# Contents

List of Exercises v
List of Reproducible Masters vii
Preface xi

## Part I Using This Guide in Your Organization 1

1. **How to Use This Guide 5**
   - Using Part I 5
   - Using Part II 6
   - Using Part III 7
2. **Designing and Presenting a Training Proposal 9**
   - Step 1: Understand Your Audience 10
   - Step 2: Gather Information 11
   - Step 3: Organize and Evaluate the Information 12
   - Step 4: Design Your Presentation 13
3. **Customizing Your Training Program 15**
   - Analyzing the Organization 15
   - Customizing the Training Modules in This Guide 17
   - Using or Developing a Metaphor 18

## Part II Training Modules 21

4. **Developing a Metaphor for Change: Training Module A 25**
   - Background 25
   - Suggested Agendas 26
   - Customizing Training Module A for Your Organization 28
   - Before the Session 29
   - Training Module A: Script 31
   - Exercises 36
   - Reproducible Masters 40

5. **MBTI Type Preferences and Change: Training Module B 69**
   - Background 69
   - Suggested Agendas 71
   - Customizing Training Module B for Your Organization 73
   - Before the Session 74
   - Training Module B: Script 76
   - Exercises 84
   - Reproducible Masters 89

6. **Dealing with the Impact of Organizational Change: Training Module C 127**
   - Background 127
   - Suggested Agendas 128
   - Customizing Training Module C for Your Organization 130
   - Before the Session 132
   - Training Module C: Script 134
   - Exercises 142
   - Reproducible Masters 147

7. **Dealing with Loss and Grieving: Training Module D 193**
   - Background 193
   - Suggested Agendas 194
   - Customizing Training Module D for Your Organization 196
   - Before the Session 198
   - Training Module D: Script 200
   - Exercises 207
   - Reproducible Masters 216

8. **Restoring Identity and Meaning: Training Module E 241**
   - Background 241
   - Suggested Agendas 243
   - Customizing Training Module E for Your Organization 245
   - Before the Session 246
   - Training Module E: Script 249
   - Exercises 260
   - Reproducible Masters 271

## Part III Additional Resources 321

# List of Exercises

**Chapter 4**

EX A.1 Creating Analogies 37

EX A.2 The Good Old Days 38

EX A.3 Developing a Metaphor 39

**Chapter 5**

EX B.1 The Eight MBTI Preferences in the Change Process 85

EX B.2 Developing Strategies and Action Plans 86

EX B.3 The 16 MBTI Types in the Change Process 87

**Chapter 6**

EX C.1 How Does Change Affect Your Organization? 143

EX C.2 What Motivates You to Support Change? 145

EX C.3 Developing Strategies and Action Plans for Dealing with the Effects of Change 146

**Chapter 7**

EX D.1 Seeing the Changes—Timeline 208

EX D.2 Seeing the Changes—List 210

EX D.3 Identifying the Losses 211

EX D.4 Where Are You in the Grieving Cycle? 212

EX D.5 What Are You Denying? 213

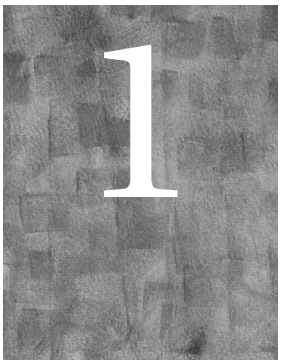
EX D.6 How Do We Deal with Loss? 214

EX D.7 Developing Strategies and Action Plans for Dealing with the Losses 215

**Chapter 8**

EX E.1 What Was the Promise? 261
EX E.2 Types Under Stress 262
EX E.3 The Realities of Work 263
EX E.4 What Do You Want In the New Contract? 264
EX E.5 Articulating A New Identity for Employees 265
EX E.6 Finding Meaning in Your Life 266
EX E.7 Psychological Type and Meaning 267
EX E.8 What's at the Heart of Your Work? 268
EX E.9 A Personal Timeline 269
EX E.10 Accessing Your Own Resilience 270

CHAPTER



# How to Use This Guide

This chapter provides a road map for using the materials in this guide.

This guide provides the basic information and materials you need to design and deliver training programs to assist organizations in dealing with change. In this chapter, we will guide you through the materials that will be presented—providing a road map to the change training program, as well as a key to the layout used in the training modules.

It is also important for you to customize the training content and schedules in this guide to fit your situation. Chapter 3 provides resources to help you do that.

## Using Part I

Different people approach training guides in different ways. You may be one of those who want to jump right into a module dealing with issues that are significant for you and your organization right now. Or you may prefer to start at the beginning and go through to the end. Whichever way you customarily use resources such as this, we believe your use of the guide will be most effective if you look at part I before moving on to the modules.

### What's Included in Part I?

Part I provides basic background information and assistance for using this change training guide. It includes:

- A road map for navigating the guide
- A context for understanding organizational change and resistance to change
- Strategies for developing a proposal and persuading leaders
- Suggestions for customizing the training and help for using a metaphor for change

# Using Part II

Chapters 4 through 8 contain the actual training modules, one per chapter, titled Training Modules A, B, C, D, and E. Each module stands alone and provides complete materials for a training session. With the exception of Training Module B, which provides type knowledge needed for the modules that follow, the modules may be presented in any order.

If your clients have already been introduced to the MBTI, you will still want to use Training Module B in chapter 5. It provides a refresher on type and focuses specifically on the impact of type preferences on organizational change. If participants have some MBTI background, this session can be a fairly brief one or a warm-up to one of the other sessions.

## What's Included in Part II?

Each chapter in part II includes the following sections, presented in similar order.

### Background

- Context for understanding the training module
- Objectives of the training module
- Indicators for using this training module
- Where to get more information on this topic

### Suggested Agendas

- Topics in suggested order
- List of reproducible masters (RMs) provided
- List of exercises (EXs) provided
- Alternative agendas for different time frames

### Customizing the Training Module for Your Organization

- Assessing how well the module will work for your clients
- Determining how you may want to modify the module

### Before the Session

- List of materials needed during the session
- List of items that need to be prepared ahead of time
- Reminders of decisions to be made before the session
- Helpful hints for dealing with issues unique to that training session
- Examples of possible challenges or difficulties that may arise, and suggestions for handling them

### Script

- Step-by-step instructions for presenting the workshop
- A suggested script to be used by the presenter, corresponding to the numbered exercises and reproducible masters
- References to related Participant's Guide materials

### Exercises

- Hands-on group learning projects for participants to complete during the workshop with objectives, a list of materials, time frames, an outline of the process, and debriefing suggestions

### Reproducible Masters

- Numbered masters for making overhead transparencies to correspond with the presentation

## Using Part III

The final part of this guide provides an annotated bibliography of additional resources that we have found to be most useful in expanding our knowledge and in designing the training modules.