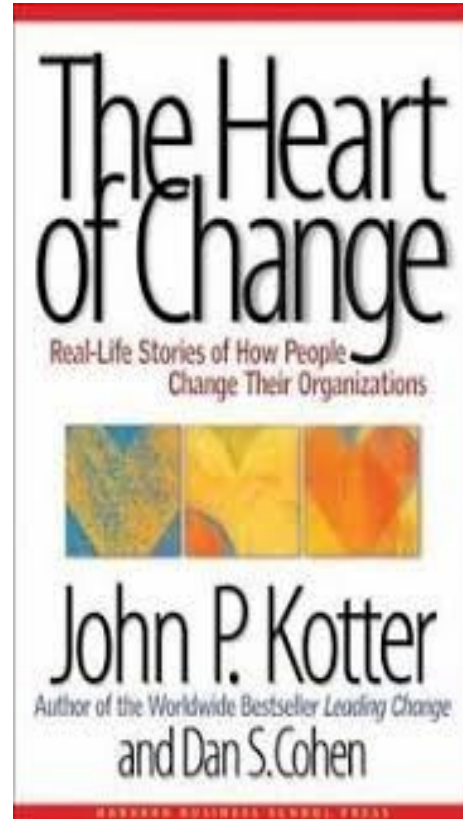
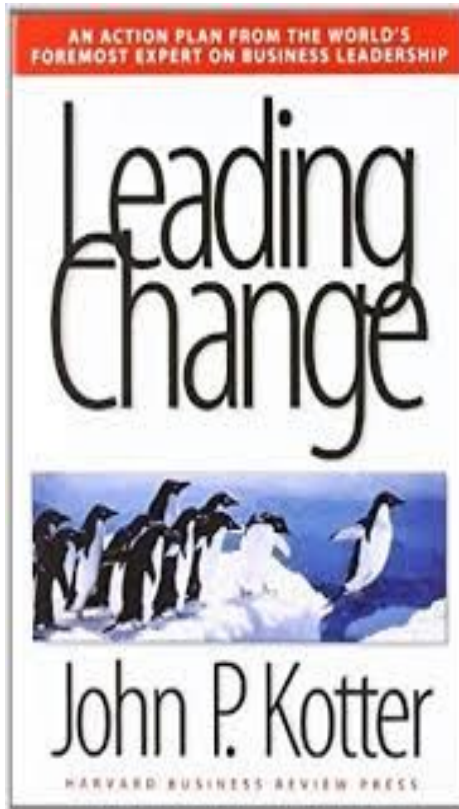


Second Order

Change that alters your typical operations.



John Kotter & Change





Kotter's 8-Step Change Model

1
Create a sense of urgency



2
Build a guiding coalition



3
Form a strategic vision



4
Enlist a volunteer army



5
Enable action by removing barriers



6
Generate easy wins



7
Increase the pace



8
Institute change



Create the right climate

Engage & enable others

Implement & sustain

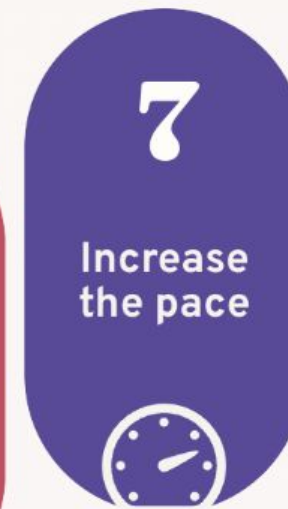


Kotter's 8 Steps Change Model

by Joko Gunawan



What steps might get missed or less attention in your workplace?



Implement & sustain

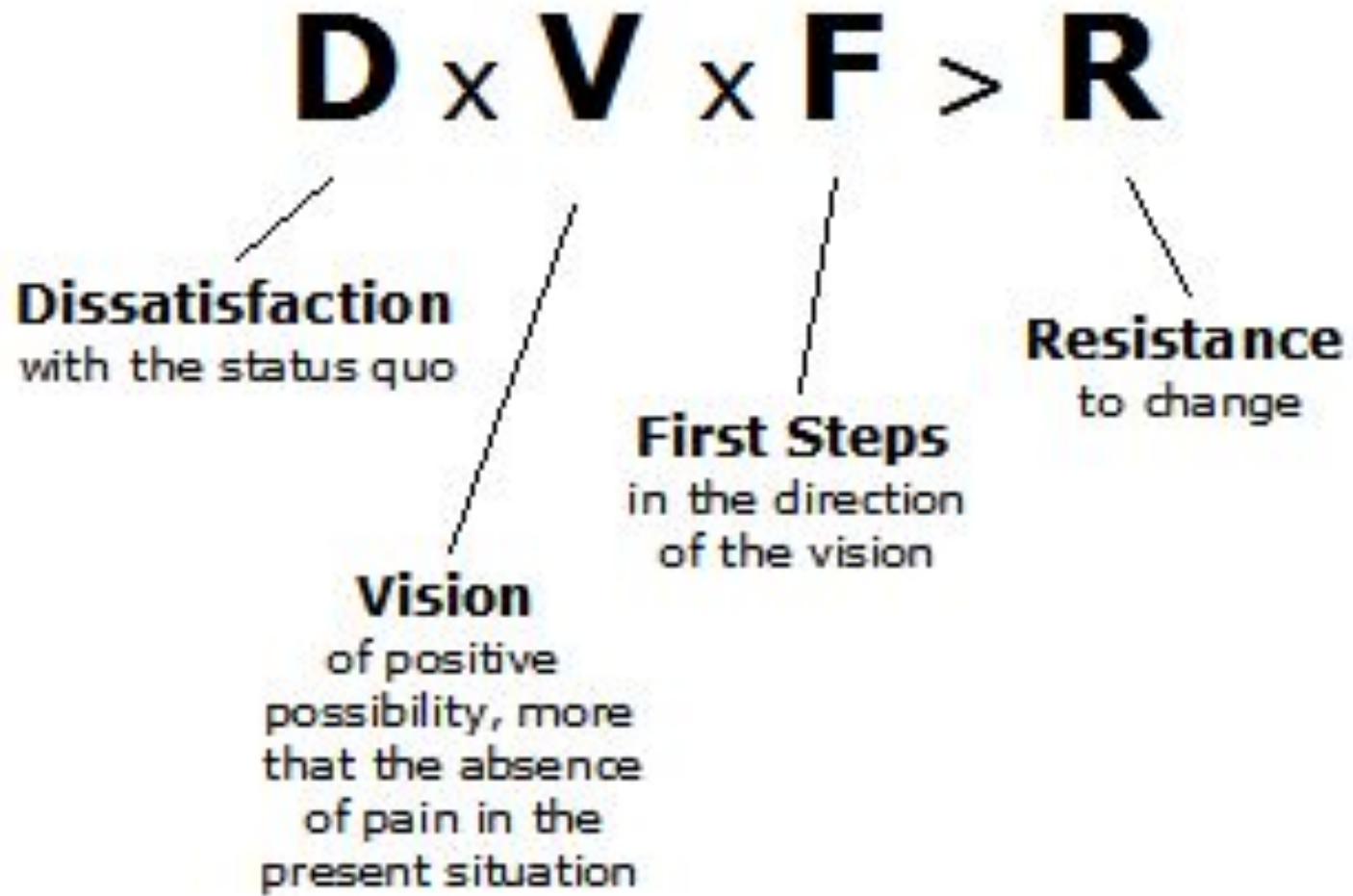
Engage & enable others

Create the right climate

Urgency, Vision, & First Steps

- ▶ Change does not occur without dissatisfaction!
- ▶ A clear WHY for the change is critical
- ▶ Consider the vision for the change and first steps.

The Change Formula



LEWIN'S CHANGE MANAGEMENT MODEL



UNFREEZE



CHANGE



FREEZE

© ScienceSoft USA Corporation



Kotter's 8-Step Change Model

1

Create a sense of urgency



2

Build a guiding coalition



3

Form a strategic vision



4

Enlist a volunteer army



5

Enable action by removing barriers



6

Generate easy wins



7

Increase the pace



8

Institute change



Create the right climate



Engage & enable others



Implement & sustain



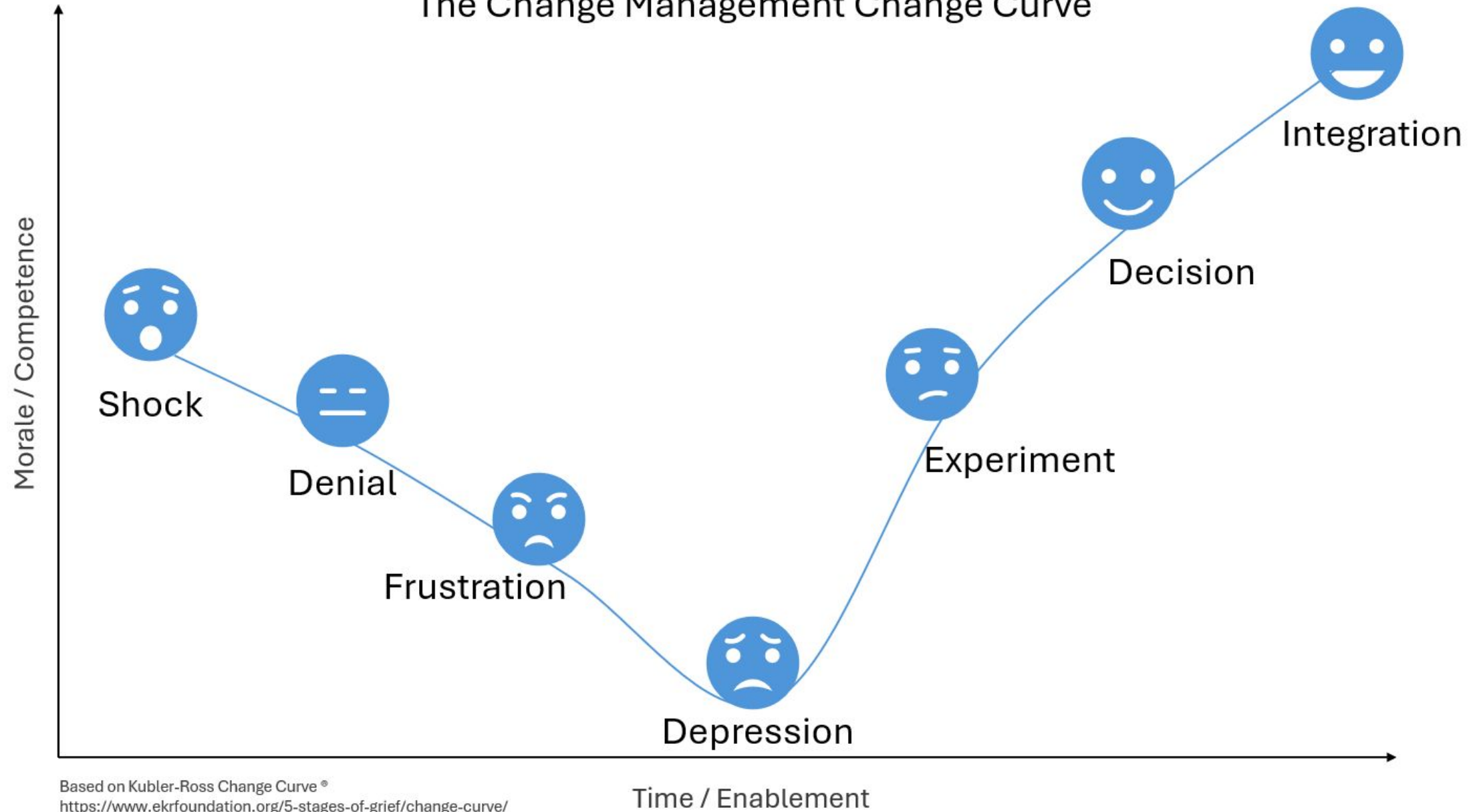
Breakout Groups



Reflect on Kotter's & Lewin's Stages of Change.

- ▶ What are common challenges around change in your workplace?
- ▶ How could knowing change theory help you support others when there is a change at work?

The Change Management Change Curve

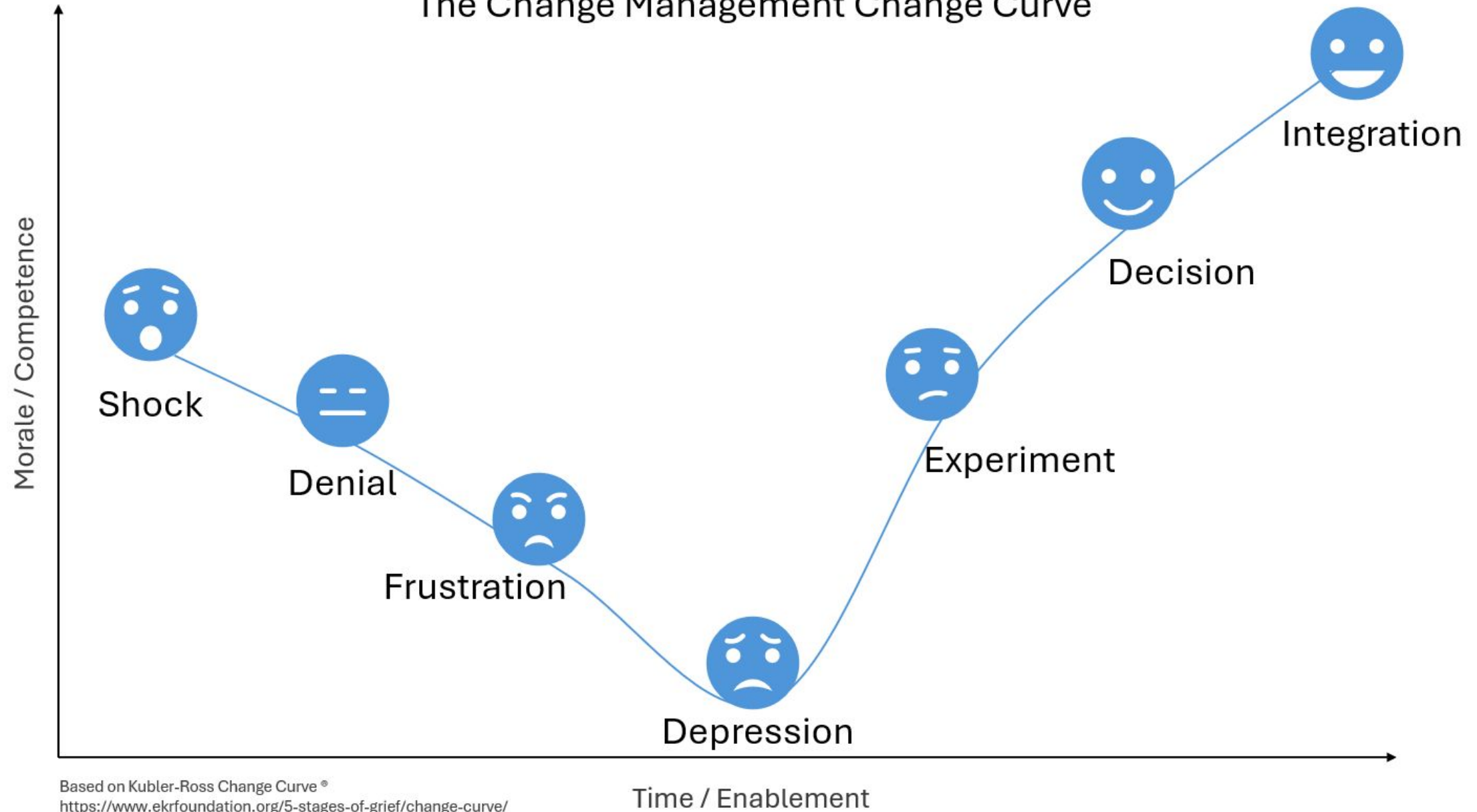


The Change Curve

How to Leverage the Change Curve Model in Change Management

OCM SOLUTION 

The Change Management Change Curve



Quick Write

Consider a recent change in your organization, think through your coworkers....

- ▶ Who handled the change well?
- ▶ Who struggled?
- ▶ How could you tell?
- ▶ What leader actions might have helped those struggled?

People & Change

- ▶ Individuals process change in different ways.
- ▶ Change can be equated with grief.
- ▶ Leaders should recognize individual perspectives about change.

Communicate, Communicate, Communicate...



Is there a clear understanding of the **WHY?**

- ▶ Why change?
- ▶ Who benefits?
- ▶ Why me?

Are there steps laid out to support the **HOW?**

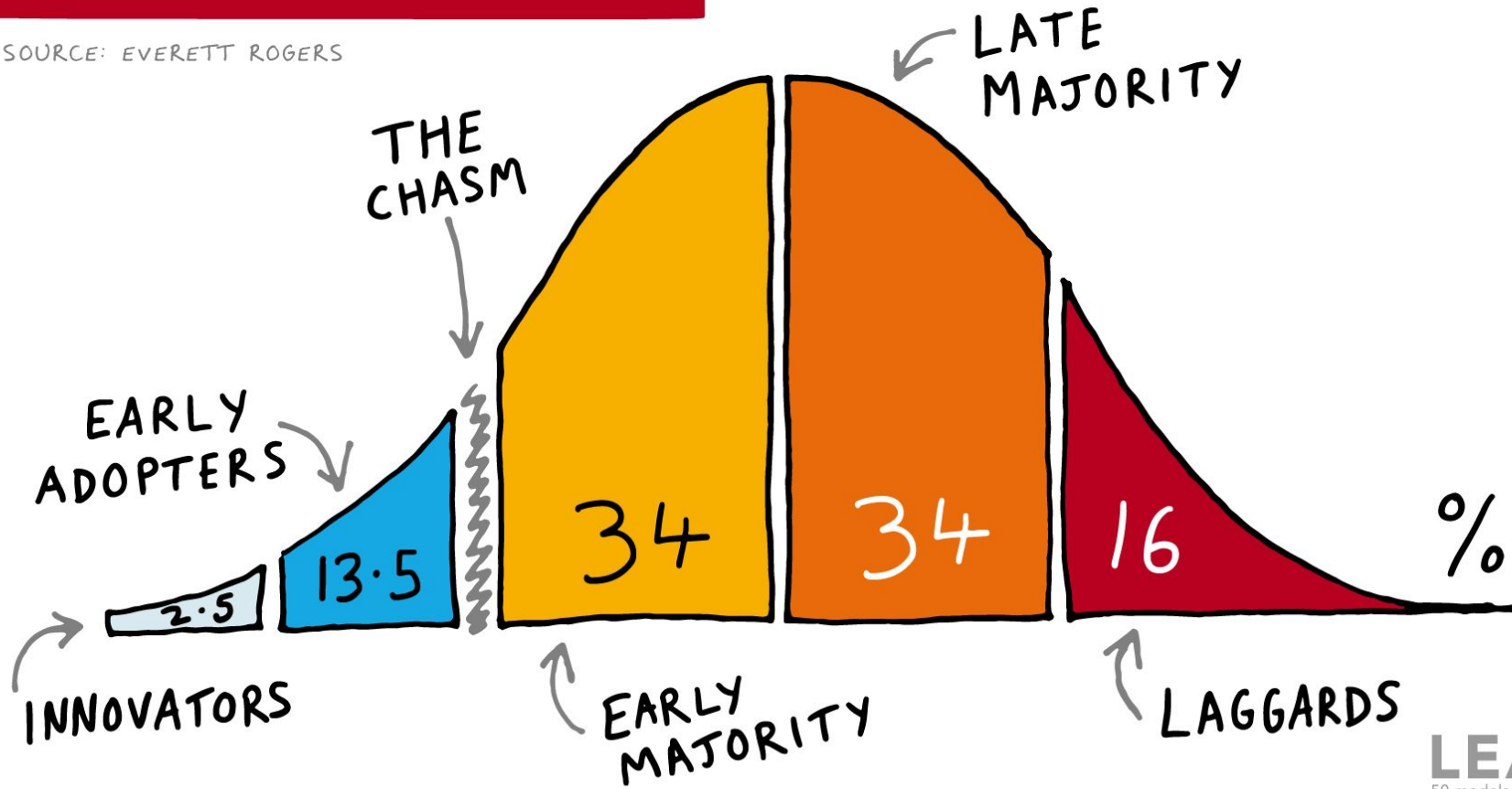
- ▶ When will it happen?
- ▶ What resources?
- ▶ What training?
- ▶ What are the expectations?

Organizations & Change



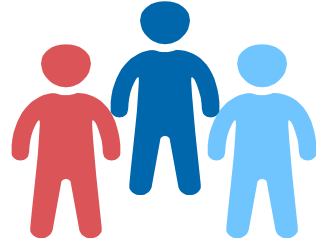
DIFFUSION OF INNOVATION

SOURCE: EVERETT ROGERS



LEAD
50 models for success

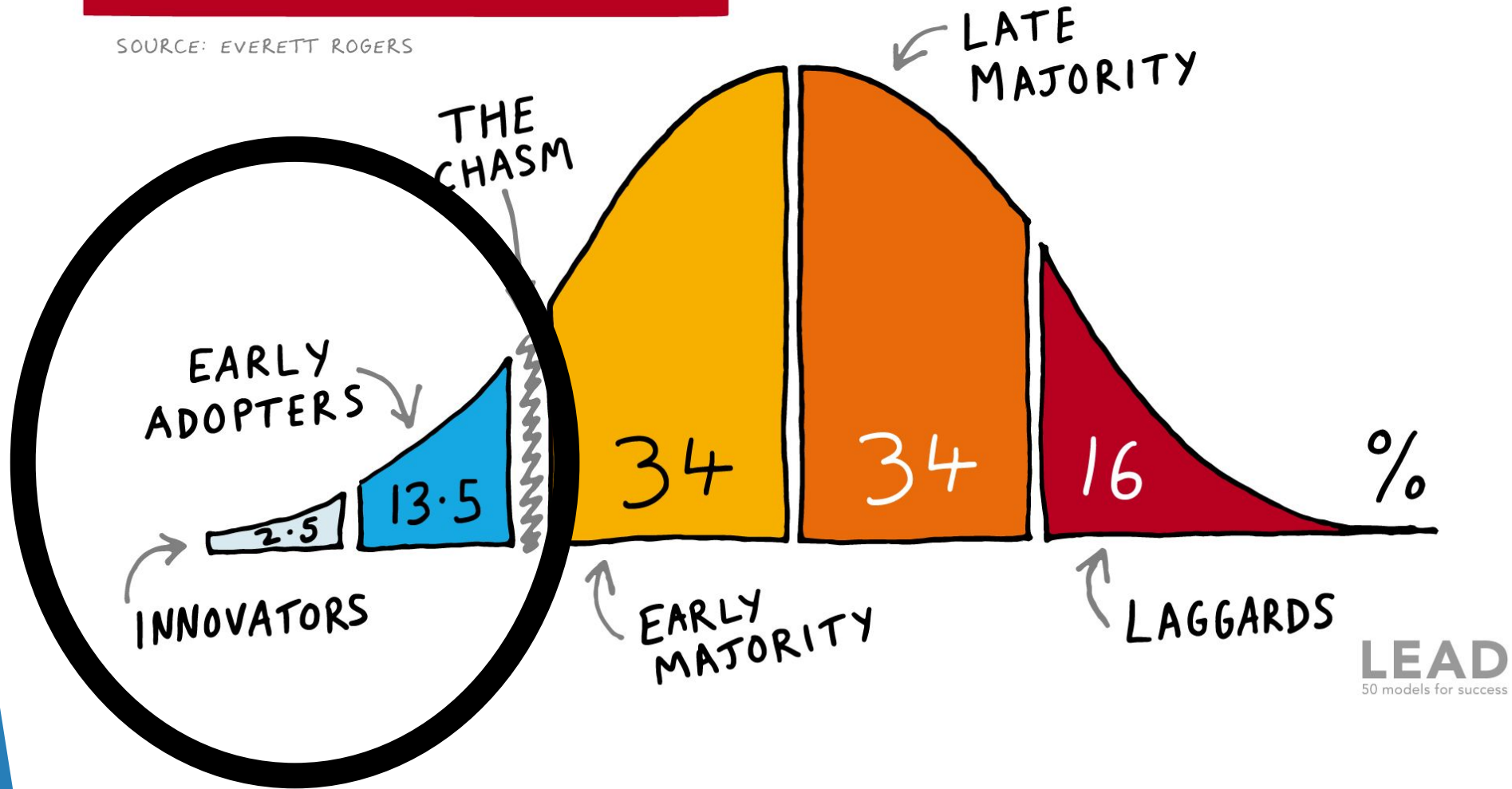
Guiding Coalition



- ▶ Early adopters - those excited by change
- ▶ Respected by peers - perceived as leaders
- ▶ Highly interested in the endeavor
- ▶ Willing to share ideas & try new things
- ▶ Flexible and adaptable
- ▶ Able to share concerns as well as successes

DIFFUSION OF INNOVATION

SOURCE: EVERETT ROGERS



LEAD
50 models for success

Knowing the Individuals in Your Organization

Take a few moments to
independently complete
the personality quiz.

QUIZ

Personality Array Quiz

4 columns with 12 rows

- ▶ Get a blank sheet of paper.
- ▶ Create a grid.
- ▶ As we answer the questions, you can fill in the grid.
- ▶ Then, total up each column.

**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

In your normal day to day life, you tend to be...

Nuturing,
Sensitive,
Caring

Logical,
Systematic,
Organized

Spontaneous,
Creative,
Playful

Quiet,
Insightful,
Reflective

**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

In your normal day to day life, you tend to value...

Harmony,
Relationships

Work, Time
Schedule

Stimulation,
Having Fun

Reflection,
Time Alone

**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

In most settings, you are usually...

Authentic,
Compassionate,
Harmonious

Traditional,
Responsible,
Parental

Active,
Opportunistic,
Spontaneous

Inventive,
Competent,
Seeking

**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

In most situations you can be described as

Empathetic.
Communicative
Devoted

Practical,
Competitive,
Loyal

Impetuous,
Impactful,
Daring

Conceptual,
Knowledgeable,
Composed

**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

You approach most tasks in a (an) _____ manner							
Affectionate, Inspirational, Vivacious		Logical, Systematic, Organized		Courageous, Adventurous, Impulsive		Rational, Philosophical, Complex	

**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

**When things don't go your way and you are tired and worn down,
what is your response?**

Say "I'm Sorry", Make Mistakes, Feel Badly		Over control, Become critical, Take charge		Say It's not my fault", Manipulate, Act Out		Withdraw, Don't Talk, Become Indecisive	
---	--	---	--	--	--	--	--

**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

In your normal day to day life, you tend to be:

Caring of
others

Well
organized

Quick to Act

Quiet and
Reflective

**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

In your normal day to day life, you tend to value:

Friendships

School Work

Having Fun

Time Alone

**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

In most settings you are usually...

Thoughtful of others		Responsible for yourself and others		Act in a way that is best for you		Minding your own Business	
----------------------	--	-------------------------------------	--	-----------------------------------	--	---------------------------	--

**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

In most situations you can be described as

Loyal

Practical

Daring

Calm

**Rank order the statements from 4 - Most Like You to 1 Least Like You.
You may only have 1 of each number 1-4 per line.**

You approach most tasks in a (an) _____ manner

Friendly

Orderly

Adventurous

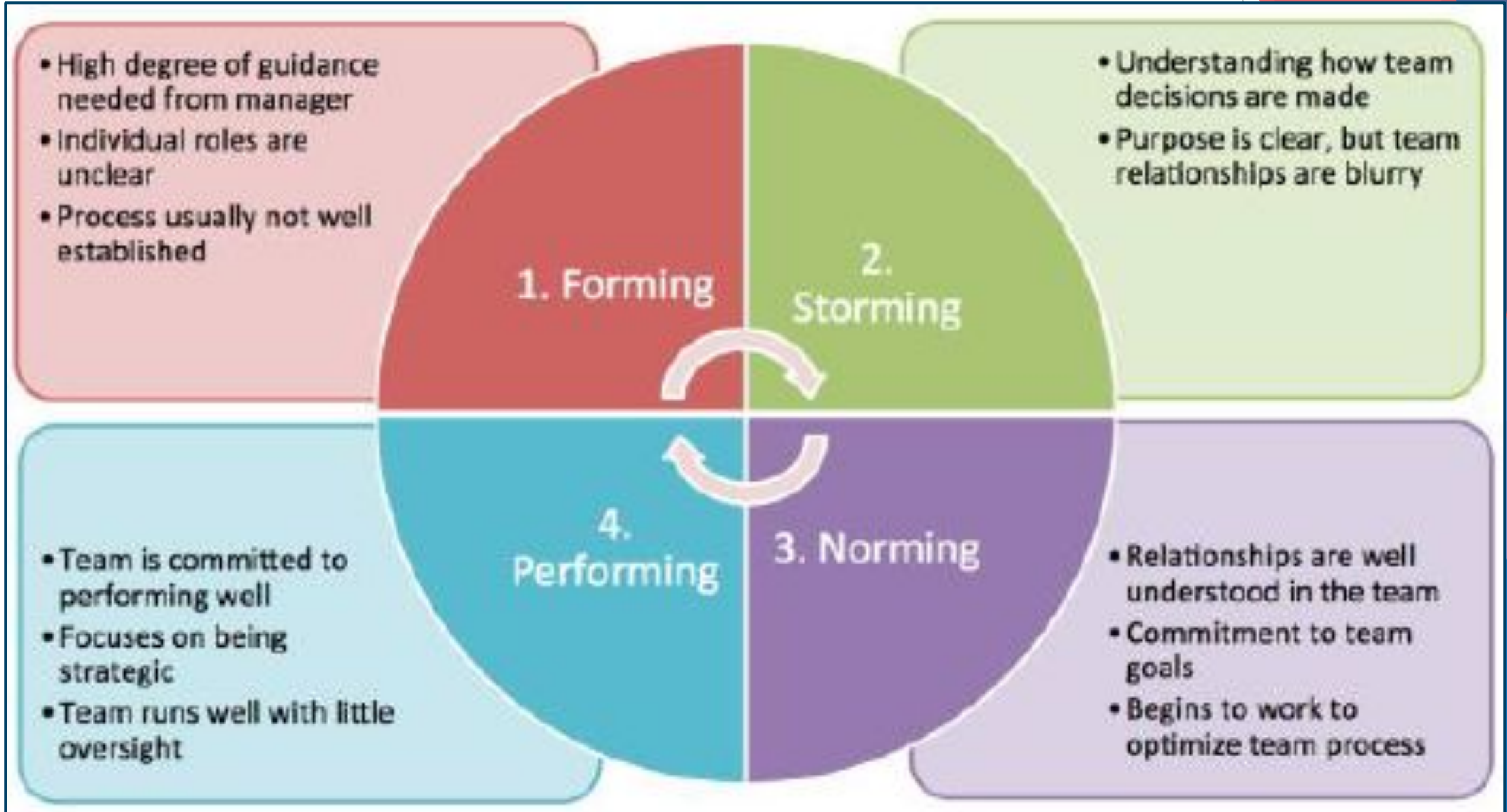
Serious

Breakout Room Meets



Share your personality array AND how you might use this information to inform your interactions with others.

Team Development





Kotter's 8-Step Change Model

1

Create a sense of urgency



2

Build a guiding coalition



3

Form a strategic vision



4

Enlist a volunteer army



5

Enable action by removing barriers



6

Generate easy wins



7

Increase the pace



8

Institute change



Create the right climate



Engage & enable others



Implement & sustain





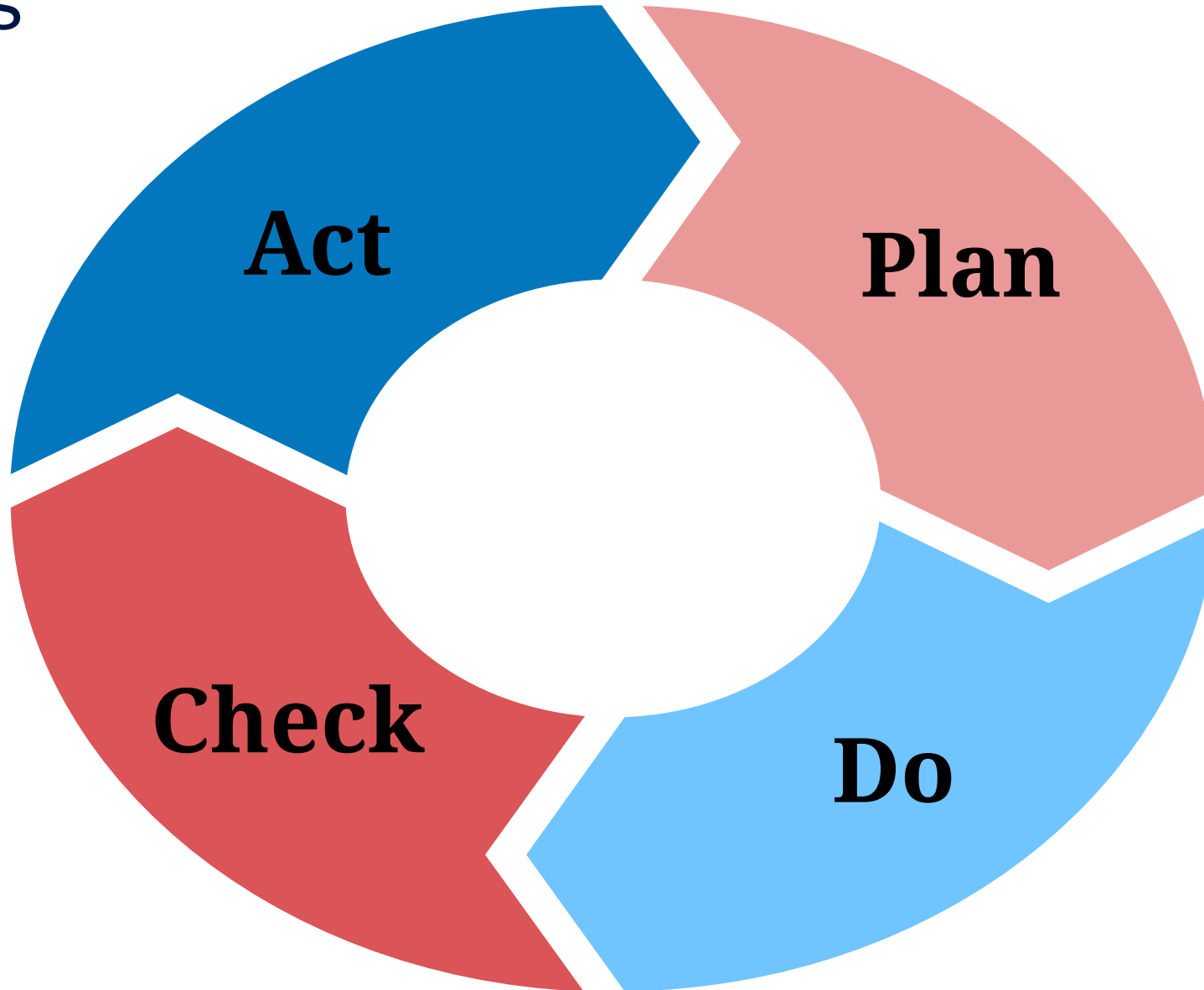
What are some ways you celebrate small victories in your organization?

Celebrations & Sustainability



- ▶ Celebrating Small Victories Publicly
- ▶ Building Momentum
- ▶ Making Adjustments Based on Feedback

Deming's Circle





**What was your key learning from
today's session?**

**What might you take back to use in
your workplace?**

Change Resources

- ▶ <https://www.bitesizelearning.co.uk/resources/kotters-8-step-change-model>
- ▶ <https://www.ocmsolution.com/ocm-employee-change-curve/>
- ▶ <http://www.changetoolkit.org.uk/change-curve/#tab-1-1>
- ▶ <https://www.kotterinc.com/8-steps-process-for-leading-change/>
- ▶ <https://asq.org/quality-resources/pdca-cycle>

Contact Information

Dr. Wendy Kubasko
wkubasko@ship.edu



*In partnership
with:*

