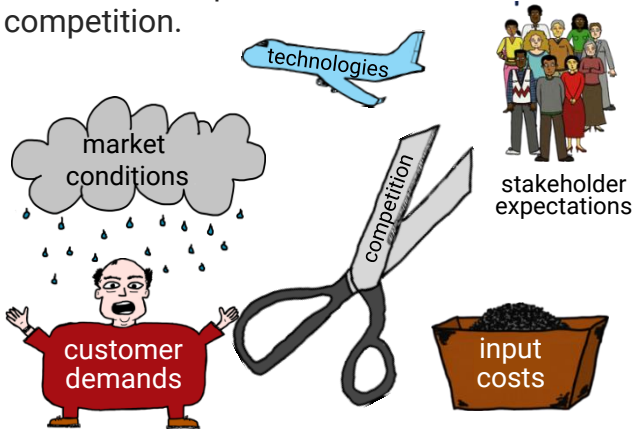


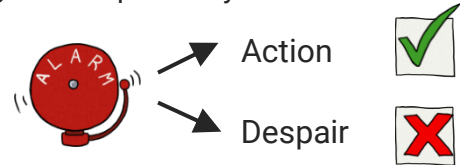
A Simple Guide to Change Management

Organizations must continually adapt due to shifting market conditions, customer demands, technologies, input costs, shareholder expectations and competition.



They must adapt to these shifts in the environment or risk becoming irrelevant, uncompetitive or eaten up.

The challenge for organizations is to help their people move from alarm to action without falling into despair or cynicism.



Four typical responses to change are the critic who vocally opposes the change, the victim who panics, the bystander who avoids getting involved and the change navigator who is resilient and able to adapt to the new circumstances.



critic



victim



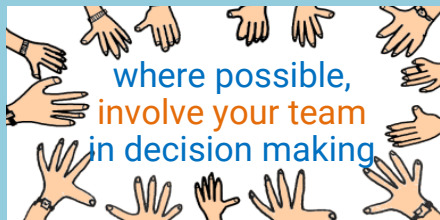
bystander



navigator

To create change navigators in your organization:

keep explaining why we are changing



where possible, involve your team in decision making

minimize uncertainty



engage your legacy system experts early



be as transparent as possible



create learning opportunities for your team



communicate the threats of not changing



listen to your people's concerns



celebrate shifts towards the desired state

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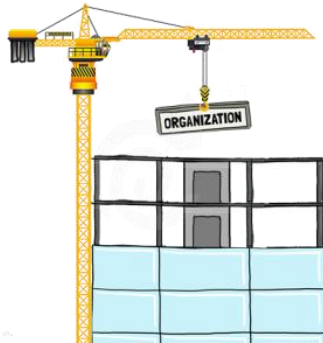
The 12 common types of ORGANIZATIONAL CHANGE

1. TRANSFORMATIONAL/RADICAL

Large scale transition to a different state of operation affecting the entire organization.

To maximize engagement, encourage staff to consider what things about their organization are intrinsic regardless of its structure.

Also known as 'fundamental change'.



2. INCREMENTAL

Continuous, small improvements to an organization made in an on-going manner.

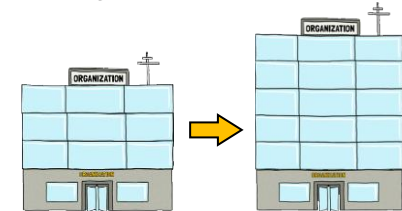
This may be the result of a continuous improvement program such as Total Quality Management.



3. DEVELOPMENTAL

Designed to increase the capacity of the organization without incurring significant shifts in operating structures or process re-engineering.

To maximize engagement, emphasize the stabilizing nature of the improvements being made to the organization.



4. REMEDIAL

Occurs in reaction to a problem, threat or challenge faced by an organization.

Effectiveness of change efforts can be gauged relatively by judging whether the problem has been resolved.

Sometimes also known as unplanned changes.



5. TRANSFORMATIONAL

Involves a re-imagining of an organization's vision, organizing principles, processes, way of working, products & services.

Requires significant buy-in from all levels of staff and is typically led in a top-down manner.

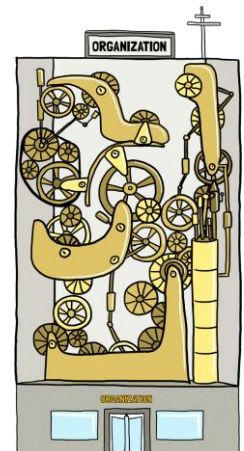
To maximize engagement, ensure communications about the transformation are clear coherent and consistent.



6. PROCESS & SYSTEM

Shifts to workflows, information pathways, resource allocation, and production systems designed to optimize how an organization creates and captures value.

Such changes may also require significant behavior changes from individuals affected.



7. PEOPLE & CULTURE

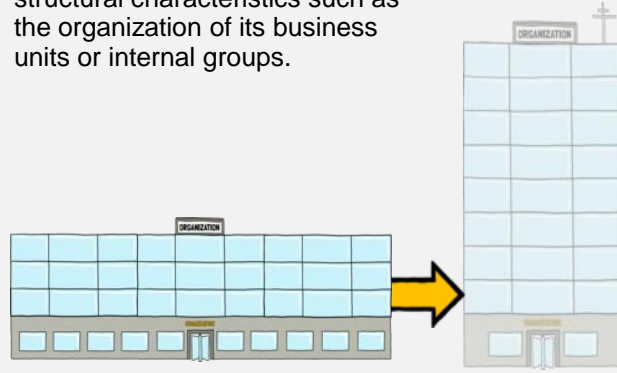
Activities designed to influence the the values, norms, roles assumptions, & leadership style that form the organization's culture to align with its mission, vision and strategy.

Designed to influence the way in which people communicate, motivate each other, approach problems and work in teams. Typically a long-term project.



8. STRUCTURAL

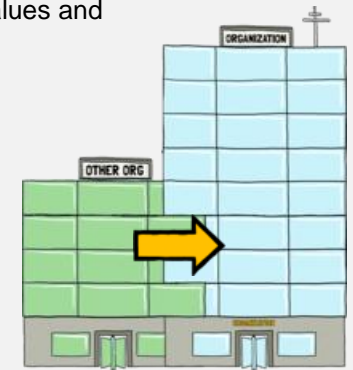
Changes to an organization's hierarchy of authority and structural characteristics such as the organization of its business units or internal groups.



9. MERGER/ACQUISITION

The integration of two (or more) organizations, with different cultures, systems, values and work practices.

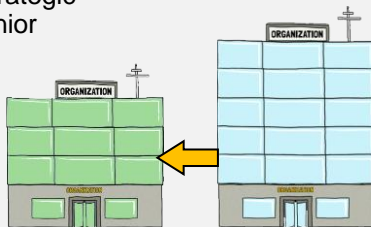
Change management efforts typically concentrate on maintaining workplace stability and morale in order to minimize employee attrition.



10. DE-MERGER

Involves developing new leadership capacities, processes and competences in order to allow two or more business units that once acted as a single entity to act independently.

May result from strategic planning or transformational change efforts. Often involves a strategic reevaluation by senior management of resulting entities.



11. DOWNSIZING

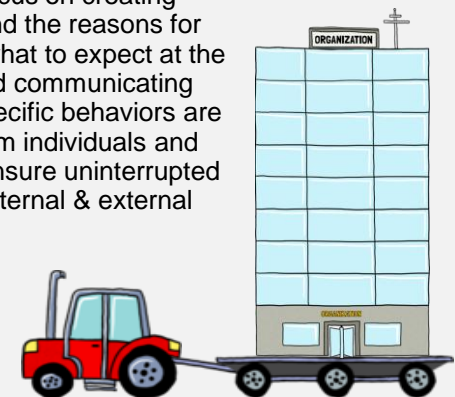
Involves an intentional reduction in the workforce size of an organization in response to an environmental pressure with the aim to improve efficiency and effectiveness.

Change management initiatives focus both on minimizing negative impacts to morale, trust and productivity, assisting the restructuring of work processes and supporting remaining staff through training and coaching efforts.



12. RELOCATION

Change management initiatives focus on creating clarity around the reasons for the move, what to expect at the new site and communicating the what specific behaviors are required from individuals and groups to ensure uninterrupted service to internal & external customers.



Find additional useful change management resources at www.changeactivation.com

TOTAL REWARDS STRATEGY

PACD Manager's Summit

September 14, 2023

Instructions: Begin to outline the steps to creating a total rewards strategy for your district.

- 1. Assessment (What do you already have in place?):**
- 2. Gather Employee Feedback (How will you gather employee feedback? What compensation package items should you get feedback on relative to your district?):**
- 3. Include Leadership (How will you include your leadership (board of directors, county commissioners/HR)):**
- 4. Identify Your Goals and Priorities (Start to outline some of your individual goals and priorities for the plan. How will you include leadership and employee feedback):**

- 5. Align the Strategy with your Values and Culture (Identify your strategic priorities and organizational values and culture that you want your total rewards strategy to reflect):**

- 6. Make Total Rewards Balanced, Flexible, Inclusive, and Fair (What are some considerations that you need to take into account to ensure that the total rewards program isn't greatly favoring some employees over other?):**

- 7. Keep up with the Trends (What are some trending benefits/perks that you could incorporate that would improve your ability to recruit and retain employees?):**

- 8. Communicate Total Rewards to Employees (In what ways can you ensure that you are effectively communicating the availability and value of the total rewards package offered by your district?):**

- 9. Track the cost and impact (How will you track the cost and return on investment over the long-term of your total rewards strategy?):**

Personal Information

Name:	John B. Smith
SSN:	012-234-4567
Address:	123 Paper St.
City, State, Zip	New York City, New York, 10001

Employee Information

Employee ID:	12345678
Date of Hire:	01/01/2020
Title:	Account Representative
YTD Through:	01/01/2022 - 12/31/2022
Indirect Compensation as a Percentage of Total Compensation:	39.5%

Direct Compensation

Regular Pay:	\$50,000
Paid Time Off:	\$5,000
Bonuses/Commissions:	\$2,500
Other Pay:	\$0
Total Direct Compensation	\$57,500

Indirect Compensation (Taxes)

Social Security:	\$3,100
Medicare:	\$725
FUTA:	\$42
Workers' Compensation:	\$1,845
Other Taxes:	\$8
Total Indirect Compensation (Taxes):	\$5,723

Indirect Compensation (Employer Paid Benefits)

401(k) Match:	\$2,000
FSA Match:	\$1,500
Health Insurance:	\$10,000
Dental Insurance:	\$240
Vision Insurance:	\$60
Life Insurance:	\$80
Short-Term Disability Insurance:	\$200
Long-Term Disability Insurance:	\$175
Mileage Reimbursement:	\$475
Tuition Reimbursement:	\$2,250
Total Benefits Contribution:	\$16,980

Total Compensation

Direct Compensation:	\$57,500
Indirect Compensation (Taxes):	\$5,723
Indirect Compensation (Benefits):	\$16,980
TOTAL COMPENSATION:	\$80,203



CAN-DO CHANGE

PACD Manager's Summit

September 14, 2023

Instructions: Identify a change effort that you would like to undertake at your District and start to outline the steps necessary to make that change.

Identified Needed Change:

Create a sense of urgency (what can you focus on that would create a sense of urgency?):

Establish a Guiding Team (who should be on this team?):

Develop a Change Vision (create an alternative vision for the future):

Communicate the Vision (in what ways can you communicate the change vision and strategy?):

Empower others to act (identify potential barriers to your change effort, ways to overcome them, and individuals that can help you overcome those barriers?):

Short-Term Wins (how will you identify and promote short-term wins?):

Maintain Momentum (how will you sustain your change effort? In what ways can you embed the change into your organizational culture?):