



**ACE**  
Advance Consulting for Education

**Managing Change in Your Language Program**



**ACE Agenda**


1. Importance of understanding change
2. Types of change
3. Three main stages of change
4. Overcoming resistance to change
5. Steps for implementing change
6. Change agents



**ACE Importance of Understanding Change**


There is nothing more difficult to take in hand...than to take the lead in the introduction of a new order of things.

-Machiavelli



**ACE Types of Change**



- Strategic change
- Product/service change
- Technological change
- Structural change
- Personnel change
- Attitudinal and behavioural change



**ACE Types of Change**

**Strategic change**

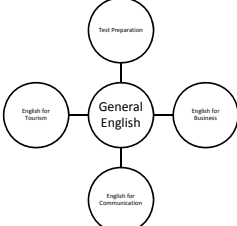
- Changing how the organization will accomplish its goals and objectives.

**ACE Types of Change**

**Product/Service change**


- Changing the products/services you offer.



**ACE** Types of Change

**Technological change**

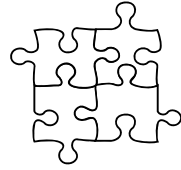
- Adding new technology to complete tasks previously done manually
- Replacing an older technology
- Using a new technology to do something completely new.



**ACE** Types of Change

**Structural change**


- Changing how the organization is put together.



**ACE** Types of Change

**Personnel change**

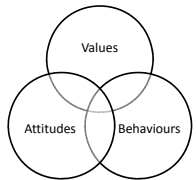
- New staff coming into the organization, existing staff leaving the organization (voluntarily or otherwise).



**ACE** Types of Change

**Attitudinal and behaviour change**

- Changing how all members of the organization think and behave.

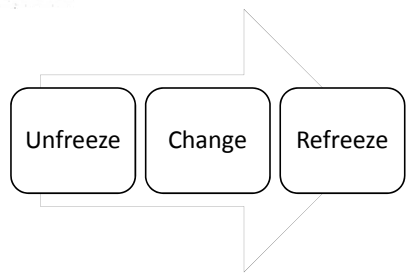


**ACE** Types of Change

**The Problems?**

- You have a different type of change that you think.
- You have more than one type of change going on.
- Any attitudinal or behavioural change is challenging.

**ACE** Stages of Change



**ACE** Stages of Change

**Unfreeze**

- Define change needed.
- Preparation for change.
- Generate an understanding in the organization of why change is needed.
- Minimize resistance to change.

**ACE** Stages of Change

**Change**

- Implement change plan.

**ACE** Stages of Change

**Refreeze**

- Stabilize the change.
- Reinforce the outcomes.
- Evaluate the results.
- Make minor adjustments if necessary.

**ACE** Stages of Change

**The Problems?**

- Not 'unfreezing'.
- Stopping at the 'change' stage. Not 'refreezing'.

**ACE** Overcoming Resistance to Change

**Emotional Reaction to Change**

-The biggest challenge with change is not the actual change itself but the emotional reaction to change.

**ACE** Overcoming Resistance to Change

**Individual barriers to change**

- Fear of economic insecurity
- Fear of the unknown
- Threat to social relationships
- Inertia of habit
- Failure to recognize the need for change
- Fear of losing power

**ACE** Overcoming Resistance to Change

PAST	FUTURE
<b>DENY</b> Shock/Grief	<b>COMMIT</b> Challenge
<b>RESIST</b> Retreat/Anger	<b>EXPLORE</b> Exploration/Passive Acceptance

**ACE** Overcoming Resistance to Change

**Organizational barriers to change**

- Structural inertia
- Work group inertia
- Threat to existing balance of power
- History of unsuccessful change

**ACE** Steps for Implementing Change

**Change Managers Anonymous Twelve Steps**

**ACE** Steps for Implementing Change

1. Define the current situation

- What is the current situation?
- What is working with this situation?
- What is not working with this situation?

**ACE** Steps for Implementing Change

2. Define the preferred (or required) future

- What would you like the future to look like?
- Why would you like the future to look like this?

**ACE** Steps for Implementing Change

3. Define the changes required to get to the future situation

- What changes are required to get to this future?

**ACE** Steps for  
Implementing Change

4. List the resources needed to make the changes

- What resources (finances, people, technology) do you require to implement these changes?

**ACE** Steps for  
Implementing Change

5. Evaluate the organization's capabilities to make these changes

- Do you have these resources?
- If no, what do you need help with?

**ACE** Steps for  
Implementing Change

6. List the things that are likely to hinder your changes

- What are the barriers to change?
- Is your organization ready for the changes?
- Are your staff ready for the changes?

**ACE** Steps for  
Implementing Change

7. Put the changes into a logical, step-by-step plan.

- In what order should the changes be made?
- How long will each step take?

**ACE** Steps for  
Implementing Change

8. Assign roles and responsibilities for the changes

- Who will do what to implement the changes?

**ACE** Steps for  
Implementing Change

9. Communicate about the change

- Internally
- Externally

**ACE** Steps for  
Implementing Change

10. Implement the change

**ACE** Steps for  
Implementing Change

11. Assess the results of the change

- Was the change successful?
- Why or why not?

**ACE** Steps for  
Implementing Change

12. Celebrate!

- Acknowledge everyone's effort and accomplishments

**ACE** Change Agents

Change agents are people within your organization who have a large capacity and power to initiate and embrace change.

Change agents act as catalysts and manage the change.

**ACE** Change Agents

Characteristics of Change Agents

- Flexible
- Objective
- Committed
- Creative and innovative
- Energetic
- Passionate about your organization

**ACE** Change Agents

Characteristics of Change Agents

- Able to handle uncertainty
- Understand your organization
- Understand the context in which you are operating
- Have leadership abilities
- Have a sense of humour

**ACE** Change Agents

Identify your change agents.  
Bring them into the change implementation process.

**ACE** Review

1. Importance of understanding change
2. Types of change
3. Stages of change
4. Overcoming resistance to change
5. Implementing change
6. Change agents

**ACE** Some Good Resources

- Cameron, Esther and Green, Mike. 2009. [Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change, Second Edition.](#) Kogan Page.
- Gladwell, Malcolm. 2000. [The Tipping Point: How Little Things Can Make a Big Difference.](#) Back Bay Books.
- McCallum, John S. 2004. [Managing Tipping Points.](#) [Ivey Business Journal.](#)
- [www.change-management-coach.com/kurt\\_lewin.html](http://www.change-management-coach.com/kurt_lewin.html)
- [www.businessballs.com/changemanagement.htm](http://www.businessballs.com/changemanagement.htm)

**ACE**

Thanks for participating!

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