

Butterfly

Video





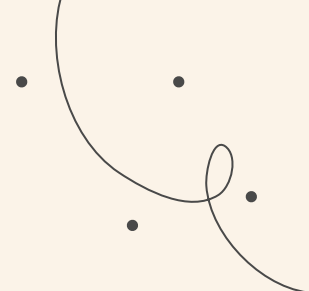
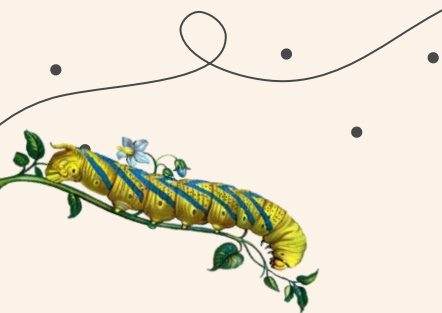
Welcomes You



From Caterpillar
to Butterfly:
Turning Change
into Opportunity

ACE of Palm Beach County, Florida

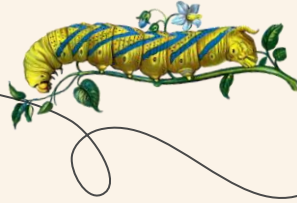




Warm-Up

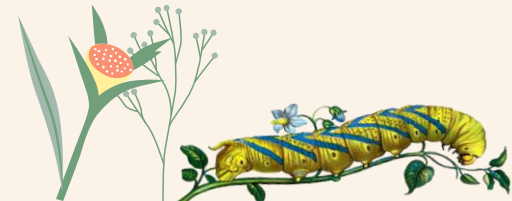


Warm-Up



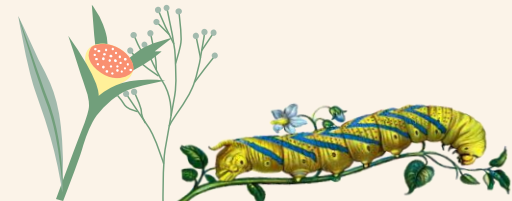
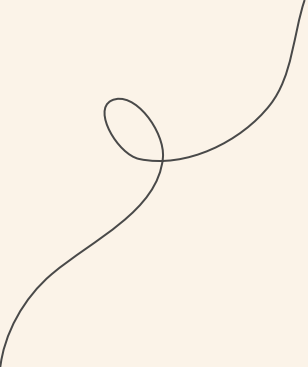
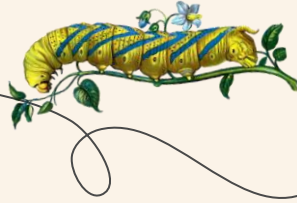
How have these areas in your life changed in the past three years?

- **Professional**
 - Discuss a recent industry or workplace change and its impact on your job or industry as a whole.
- **Personal**
 - Reflect on how your personal goals and priorities have changed over the past year.
- **Music**
 - Talk about your favorite music genre and how it has evolved over the years.
- **Hobbies**
 - Discuss how changes in your interests have led to the exploration of different hobbies.



Learning Objectives

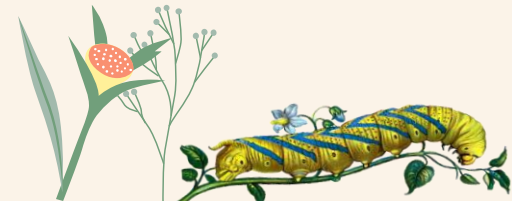
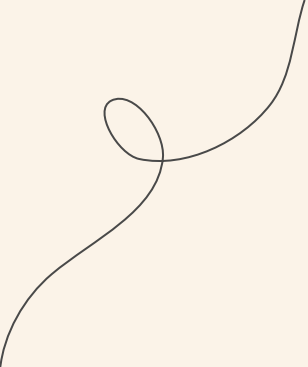
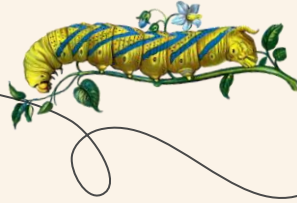
1. Identify the reason for change
1. Define the changes that need to be made
1. Identify the stakeholders involved
1. Recognize strategies to implement change



Change

According to Webster's Dictionary a change is defined as:

- A. Alteration
- B. Transformation
- C. Substitution



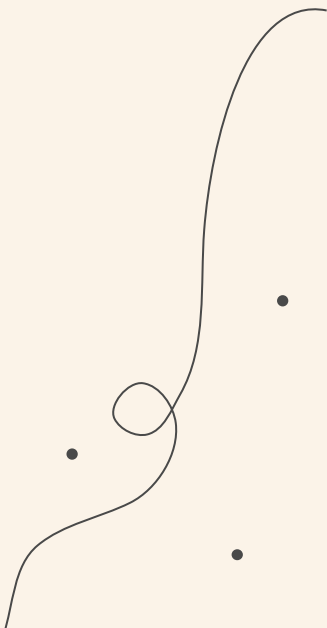


Understanding The Need For Change

Individual or organizational?

Why are we making a change?

Voluntary or involuntary?



Define The Changes

**A GOAL
WITHOUT
A PLAN
IS JUST A
DREAM**

- Set clear objectives
- Define the vision, goals, and objectives





Setting Clear Objectives



- Specific, Measurable, Achievable, Relevant, and Time-Bound.
- Communicate & define requirements of each task early
- Keep expectations attainable & realistic
- Always be open to collaboration

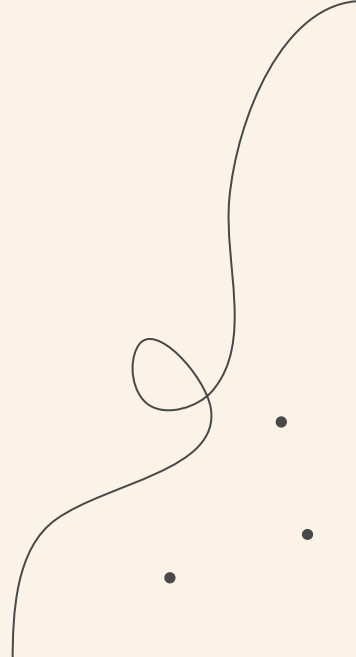


Identify Stakeholders

Who will be impacted by the change?

Brainstorm as a group with other leadership and staff either in a meeting or as a survey.

Recognize that there are internal and external stakeholders.



Identify Stakeholders



Consider the impact of the change on each stakeholder.

Address the negative impacts in the change management plan.

Highlight positive impacts to increase motivation to implement the change.





Communicate

“The single biggest problem in communication is the illusion that it has taken place.”

~George Bernard Shaw



Communicate

Benefits of Reciprocal Communication:

- Reduces misinformation and rumors
- Allows stakeholders to have a voice
- Decreases negative effects on morale and engagement

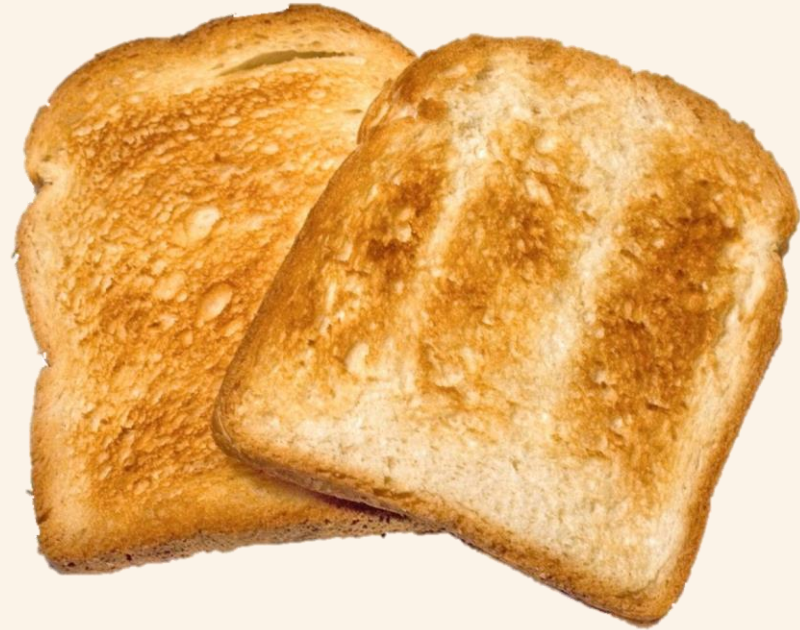


How to Communicate Change

Communicate:

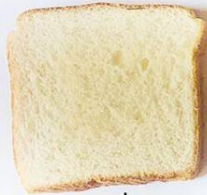
- Reasons for change
- Changes from the top down
- How the change will impact stakeholders
- Provide details
- Provide specific actions to be taken
- Give the opportunity for questions and concerns
- Continue communication throughout the change
- Check for Understanding

How to Make Toast (Design Thinking)

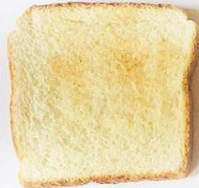


How to Make Toast (Design Thinking)

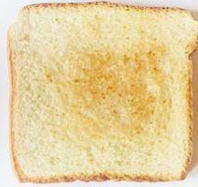
stages of toast



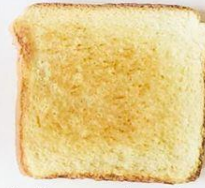
nude



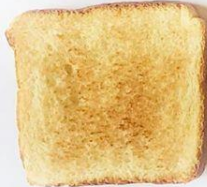
barely there



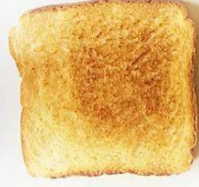
eh



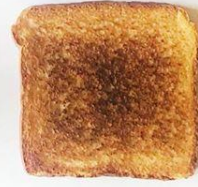
delicately done



bronze



perfectly
toasted



almost too
much



you're toast!





TOMWUJEC



Change Management Plan

The common denominator is people.

Peoples' brains have two independent systems at work at all times:

- the rational side
- the emotional side



Change Management Plan



- Direct the Rider - make the destination crystal clear



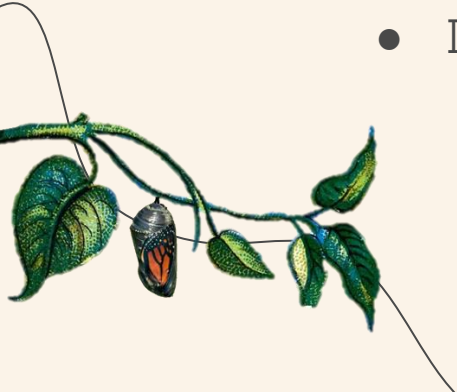
- Motivate the Elephant - make people feel the need for change



- Shape the Path - make the required changes specific

Developing a Plan

- Change is inevitable and is never easy
- It strengthens your adaptability mechanisms
- It helps mitigate resource-related risks
- It helps you improve and optimize processes
- It increases employee engagement and satisfaction



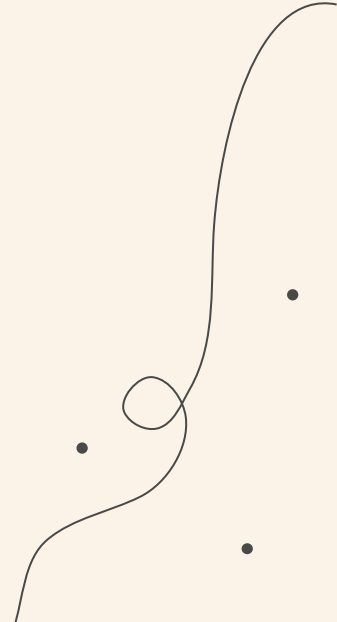
Change Management Plan

1. Define the scope of the change.
2. Identify the stakeholders.
3. Assign responsibility for making each change.
4. Develop a timeline for implementing each change.
5. Create a budget and allocate resources.
6. Determine how you will measure the success of each change.
7. Document everything in a clear and concise manner.



A Change Mindset is:

- comprehending the reasons for change
- realizing that all resistance to change is not logical
- communicating the rationale for change
- and mobilizing others to aid in securing a new vision for the future



Identify Potential Obstacles

- Anticipate and address resistance to change
 - open communication
 - empathy and support
- Create a plan to reduce challenges
- Involve all stakeholders
- Identify and overcome any challenges that arise during the change process
- Frequent site visits
 - Ongoing/open communication



Provide Training and Professional Development

- Offer training programs and professional development opportunities to help educators and staff acquire the necessary skills to adapt to the change



Pilot and Test Change

- Implement the change on a small scale
- Monitor and evaluate progress:
 - Key performance indicators (KPIs) to track the progress of the change initiative.
 - Data driven decisions



Celebrate Success & Recognize Efforts



By celebrating success, we also:

- Improve team dynamic and performance
- Boost creativity and innovation
- Increase retention and personal development
- Inspire intrinsic motivation
- Foster a positive reputation for the department



Celebrate Success & Recognize Efforts

Beyond traditional financial incentives, other popular ways to thank individual employees include, from small to large:

- A meeting arranged solely to express gratitude
- A handwritten note or card
- A company-wide email congratulating the person
- A small gift, such as chocolates or baked treats
- A shout out on social media
- An extra day of paid holiday
- A ticket to a seminar, event or workshop of their choice



**A PERSON
WHO FEELS
APPRECIATED
WILL ALWAYS DO
MORE THAN WHAT
IS EXPECTED**





Sustain the Change.....

And Be Ready for the Next One

- Constant check-ins and communication/updates
- Transmit a sense of constant evolution
- Be transparent
- Be flexible & patient



Continuous Improvement



1

Lead by example

2

Collect employee suggestions

3

Be open-minded

4

Provide instant feedback

5

Make improvement easy

6

Recognize and reward your employees

7

Support cultural change



Resistance to Change

What are the top causes for resistance to change?



Resistance to Change

1. Mistrust and lack of confidence
2. Emotional responses
3. Lack of training and help resources
4. Fear of failure
5. Poor communication
6. Unrealistic timelines
7. Existing organization culture and norms



Understand Reasons for Resistance



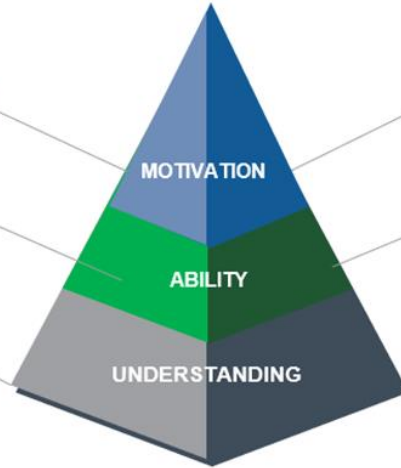
THREE COMMON ROOT CAUSES

(-) REASONS

Don't see a benefit

Don't have the skills or knowledge

Don't know about / understand the change



(+) SOLUTIONS

Reframe positive & negative incentives / consequences

Provide training, coaching and/or resources to employees with potential to perform

Provide information and communications



Cross Your Arms Activity

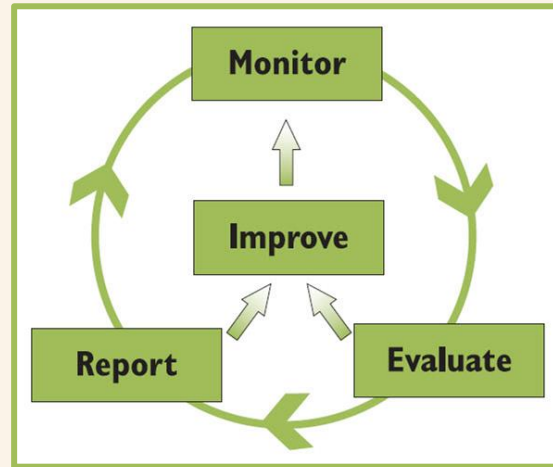


This exercise shows team members how change does not feel uncomfortable forever. Over time, change becomes more normal.



Monitor and Evaluate Progress

- Collect Data from trainings and FAQ (quantitative and qualitative)
- Discuss the frequency of evaluations
- Emphasize the importance of regular communication and transparency of data findings





Changes are inevitable and not always controllable. What can be controlled is how you manage, react to, and work through the change process. -Kelly A. Morgan



Resources

- [Berkeley Change Management Tool Kit](#)
- [The Impact of Change on the Brain](#)
- [6 Communication Tips to Keep Employees Engaged During Change](#)
- [Creating a Culture of Continuous Improvement](#)
- [How To Foster A Culture Of Continuous Learning](#)
- [Continuous Improvement Explained: Whiteboard Animation](#)





Thank You

Linda Fermo-Garcia - linda.fermogarcia@palmbeachschools.org

Alexia Navarro - alexia.navarro@palmbeachschools.org

Liudmila Pino Ledesma - liudmila.pinoledesma@palmbeachschools.org

Laura Ruiz - laura.ruiz@palmbeachschools.org

Dr. Daisy Shah - daisy.shah@palmbeachschools.org

Sharon Webb - sharon.webb@palmbeachschools.org

