

### Purpose

The overall purpose of this session is to support the ability of our team to navigate change, including:

- helping your team understand how they experience and react to change by using Bridge's Transition Model
- assisting your team in challenging their reactions and assumptions about change by asking curious questions
- supporting your team in navigating change by identifying actions they need to take in supporting themselves and others

### Your Role as Facilitator

- Create an environment that supports open discussion
- Give space for everyone to share and engage in dialogue
- Foster learning and growth

To help you deliver your session, this facilitator guide walks you through session logistics, preparation, and an overview of the slides.

### Session Materials

In addition to this facilitator guide, this session includes the following resources:

1. [LAT – Navigating Change PowerPoint](#)
2. [LAT – Navigating Change Participant Handout](#)

### Session Logistics

**Suggested Session Length:** 50 minutes

**Format:** This session can be done virtual or in-person

- Virtual: Either send the participant handout via email ahead of the session or attach it in the Teams chat when the session starts
- In-Person: in addition to sending the participant handout via email, print and give to people at the start of the session

### Session Preparation

**Preparing Yourself** (about 1 hour) - Set yourself up for success by completing the following:

- Prepare for session by reading through this document and familiarizing yourself with the slide deck
- Take the [ADKAR for Change](#) short course (10 minutes) to familiarize yourself with how to help teams move through change effectively
- Take note of any challenges or barriers you or your team has experienced when navigating change
- Suggested: sign up and take the 60-minute webinar [Successfully Leading Change](#) offered by OD&L

**Preparing Your Team** (15 - 30 minutes) - Get your team ready for the session by completing the following:

- Set up a 50-minute meeting and send the invite
  - In your invite, attach the [LAT – Navigating Change Participant Handout](#), which they will be using during the session
  - Suggested: include a brief message about why you are bringing this session to the team

## Suggested Actions After Your Session

Here are a few reflection questions to consider after your session:

- What were some of the emotions your team members experienced?
  - Do you need to return to this conversation to support any of your team as they work through these emotions?
- What questions did they have?
  - How will you address and respond to these questions?
- What are your next steps as you look towards any upcoming changes?
  - What is your responsibility as you approach change?
  - What is your team's responsibility as you approach change?

Here are some suggested action items to help keep your conversation alive:

- Add agenda items about change to your regular team meetings.
  - For example, check in with them on where they are and what they might need moving forward.
- When having meetings about change, review the [CLARC](#) and [ADKAR](#) models for moving through change.
  - Consider bringing back the “Bridges Model” or other slides from this slideshow to reinforce the learning.
- Address changes in 1:1s with your team members as needed.
- Leverage early adopters on your team to be a change champion and help move the change forward for the rest of your team.
- Remember, you cannot over communicate about change!
  - Consider using different methods of communication to talk about change, including emails, Microsoft Teams messages, printed documents, 1:1 conversations, and team meetings.

## Post Session Resources

[OD&L Change Management Webpage](#): find resources to help you understand Fairview's approach to change, plan for change, lead change implementation, and develop your change leadership skills. You can also find information about joining the Change Community of Practice.

### Highlighted resources from the webpage:

- [Stress Assessment Tool](#): Identify how you typically cope with stress associated with change so you can recognize it and react productively.
- [Organizational Change Management Course](#): Online course which includes skills, tools, and processes to help you manage the people side of change.
- [Communicating Change One Point Lesson](#): Learn how to prepare and stay focused on critical questions related to communicating about change.
- [Proactively Managing Resistance One Point Lesson](#): Learn how to handle resistance by understanding resistance behaviors and how to handle them.

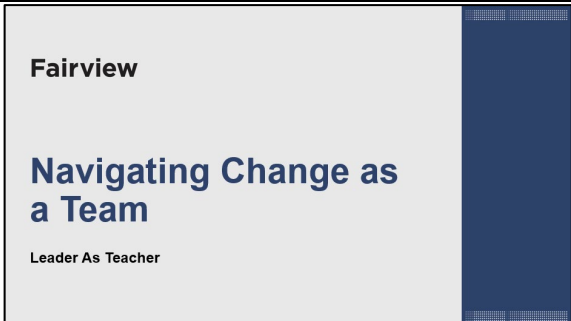
[10 Questions Employees Have About Change](#). Online article from Prosci, a global team focused exclusively on change management.


Creasey, T. (2023, April 19). 10 Questions Employees Will Have About Any Change. Prosci.  
<https://www.prosci.com/blog/10-questions-employees-have-about-change>

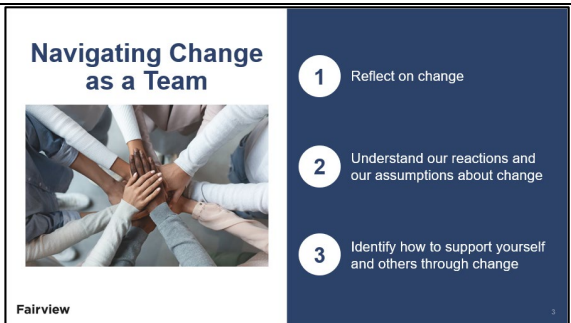
## Content Guide


Below you will find a snapshot of each slide including purpose of the slide, suggested amount of time to spend on the slide, specific actions you should take, and discussion questions. There are 15 slides in total. Plan on spending more time during your session on slides 4 and 12, which focus on discussion.


**i Please refer to the notes section of the slide deck for specific talking points.**

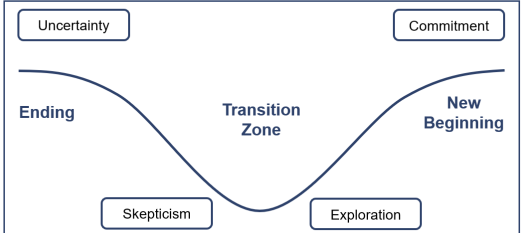
<b>Slide 1:</b>	<b>Welcome</b>	<b>3 minutes</b>
<b>Purpose</b>	Introduce session and welcome participants	
<b>Do</b>	Share the participant handout (post to chat, send via email, handout)	

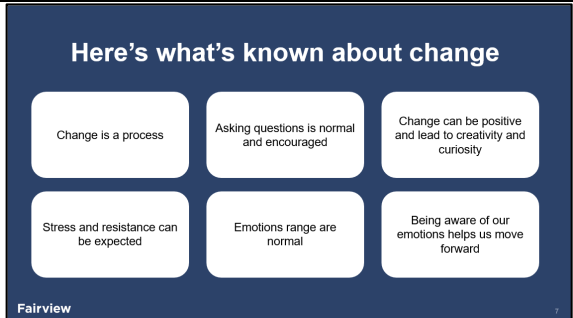
<b>Slide 2:</b>	<b>Purpose &amp; Connection to Commitments</b>	<b>2 minutes</b>
<b>Purpose</b>	Explain the purpose of the session and connection to The Fairview Commitments and patient experience	

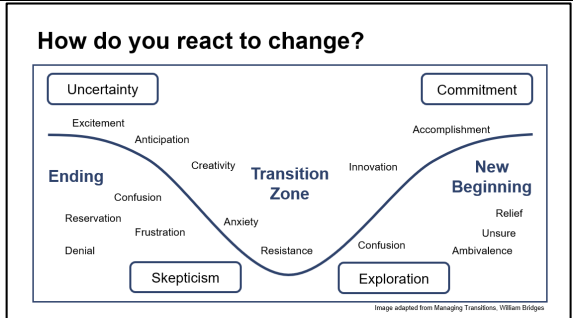
<b>Slide 3:</b>	<b>Session Goals</b>	<b>2 minutes</b>
<b>Purpose</b>	Explain the goals of the session	

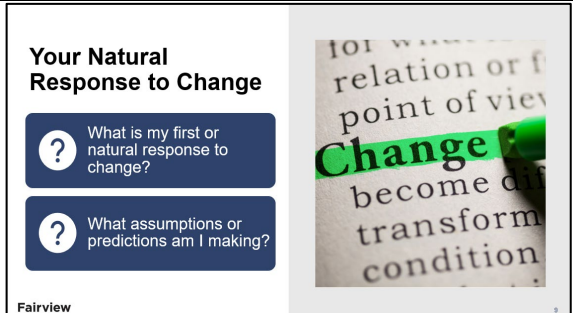
<b>Slide 4:</b>	<b>Reflecting on Change</b>	<b>7 minutes</b>
<b>Purpose</b>	Start the conversation, by having participants think of a change from their personal life	<p>What is an example of a change from your personal life?</p>  <ul style="list-style-type: none"> <li>What changed?</li> <li>What was your role?</li> <li>Who else was involved?</li> <li>What did you need to do in that change?</li> </ul> <p>Fairview</p>
<b>Do</b>	<ul style="list-style-type: none"> <li>Provide a few minutes for them to think of a change and consider the questions on the slide.</li> <li>Refer them to page 1 of their handout if they wish to have space to write.</li> <li>Ask a few people to share about a change.</li> </ul>	
<b>Ask</b>	<p>What is an example of a change from your personal life?</p> <ul style="list-style-type: none"> <li>What changed?</li> <li>What was your role?</li> <li>Who else was involved or impacted?</li> <li>What did you need to do in that change?</li> </ul>	

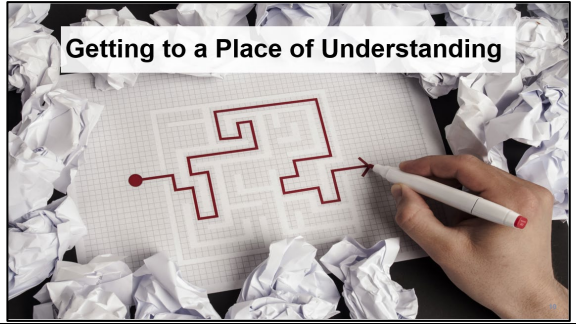
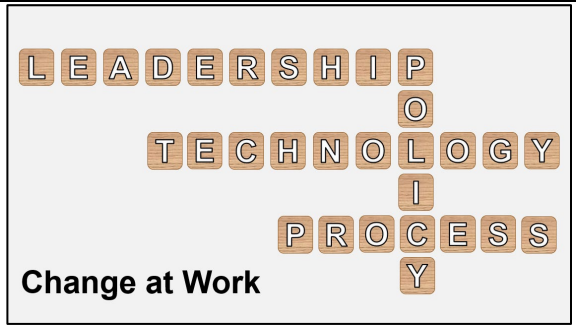

<b>Slide 5:</b>	<b>Defining Change</b>	<b>2 minutes</b>
<b>Purpose</b>	Define change which is a process of moving from a current state to future state	<p>Change is a move from the current state to a future state.</p> <p>Change is constant.</p>  <p>Fairview</p>

<b>Slide 6:</b>	<b>Introduce Bridge's Transition Model</b>	<b>4 minutes</b>
<b>Purpose</b>	Introduce the Bridge's Model to help contextualize their emotional connection and response to their personal example of a change	<p><b>Bridge's Transition Model</b></p>  <p>Image adapted from Managing Transitions, William Bridges</p>
<b>Ask</b>	Think about the change you identified previously, what were some of the emotions you experienced with this change?	
<b>Do</b>	Ask people to share some of their emotions	

<b>Slide 7:</b>	<b>What is Known About Change</b>	<b>2 minutes</b>
<b>Purpose</b>	Normalize some aspects of change, including stress, emotions, and self-awareness	

<b>Slide 8:</b>	<b>How Do You React to Change?</b>	<b>3 minutes</b>
<b>Purpose</b>	Reintroduce Bridge's Model, this time with emotional descriptors	
<b>Ask</b>	<ul style="list-style-type: none"> <li>Do you tend to view change as stressful or exciting?</li> <li>When considering Bridges' transition model, do your reactions to change tend to fall "above" or "below" the line?</li> </ul>	
<b>Do</b>	<ul style="list-style-type: none"> <li>Refer them to page 1, question 2 of their handout if they want to look at the specific questions</li> <li>Ask people to share their thoughts and experiences</li> </ul>	

<b>Slide 9:</b>	<b>Your Response to Change</b>	<b>3 minutes</b>
<b>Purpose</b>	Have participants consider how they typically respond to change and the assumptions they make.	
<b>Ask</b>	<ul style="list-style-type: none"> <li>What was your first and natural response to the change?</li> <li>What assumptions or predictions did you make about the change?</li> </ul>	
<b>Do</b>	Refer them to page 1, question 3 of their handout if they want to jot down a few notes	


<b>Slide 10:</b>	<b>Getting to a Place of Understanding</b>	<b>2 minutes</b>
<b>Purpose</b>	Normalize negative reactions but emphasize importance of rearranging information and asking questions to reach a place of comfort and understanding	 <p>Getting to a Place of Understanding</p>
<b>Slide 11:</b>	<b>Change at Work</b>	<b>4 minutes</b>
<b>Purpose</b>	Transition the conversation to now have people consider a change at work – either past, current, or future	 <p>Change at Work</p>
<b>Ask</b>	What is an example of a change, here at work? <ul style="list-style-type: none"> <li>What is your role?</li> <li>Who is involved?</li> </ul>	
<b>Do</b>	<ul style="list-style-type: none"> <li>Provide them with some thinking time</li> <li>Refer them to page 1, question 4 of their handout if they want to jot down a few notes</li> <li>Ask people to share</li> </ul>	
<b>Slide 12:</b>	<b>Curious Questions for Navigating Change</b>	<b>10 minutes</b>
<b>Purpose</b>	This is an activity / conversation with your team, reviewing core questions they can ask to enhance their understanding of change and facilitate the change process	 <p>Curious Questions for Navigating Change</p> <ul style="list-style-type: none"> <li>✓ Do I have the awareness about the change (what, why, who, when)?</li> <li>✓ Do I have the desire to make the change?</li> <li>✓ Do I have the knowledge needed to make the change?</li> <li>✓ Do I have the ability to make the change happen?</li> <li>✓ Do I have the support for reinforcing what I've been learning?</li> </ul>
<b>Do</b>	Have a conversation around the questions on the slide. Note: Page 2 of their handout includes an activity that steps through each of these questions, which they can use during the session or any time they want to reflect on a change	

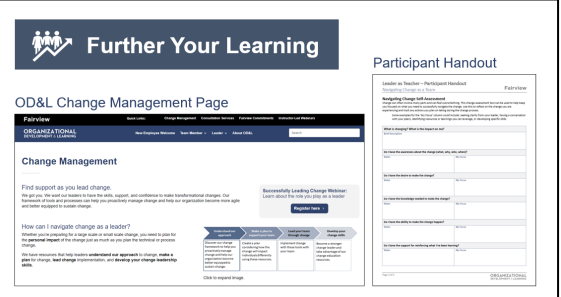


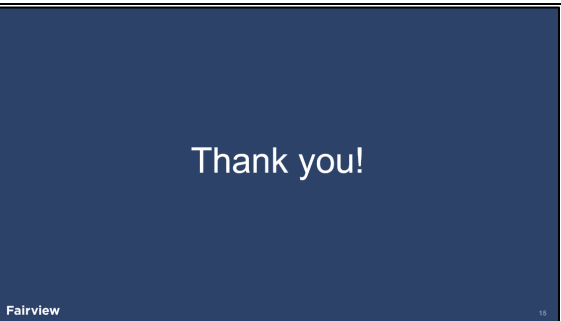
# Leader as Teacher – Facilitator Guide

## Navigating Change as a Team

Fairview

<b>Slide 13:</b>	<b>Tips for Navigating Change</b>	<b>5 minutes</b>
<b>Purpose</b>	Bring the session to a close by asking a couple reflection questions and reviewing 3 tips for navigating change	<div> <div>Tips</div> <div> <div>Use Bridge's Model to locate yourself during a change process</div> <div>Challenge your assumptions</div> <div>Be proactive by asking curious questions</div> </div> <div>  </div> </div>
<b>Ask</b>	<ul style="list-style-type: none"> <li>Reflecting on our conversation today, what are some things you can do to approach change differently?</li> <li>How can you support yourself and each other through change?</li> </ul>	

<b>Slide 14:</b>	<b>Suggested Learning &amp; Resources</b>	<b>1 minute</b>
<b>Purpose</b>	Highlight a few resources for continued learning	<div> <div>Further Your Learning</div> <div>  </div> </div>
<b>Do</b>	Refer them to page 3 of the participant handout which has links to specific resources	

<b>Slide 15:</b>	<b>Thank You</b>	<b>Share as needed</b>
<b>Purpose</b>	Closing slide indicating end of session	<div>  </div>