Introduction to Change Management

Target Audience: Managers who will be responsible for prioritizing, planning, and executing the Company's Change Management activities and Team leads who will communicate the desired changes to front line staff, engaging them and getting their buy-in.

Learning Objectives:

1. Recognize the adverse business conditions that require the Company to continually adapt.
2. Describe how the Company's core strengths and value mode guides its change strategy.
3. Identify the phases and steps of the Company's Change Management model.

Seat Time: Approximately 30 minutes.

Outline:

- Welcome
- Course Navigation
- Learning Objectives
- Why We Change
  - What is VUCA?
  - Leaders at All Levels
  - VUCA Leadership

  [Knowledge Check: Recognizing VUCA Conditions - ungraded]

- Value Drives Change
  - Our Value Model
  - Our Change Strategy

  [Knowledge Check: Applying Change Strategy – ungraded]

- How We Change
  - Our Change Management Model
    - Phase 1: Create the Climate
      - Step 1: Establish a Sense of Urgency
      - Step 2: Build a Guiding Coalition
      - Step 3: Develop Vision and Strategy
    - Phase 2: Engage and Empower
      - Step 4: Communicate Change Vision
      - Step 5: Empower Broad-based Action

- Step 6: Generate Short-term Wins
  - Phase 3: Implement and Sustain Change
    - Step 7: Consolidate Gains, Produce More Change
    - Step 8: Anchor New Approaches in Culture
  - Communication
- Course Summary
- Graded quiz (see below for details)
- Results/Review
- Congratulations & Next Steps

Directions:

- When reviewing this storyboard, please add comments, suggestions, and actionable feedback examples to the **Notes** row at the bottom of each slide table below.
- The timeline for this project is rather tight, so please take a look and return it with your edits and comments at your earliest convenience, ideally no later than the close of business on Wednesday, May 5, 2023.

NOTES:

- Voiceovers are performed by WellSaid labs' AI generated avatars: "Nicole" (Narrator) is voiced by Ava M. and Aaron is voiced by Kai M.

- Avatars provided by Articulate 360 media library: "Nicole" is Gianna avatar and "Aaron" is Carlos avatar

- Color palette ("Civic", with customization):

- Fonts:
  - Lato Light (main titles, subtitles)

  - Lato/Lato Regular (bold, bullet headings, body)

- Storyline template: Illuminate

- Slide dimensions are 16:9 ratio with slide size (1280:720)

Module Resources/References:

- Coursera, *What is Change Management and How to Use It Effectively*, 1/26/2023, https://www.coursera.org/articles/change-management

- Miranda, D., Bottorf, C., *The Four Principles of Change Management*, 8/7/2022, https://www.forbes.com/advisor/business/ principles-of-change-management/

- Miller, K., *5 Critical Steps in the Change Management Process*,3/19/2020, https://online.hbs.edu/blog/post/change-management-process

- Sparrow, J., *Ten Tips for Effective Change Management That Puts Your Team First*, 5/7/2021, https://www.forbes.com/sites/janesparrow/2021/05/07/ten-tips-for-effective-change-management-that-puts-your-team-first/?sh=441edb72509a

- Ali, R., *What Is Integrated Business Planning and Why Is It Important?* 3/15/2021, https://www.netsuite.com/portal/resource/articles/business-strategy/integrated-business-planning.shtml

- Kotter, J., *The Eight Steps for Leading Change*, 5/4/2021, https://www.kotterinc.com/methodology/8-steps/

Slide [1.1]/ Menu Title: Welcome			
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image: Narrow photo of city street at twilight, train pulling away from curb. Solid blocks frame the background image on both sides , filled in color from module palette.	[Slide Title] **Introduction to Change Management**	[Nicole] Welcome to the Introduction to Change Management e-Learning course! This course is for new managers and others whose role will involve managing change initiatives. This is the first module in a nine-part series devoted to how we grow and evolve as an organization. You should be able to complete this course in 30 minutes.	"Introduction" flies in from above, "Change Management" flies in from below, and blue circle in center of screen grows in place. **Navigation** and **Start Course** buttons fade in near the end of the audio and learner can click to advance. **Next** and **Previous** buttons are removed from slide.

		Click the **Navigation** button for information about navigating the course and player, or click the **Start Course** button to begin right away.	

Notes:

Slide [1.2a]/ Menu Title: Course Navigation

Visual / Display:	Slide Text:	Narration / Voiceover:	Animation / Interaction
Menu is displayed to the left of player. Nicole stands to the right of the text, as if to welcome the learner to the course.	[Slide Title] **Course Navigation** **Audio** Please check your volume settings before you begin. **Pause Course** You can close this window by clicking the "**X**" in the top right corner. **Resume Course** Return to the Learning Center to re-launch the course. You will begin on the last page you viewed.	[Nicole] Some pages in this course contain audio. Please check your volume settings before you begin. If you need to pause the course, you can close the window by clicking the "**X**" in the top right corner of your browser. Return to the Learning Center to re-launch the course. Automatic book marking ensures you will begin on the last page you viewed. Please take a moment to review the player control buttons. If you're comfortable using this player to navigate the course, please proceed to the **Next** slide. Otherwise, click the **Player Controls** button for a short refresher.	Text and **Player Controls** button fade in, timed with their reference in the audio. When learner clicks **Player Controls**, that layer shows. **Previous** and **Next** buttons are available on both layers.

Notes:

Slide [1.2b]/ Menu Title: Course Navigation

Visual / Display:	Slide Text:	Narration / Voiceover:	Animation / Interaction:
	[Layer Title]	[Nicole]	

| Base layer is not visible on this layer.

Background image:

Stock image of desk, all set up and ready to begin work.

Callout captions point to player controls. | **Player Controls**

[Callouts]

Next

Previous

Accessibility

Volume

Replay

Progress Bar

Pause/Play

Course Menu

Resources | If you'd like to repeat the last slide or skip forward in the course, click the Previous or Next buttons.

Accessibility options are located here.

Click the sound icon to adjust the Volume.

Click the Replay button to see the entire slide again or adjust the Progress Bar if you'd like to review some portion of the slide.

You can also Pause the player or click the same button again to resume Play.

You can review an earlier section using the Course Menu on the left.

Finally, click the Resources tab for more information and further reading on the topic of Change Management.

When you're ready, click the Next button to get started. | Icon representing "click here" fades in as the timeline starts on this layer and follows a motion path to highlight each of the player controls.

Callout captions with player control text labels fade in timed with their reference in the audio. |
| **Notes:** | | | |

Slide [1.3]/ Menu Title: Learning Objectives			
Visual / Display:	**Slide Text:**	**Narration / Voiceover:**	**Animation / Interaction:**
After main title and subtitle, slide is divided into three columns, each with a central image representing its learning objective: **Why We Change** (image representing inspiration)	[Slide Title] **Learning Objectives** (fade in below headers) **Why We Change** Recognize the adverse business conditions that require us to continually adapt.	[Nicole] In this module, we will explore the following topics: Why We Change We'll discuss an important set of challenges in our business environment and how we overcome them. Value Drives Change	Each image appears with the corresponding header, timed with its reference in the audio.

Change Drives Value (image representing value) **How We Change** (image representing "follow the plan") Headers ("Why…", "How…", etc. are preceded by bullet points	**Value Drives Change** Describe the ways in which our value model guides our change strategy. **How We Change** Order the phases of our Change Management model. Identify the steps of our change management model.	We'll explain how our value model serves as the foundation for our change strategy. How We Change We'll introduce our Change Management model, which is our roadmap for successfully implementing change initiatives. By the end of this module, you'll be able to: • Recognize the adverse business conditions that require us to continually adapt. • Describe the ways in which our core strengths and value model guide our change strategy. • Oder the phases of our change management model. • Identify the steps of our change management model.	Learning objectives float down from headers as referenced in the audio. **Next** button is disabled until audio completes.
Notes:			

Slide [1.4a]/ Menu Title: What is VUCA?	Objective 1: Why We Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover:**	**Animation / Interaction:**
Background image: Image representing rapid movement, e.g. train station.	[Slide Title] **The World Changes Fast** [Subheading] We must move faster VUCA is an acronym. • **Volatility** • **Uncertainty** • **Complexity** • **Ambiguity** VUCA requires adaptation.	[Nicole] The world changes fast and we must move faster. Are you familiar with the term "VUCA"? VUCA is an acronym composed of four adverse conditions in our increasingly unstable and rapidly changing business environment: • **Volatility** • **Uncertainty** • **Complexity** • **Ambiguity** In this VUCA environment, adaptation is critical for success. Our innovative technologies and customer-centric culture help us adapt and sustain our position as the market leader.	When timeline starts on this slide, immediately show Layer 1.4b, introducing this section's theme: **Why We Change** Heading, subheading, and other text fly in to give the effect of fast movement. **Next** button is disabled until audio completes on both layers.
Notes:			

Slide [1.4b]/ Menu Title: Why We Change	Objective 1: Why We Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Nicole holding up a sign with the text "Why We Change"	[Layer] **Why We Change**	[Nicole] Let's begin by talking about why we change.	Layer is hidden when audio completes.
Notes:			

Slide [1.5]/ Menu Title: How We Adapt	Objective 1: Why We Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover:**	**Animation / Interaction:**
Image representing learning to lead, e.g. a person presenting at a whiteboard.	[Slide Title] **How We Adapt** [Subheading] Leaders at All Levels Most important to: • Create a culture of leadership • Across the organization • Focused on key behaviors Empower whole team to think and behave as leaders: • Improve and innovate • Access to many great ideas	[Nicole] The most important way we adapt is by creating a culture of leadership across our organization. We focus especially on key behaviors, such as data-driven decision making and developing lean and nimble solutions. We empower our whole team to think and behave as leaders, encouraging them to speak up whenever they see ways to streamline or improve our business. Looking for innovation beyond the c-suite gives us access to many more great ideas and is a key component of our successful change efforts.	Bullet points and text appears in time with its reference in the audio. **Next** button is disabled until audio completes.
Notes:			

Slide [1.6a]/ Menu Title: VUCA Leadership	Objective 1: Why We Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**

Background image:	[Slide Title]	[Base layer]	**Next** button is disabled when the timeline starts on this slide.
Image representing the challenging business environment, e.g. tall skyscrapers on all sides, foggy sky above. Four bars, each labeled with "V," "U," "C," or "A," each filled in a color from the module palette.	**VUCA Leadership**	[Nicole] [Opening Audio] Click on each of the bars at left to learn about critical leadership behaviors you can use to counteract VUCA conditions you encounter. When you are finished with each section, click on the "X" in the upper left-hand corner to close the tab. [Final Audio] Click the **Next** button to continue.	All four bars (V, U, C, A) have five states: **Normal, Hover, Down, Visited,** and **Disabled**. All bars are disabled until the opening audio completes the first time the learner lands on this slide. Once they become active, clicking on each bar takes the learner to a different layer. Final audio is disabled until all four layers have been **Visited**. **Next** button is re-enabled when final audio completes on this layer.

Notes:

Slide [1.6b]/ Menu Title: VUCA Leadership	Objective 1: Why We Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image: Image representing volatility, e.g. lightning strike.	[Layer Title] **Volatility** Focus on the big picture and communicate it to your team to keep them **engaged**.	[Volatility layer] [Nicole] "V" is for volatility. To manage volatility, a leader keeps the big picture in mind and effectively communicates it to their team. Know your vision, share it, and work towards it.	As soon as this layer starts, the V, U, C, and A bars and tall skyscrapers image slide to the right to reveal the **Volatility** image and text. **Volatility** audio plays and all bars are **Disabled**. If any of the other bars have already been **Visited**, they show as that state when timeline starts on this layer. When the **Volatility** audio finishes, the V bar changes to **Visited** and a white "X" appears in the upper left corner. The learner can click on

			the "X" to make the four bars and image slide back to their original position, which triggers layer to be hidden.
Notes:			

Slide [1.6c]/ Menu Title: VUCA Leadership	Objective 1: Why We Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image: Image representing uncertainty: e.g. foggy city scene	[Layer Title] **Uncertainty** Be **authentic** and create security. Break down tasks to better **understand** all their moving parts.	[Uncertainty layer] [Nicole] "U" is for uncertainty. In uncertain times, a leader creates security so that people can get on with the business at hand. Break down tasks as needed to keep them manageable for your team.	As soon as this layer starts, the U, C, and A bars and tall skyscrapers image slide to the right to reveal the **Uncertainty** image and text. **Uncertainty** audio plays and all bars are **Disabled**. If any of the other bars have already been **Visited**, they show as that state when timeline starts on this layer. When the **Uncertainty** audio finishes, the U bar changes to **Visited** and a white "X" appears in the upper left corner. The learner can click on the "X" to make the four bars and image slide back to their original position, which triggers layer to be hidden.
Notes:			

Slide [1.6d]/ Menu Title: VUCA Leadership	Objective 1: Why We Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image: Image representing complexity, e.g. a circuit board	[Layer Title] **Complexity**	[Complexity layer] [Nicole]	As soon as this layer starts, the C and A bars and tall skyscrapers image slide to the right to reveal the **Complexity** image and text. **Complexity** audio plays and all bars are **Disabled**.

| | Think critically and examine the problem with laser sharp focus and **clarity.** | "C" is for complexity.

When a situation is complex, a leader thinks critically about what can be accomplished with the resources available and keeps a laser sharp focus on the team's objectives and key results. | If any of the other bars have already been **Visited**, they show as that state when timeline starts on this layer.

When the **Complexity** audio finishes, the C bar changes to **Visited** and a white "X" appears in the upper left corner. The learner can click on the "X" to make the four bars and image slide back to their original position, which triggers layer to be hidden. |

Notes:

Slide [1.6e]/ Menu Title: VUCA Leadership	Objective 1: Why We Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image: Image representing ambiguity, e.g. a wall with many doors that all look the same	[Layer Title] **Ambiguity** Respond with **agility**. **Communicate** with your team to gain their insights.	[Ambiguity layer] [Nicole] "A" is for ambiguity. Facing ambiguity, a leader seeks others' in-sights. You can find clarity by involving your team and reflecting upon their feedback.	As soon as this layer starts, the A bar and tall skyscrapers image slide to the right to reveal the **Ambiguity** image and text. **Ambiguity** audio plays and all bars are **Disabled**. If any of the other bars have already been **Visited**, they show as that state when timeline starts on this layer. When the **Ambiguity** audio finishes, the A bar changes to **Visited** and a white "X" appears in the upper left corner. The learner can click on the "X" to make the four bars and image slide back to their original position, which triggers layer to be hidden.

Notes:

Slide [1.7a]	Objective 1: Why We Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**

Slide background is white space and multiple choice background block is color from module palette. Aaron is standing in front of an office background to the right of the question-and-answer text in a pose like he's explaining his dilemma to the learner. The transcript of his speech is shown in a caption to the left of him. There are four buttons in the project color palette, labeled "Volatility," "Uncertainty," "Complexity," and "Ambiguity."	[Slide Title] Knowledge Check [Subheading] Recognizing VUCA Conditions [Question box] Which VUCA condition is Aaron facing? Select the best answer choice below. [Aaron] [1] My team has been fielding a lot of complaints about the company's logistics software lately. [2] I'd like to give them a break and move us to a better platform, but I'm not sure that's a real option. [3] There are a few other logistics software products for businesses of our size on the market, but… [4] …they're all pretty new and I haven't had a chance to evaluate them yet,… [5] …so I'm not sure if any of them is actually better than what we've got now.	[Nicole] It's time for a knowledge check. Think about all you've learned so far about VUCA conditions. [Aaron] My team has been fielding a lot of complaints about the company's logistics software lately. I'd like to give them a break and move us to a better platform, but I'm not sure that's a real option. There are a few other logistics software products for businesses of our size on the market, but they're all pretty new and I haven't had a chance to evaluate them yet, so I'm not sure if any of them is actually better than what we've got now. [Nicole] Which VUCA condition is Aaron facing? Select the best answer choice below.	The **Previous** button is available, but the **Next** button is hidden. All four answer choice buttons have five states: **Normal, Down, Hover, Visited,** and **Disabled.** When the learner clicks on each of the answer choices, they go to a different layer where they receive feedback. The learner can try as many times as they need to until they choose the correct answer (the button that will take them to the next slide is one the correct feedback layer).

Notes:

Slide [1.7b]   Objective 1: Why We Change

Visual / Display:	Slide Text:	Narration / Voiceover	Animation / Interaction:
A red block appears over the still-visible base layer multiple choice question. Aaron avatar looks disappointed.	[Feedback - Volatility Layer] In the red block: That's not right. The problem here isn't volatility. The logistics software has been a problem for a while and my team will be happy to log fewer complaints.	[Aaron] That's not right. The problem here isn't one of volatility, or rapid and disorienting change. Quite the opposite: our logistics software has been a problem for a while and my team will be happy if they can spend less time logging complaints about it.	Learner clicks the **Close** button to return to the base layer and try again. This will be the same for layers d and e.
Notes:			

Slide [1.7c]	Objective 1: Why We Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
A green block appears over the still-visible base layer multiple choice question. Aaron appears on the right side of the slide, expressing approval for the learner's correct answer choice.	[Feedback - Uncertainty Layer] In the green block: That's right! Uncertainty is the VUCA condition I'm facing. I need more information to make a good decision. I'll break this project down into manageable, individual tasks and split them up among my team.	[Aaron] That's right! Uncertainty is the VUCA condition I'm facing. I need my team to collect information about each of the logistics software products, evaluate them, then report back on their pros and cons so that I can make a well-informed decision. I'll break this project down into individual assignments so that everyone has a clear, manageable task to accomplish. Click the **Close** button to move on.	Learner clicks the **Close** button to advance to the next slide.
Notes:			

Slide [1.7d]	Objective 1: Why We Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**

Same as for layer **1.7b**.	[Feedback – Complexity Layer] In the red block: Not quite. Implementing new logistics software will be a complex task, but looking at our choices and choosing the best one shouldn't be.	[Aaron] Not quite. Implementing new logistics software will be complex, but deciding which one to buy should be pretty straightforward. Researching each software product, evaluating performance, and comparing features will be a lot of work, but it's not especially complex.	Same as for layer **1.7b**.
Notes:			

Slide [1.7e]	Objective 1: Why We Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Same as for layer **1.7b**.	[Feedback – Ambiguity Layer] In the red block: Please try again. It's not that all logistics software seems the same, it's that I don't know enough about my options yet.	[Aaron] Please try again. This isn't a hard choice because one logistics software seems the same as any other, it's that I don't know enough about each of these products yet and I haven't had a chance to evaluate any of them. I need more information to make a good decision.	Same as for layer **1.7b**.
Notes:			

Slide [1.8a]/ Menu Title: Our Value Model	Objective 2: Value Drives Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Value wheel graphic with a brightly colored highlight over	[Slide Title] **Our Value Model**	[Nicole] [Initial Audio]	As soon as the timeline starts on this slide, jump to layer **1.9b**, introducing this section's theme: **Value Drives Change**

| each of the core strengths called out in the outer ring. | [Subheading]

Foundation for Change Strategy

Our core strengths:
• Great talent
• High-performance culture
• Integrated business management

Support our capacity to manage change effectively

Develop change action plans aligned with our value model | Our value model, illustrated in the graphic at right, is the foundation for our change strategy.

Our value model is comprised of three core strengths: great talent, high-performance culture, and integrated business management.

These qualities support every aspect of our business, including our capacity to manage change effectively.

We develop change action plans that are aligned with our value model and anchored in our language and culture.

Click on each color block on the outer ring of the value model to learn more about our core strengths and how they inform our change strategy and help us deliver value to our customers.

[Final Audio]

Click the **Next** button to continue. | The **Next** button is disabled when the timeline starts on this slide.

Each core strength highlight is covered with a hotspot. When the learner clicks on a hotspot, it takes them to the corresponding layer.

As the learner visits each layer, the corresponding highlight on the value model disappears. When they are all gone, the Final Audio plays.

When Final Audio completes, the **Next** button reappears. |
| **Notes:** | | | |

Slide [1.8b]/ Menu Title: Our Value Model — Objective 2: Value Drives Change

Visual / Display:	Slide Text:	Narration / Voiceover	Animation / Interaction:
Background image: Nicole holding up a sign with the text "Value Drives Change"	[Layer] **Value Drives Change**	[Nicole] Let's explore the ways in which value drives change.	Layer is hidden as soon as audio ends.
Notes:			

Slide [1.8c]/ Menu Title: Our Value Model — Objective 2: Value Drives Change

Visual / Display:	Slide Text:	Narration / Voiceover	Animation / Interaction:

Visual / Display:	Slide Text:	Narration / Voiceover	Animation / Interaction:
Background image: Value Model (from base layer) with only **Great Talent** highlight visible.	[Great Talent Layer] **Great Talent** • Build high-value teams • Strategically deploy talent • Deliver exceptional results **Engage top talent to lead change** • Commercial excellence • Customer-driven Innovation	[Nicole] **Making the most of great talent:** We recognize that people are our most valuable resource. We build high-value teams by recruiting the very best talent. Our highest performers lead critical business improvements to ensure that they're effective and sustainable. Our expert teams continually train and expand their skill sets to deliver exceptional results. By engaging our top talent to lead change, we achieve commercial excellence and find novel solutions for our customers.	Only the pink **Great Talent** highlight is visible on this layer. Bullet points appear on the slide as they are referenced in the audio. The pink **Great Talent** highlight disappears right before the audio ends. This layer is hidden when the audio ends.
Notes:			

Slide [1.8d]/ Menu Title: Our Value Model	Objective 2: Value Drives Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image: Value Model (from base layer) with only **High Performance Culture** highlight visible.	[High Performance Culture Layer] **High Performance Culture** • Build leadership capabilities • Don't just iterate—innovate • Under promise and over deliver **Change led by leaders at all levels**	[Nicole] **High performance culture in action:** Developing leadership capabilities across the organization gives us access to a wider pool of great ideas, strengthening our strategic position. These fresh perspectives enable us not only to iterate, but to nnovate, keeping our portfolio of products and services focused and effective. We leverage our efficiency and performance to delight customers at every opportunity.	Only the blue **High Performance Culture** highlight is visible on this layer. Bullet points appear on the slide as they are referenced in the audio. The blue **High Performance Culture** highlight disappears right before the audio ends.

	• Strong strategic position • Focused portfolio	Change led by leaders at all levels is how we maintain our strong strategic position and focused portfolio.	This layer is hidden when the audio ends.

Notes:

Slide [1.8e]/ Menu Title: Our Value Model	Objective 2: Value Drives Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image: Value Model (from base layer) with only yellow **Integrated Business Management** highlight visible.	[Integrated Business Management Layer] **Integrated Business Management** • Unify siloed operational resources • Optimize the supply chain • Continually improve financial planning and analysis **Adapt and live the change** • Operating excellence • Disciplined capital allocation	[Nicole] **Winning with integrated business management:** We unify often-siloed operational resources, like purchasing, sales, manufacturing, and finance. This enables us to optimize our supply chain, purchasing materials for the right price, at the right time, and in the right quantities. By aligning our operations and examining historical forecasts versus sales numbers, we continually improve our financial planning and analysis. We adapt and live the change in order to sustain operating excellence and disciplined capital allocation.	Only the yellow **Integrated Business Management** highlight is visible on this layer. Bullet points appear on the slide as they are referenced in the audio. The yellow **Integrated Business Management** highlight disappears right before the audio ends. This layer is hidden when the audio ends.

Notes:

Slide [1.9]/ Menu Title: Our Change Strategy	Objective 3: Value Drives Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**

| Background image:

Image representing getting to work, e.g. a meeting in a conference room. | [Slide Title]

Our Change Strategy

[Subheading]

Fundamental Principles

Engagement is key

Leaders exist at every level

Live the change | [Nicole]

When it comes to implementing change, we rely on a few fundamental principles to guide our strategy.

Number one, engagement is key. Building excitement and enthusiasm is the best way to kick off successful change initiatives.

Number two, leaders exist at every level. Recognizing and empowering them amplifies change momentum.

Number three, live the change. Modeling desired changes and behaviors is crucial for getting buy-in from the rest of the organization. | Each bullet point and text appears on the slide when referenced in the audio.

Next button is disabled until the audio completes. |
| **Notes:** | | | |

Slide [1.10a]	Objective 2: Value Drives Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image: Outlook email background. Scenario where an email from Aaron explains a new software tool the Company	[Slide Title] **Knowledge Check** [Subtitle] Applying Change Strategy [Company email] Hi Nicole, Have you had a chance to check out the new logistics software, OrderTek? It looks like it will	[Nicole] [1] We've covered a lot of ground so far. Let's take a moment to check your knowledge. [Aaron] [2] Hi Nicole, Have you had a chance to check out the new logistics software, OrderTek? It looks like it will dramatically improve our on-time order fulfillment numbers, so we want to get it up and running as soon as possible. We know it'll be a big change for the Sales, Shipping, and Customer Service teams and we want to roll it out smoothly.	Next button is hidden. When Nicole's [1] Audio ends, an email grows up from the left to take over the slide. Aaron narrates email [2]. As Aaron's audio ends, three buttons appear, labeled **Option #1**, **Option #2**, and **Option #3**.

must implement and offers three options to encourage adoption.	dramatically improve our on-time order fulfill-ment numbers, so we want to get it up and run-ning as soon as possible. We know it'll be a big change for the Sales, Ship-ping, and Customer Service teams and we want to roll it out smoothly. We've got a few ideas about how to improve adoption and get them comfortable using it. Can you please take a look at the options below and tell me which one you like best? Thanks! Aaron	We've got a few ideas about how to improve adoption and get them comfortable using it. Can you please take a look at the options below and tell me which one you like best? Thanks! [Nicole} [3] For each option, you'll be able to click **Submit** to choose that answer or click **Back** to return here and explore the other options.	Buttons have five states: **Normal, Down, Hover, Visited,** and **Disabled.** Buttons become available as Nicole's audio [3] ends. When learner clicks on each option, it takes them to the corresponding layer.
Notes:			

Slide [1.10b]		Objective 2: Value Drives Change	
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image: Email from the base layer is visible on this layer. A box appears in the middle of the slide containing Option #1 with accents and buttons from the project color palette.	[Option #1 Layer] Post on the company's intranet site that the OrderTek software is now live.	[Aaron] We could create a post on the com-pany's intra-net site explaining that the OrderTek software is now lyve. We could also provide a link to instructions for creating an account and logging in.	**Submit** and **Back** buttons have same states as Options #1-#3, except that **Back** button has no Visited state. **Submit** and **Back** buttons fade in at the bottom of the Option #1 box as the audio ends.
Notes:			

Slide [1.10c]	Objective 2: Value Drives Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**

Background image: Email from the base layer is visible on this layer. A box appears in the middle of the slide containing Option #2 with accents and buttons from the project color palette.	[Option #2 Layer] Ask each manager to nominate one person on their team to be the OrderTek coach.	[Aaron] We could ask each manager to nominate one person on their team to be the OrderTek coach. Coaches will receive advanced training on OrderTek. They will lead their team's adoption of it and help them troubleshoot any issues.	**Submit** and **Back** buttons have same states as Options #1-#3, except that **Back** button has no Visited state. **Submit** and **Back** buttons fade in at the bottom of the Option #2 box as the audio ends.
Notes:			

Slide [1.10d]	Objective 2: Value Drives Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image: Email from the base layer is visible on this layer. A box appears in the middle of the slide containing Option #3 with accents and buttons from the project color palette.	[Option #3 Layer] Send employees a link to Order-Tek's website, where they can read about the software and take a short quiz for the chance to win a prize.	[Aaron] We could send employees a link to OrderTek's website, where they can read about the software and take a short quiz for the chance to win a small prize.	**Submit** and **Back** buttons have same states as Options #1-#3, except that **Back** button has no Visited state. **Submit** and **Back** buttons fade in at the bottom of the Option #3 box as the audio ends.
Notes:			

Slide [1.10e]	Objective 2: Value Drives Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image: Email from the base layer is visible on this layer.	[Option #1 Feedback Layer] Please try again.	[Aaron] Please try again.	The user clicks the **Close** button to return to the base layer and try again.

Red bar across the bottom of the slide with an icon representing an incorrect response. Aaron is behind the red bar, but in front of the email and he looks concerned.	This option informs employees about the new software, but it doesn't engage them or give them a chance to try it out.	This option would inform employees about the new software, but it doesn't engage them beyond that. It doesn't provide any instructions for how to use it or give them a chance to try it out. Click the **Close** button to try again.	

Notes:

Slide [1.10f]		Objective 2: Value Drives Change	
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image: Email from the base layer is visible on this layer. Green bar across the bottom of the slide with an icon representing a correct response. Aaron stands behind the green bar, but in front of the email, and he looks happy.	[Option #2 Feedback Layer] Nice work! That's right, engaging employees and managers is important for building momentum, and the extra training offers coaches an opportunity to lead.	[Aaron] Nice work! That's right, engaging employees and managers is important for building momentum, and the extra training offers coaches an opportunity to practice leadership skills. Click the **Close** button to continue.	The user clicks the **Close** button to proceed to the next slide.

Notes:

Slide [1.10g]		Objective 2: Value Drives Change	
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image: Email from the base layer is visible on this layer.	[Option #3 Feedback Layer] Not quite. A small prize might appeal to some, but most employees	[Aaron] Not quite.	The user clicks the **Close** button to return to the base

| Red bar across the bottom of the slide with an icon representing an incorrect response.

Aaron is behind the red bar, but in front of the email and he looks concerned. | won't bother to visit the OrderTek website. This won't engage them to adopt the new software. | A small prize might appeal to some, but most employees probably won't bother to visit the OrderTek website. This won't engage them to adopt the new software.

Click the **Back** button to try again. | layer and try again. |
|---|---|---|---|
| **Notes:** | | | |

Slide [1.11a]/ Menu Title: Our Change Management Model	Objective 2: How We Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image representing three separate—but related—ways, e.g. three intersecting train tracks.

Beneath the image are three buttons, each labeled as a phase of the Company's change management model. | [Slide Title]

Our Change Management Model

[Subtitle]

Roadmap for Successfully Implementing Change

[Button 1]

Phase 1: Create the Climate

[Button 2]

Phase 2: Engage and Empower

[Button 3]

Phase 3: Implement and Sustain | [Nicole]

[Initial Audio]

[1] Change isn't an event—it's a journey—and our Change Management model is the roadmap we use to successfully navigate around the challenges that arise along the way. Click each **Phase** button below to learn about the steps we take during each phase of the journey, beginning with Phase 1.

[Final Audio]

[2] Click the Next button to move on. | **Phase 1, 2,** and **3** buttons take the learner to the corresponding layers.

Each button has three states: **Normal, Visited,** and **Hover.**

Only **Phase 1** button is available when the Initial Audio completes.

Phase 2 button becomes available when **Phase 1** button is **Visited**, and **Phase 3** button becomes available when **Phase 2** button changes to **Visited**.

The **Next** button is disabled until the learner has visited all three layers, and only becomes available when the audio ends on Phase 3. |
| **Notes:** | | | |

Slide [1.11b] Menu Title: How We Change	Objective 3: How We Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image: Nicole holding up a sign with the text "How We Change."	[Layer] **How We Change**	[Nicole] How we change is what sets us apart.	
Notes:			

Slide [1.11c]/ Menu Title: Elements of Our Change Management Model	Objective 2: Howe We Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image: Image representing setting course for opportunity, e.g. sightglass Icons as bullet points next to each step.	[Phase 1 Layer] Phase 1: Create the Climate • Step 1: Establish a Sense of Urgency • Step 2: Build a Guiding Coalition • Step 3: Develop Vision and Strategy	[Nicole] In Phase 1, we work toward creating an optimal climate for change. We begin by establishing a sense of urgency to inspire people to act with passion and purpose, then build a coalition to guide, coordinate, and communicate change. With our coalition in place, we develop a vision and strategy to make it a reality.	Icons and text appear on the slide as referenced in the audio. **Back** button appears as the audio ends. Clicking the **Back** button takes the learner back to the base layer.
Notes:			

Slide [1.11d]/ Menu Title: Elements of Our Change Management Model	Objective 2: How We Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image:	[Phase 2 Layer] Phase 2: Engage and Empower	[Nicole]	Icons and text appear on the slide as referenced in the audio.

Image representing a team's strength, e.g. interlocking arms Icons as bullet points next to each step.	• Step 4: Communicate Change Vision • Step 5: Empower Broad-based Action • Step 6: Generate Short-term Wins	Phase 2 is all about engaging and empowering our team. We begin by communicating our change vision to rally the troops, then clear the way for people to innovate and work more nimbly across silos to generate short-term wins. We recognize these wins and cheer our teams on to amplify our change momentum across the organization.	**Back** button appears as the audio ends. Clicking the **Back** button takes the learner back to the base layer.

Notes:

Slide [1.11e]/ Menu Title: Elements of Our Change Management Model	Objective 2: How We Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image: Image representing future growth, e.g. sapling Icons as bullet points next to each step.	[Phase 3 Layer] Phase 3: Implement and Sustain • Step 7: Consolidate Gains to Produce More Change • Step 8: Anchor New Approaches in Culture	[Nicole] In Phase 3, we implement and sustain the changes we've planned and prepared for. We consolidate gains from the changes we've already made, taking care not to skip any steps or learnings. We then harness that energy to produce more change. The last step is anchoring these new structures and practices in our culture to sustain them long-term.	Icons and text appear on the slide as referenced in the audio. **Next** button is once more available when the audio ends on this layer.

Notes:

Slide [1.12]/ Menu Title: Communication	Objective 3: How We Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**

| Background image:

Image representing momentum, movement, e.g. an urban subway station. | [Slide Title]

Communication

[Subheading]

Essential to Change Management

• Recognize the importance of communication for team morale
• Be transparent and give your team as much visibility as you can
• Create common language and use common metrics to keep your whole team informed | [Nicole]

Effective communication is essential to for successful change management

Communication is especially important during change initiatives, when members of your team may be feeling uncertain about their future.

In order to manage change effectively, it's important to communicate with your team regularly and be transparent about what's happening.

We create a common language and a culture to support change by using common metrics to talk about the state, progress, and effectiveness of our efforts. This helps to build trust and ensures you're your whole team feels informed about the state of affairs. | **Next** button is disabled until the audio ends on this slide.

Bullet points float in, timed with references in the audio. |

Notes:

Slide [1.13]/ Menu Title: Course Summary			
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image: Image representing uplifting path into a challenging—but manageable—business world, e.g. facing up a staircase in a	[Slide Title] **Course Summary** [Subheading] **Change is constant...and essential** 1. Recognize the adverse **VUCA conditions t**hat require us to continually adapt. 2. Describe the ways in which our value model guides our change strategy to e**ngage o**ur great talent, empower l**eaders at every level,** and to l**ive the change to m**ake it sustainable.	[Nicole] Change is constant...and essential. You learned a lot today about Change Management, and you should now be able to: Recognize the adverse V**UCA conditions t**hat require us to continually adapt. Describe the ways in which our value model guides our change strategy to e**ngage o**ur great talent, empower l**eaders at every level,** and to l**ive the change**	**Next** button is available as soon as learner lands on this slide. Bullet points appear on slide timed to their reference in the audio.

| stylish office building. | 3. Order the **phases** of the **Change Management model,** which is our roadmap for making important and lasting changes. 4. Identify the **steps** of the **Change Management model** for successful change activities. | to make it sustainable. Order the phases of the **Change Management model,** which is our roadmap for making important and lasting changes. And finally, Identify the **steps** of the **Change Management model** for successful change activities. | |

Notes:

Slide [1.14]/ Menu Title: Quiz Introduction			
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image: Image representing a quiz or test, e.g. a scantron form and a pencil	[Slide Title] **Quiz Introduction** [Subtitle] Let's See What You've Learned! • There are five (5) questions • Earn a score of 80% to pass • You can repeat the quiz as many times as you need to pass • You will receive your score upon completion	[Nicole] Now it's time for your final assessment. There are five questions of varied formats, and you must earn a score of 80% to pass. You can retake the quiz as many times as you need in order to pass. Upon successful completion, you will receive your score and credit for this module. When you're ready, click the **Next** button to start the quiz.	**Next** button is available as soon as learner lands on this slide. Text floats in timed to its reference in the audio.

Notes:

Slide [1.15a]		Objective 1: Why We Change		
Visual / Display:		**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**

All five assessment question slides have the same layout and formatting.
 	
The type of question appears in the Subtitle.
 	
Directions appear at the end of the question for non-multiple choice questions and are included in the audio for multiple choice questions.
 	
The question text is the same font size as the answer choices, which are displayed below the question and to the left of Nicole in slides 15, 17 and 19.
 	
Section with answer choices has a background color from the module's color palette, but otherwise the slide background is white space.
 	
Nicole appears on Slides 1.15, 1.17, and 1.19 to the right of the answer choices, writing, reading from a clipboard, or otherwise engaged as if she were taking the quiz along with the learner.
	[Slide Title]
	
	VUCA Conditions
	
	[Question]
	
	Select ALL that apply. From the choices below, select ALL of the adverse VUCA business conditions that require us to continually adapt, then click **Submit**.
	
	[Answer Choices]
	
	Volatility
	   [CORRECT ANSWER]
	Complexity
	   [CORRECT ANSWER]
	Unaccountability
	Abeyance
	Competition
	Ambiguity
	   [CORRECT ANSWER]
	Uncertainty
	   [CORRECT ANSWER]
	Variability
		[Nicole]
		
		Consider the adverse VUCA business conditions we covered in this module.
		Select all of them from the list below, then click S**ubmit.**
			Score by question with one attempt for each question as the learner progresses. They'll be able to retake the entire quiz at the end if they don't pass.
			
			This graded quiz slide is multiple choice.
			
			When the learner clicks **Submit**, submit answer and advance to next slide.
			
			The learner answers all the questions sequentially first, then receives their score on the **Results** page [Slide 1.20].
			
			If they do not pass, they can review the quiz and retake it.

Notes:			

Slide [1.15b]	Objective 1: Why We Change		
Visual / Display:	Slide Text:	Narration / Voiceover	Animation / Interaction:
Custom review layers 1.15b, 1.16b, 1.17b, 1.18b, and 1.19b.	[Review Layer] [Feedback]		Learner can click **Next** button to advance through the review feedback.

| Bar using color from palette shows at the bottom of the slide in the center, below the questions. Assessment question is visible in the background with the correct answer indicated. | **Remember:** The adverse VUCA business conditions that require us to continually adapt are volatility, uncertainty, complexity, and ambiguity. | | |

Notes:

Slide [1.16a]	Objective 2: Value Drives Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Same visual layout as Slide 1.15a, but without Nicole avatar.	[Slide Title] Core Strengths to Change Strategy [Subtitle] Matching [Question] Match each core strength on the right with its corresponding change strategy principle on the left. When you are finished, click **Submit**. [Answer Choices] • **Change led by leaders at all levels – High performance culture** • **Adapt and live the change to sustain it – Integrated business management** • **Engage top talent to lead change – Great talent** **[CORRECT MATCHES]**	[Nicole] Think about the ways in which value drives our change strategy. Match each core strength on the right with its corresponding change strategy principle on the left, then click **Submit**.	Same settings as for **Slide 1.15a,** except that this is a matching question, in which the learner must drag and drop the correct answer choice on the right to connect with its corresponding category on the left.

Notes:

Slide [1.16b]	Objective 2: Value Drives Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**

Same settings for custom review layers 1.15b, 1.16b, 1.17b, 1.18b, and 1.19b.	[Review Layer]
	
	[Feedback]
	
	Remember:
	    • Involving great talent delivers great change
	    • High performance culture builds leadership
	    • Integration and adaptation sustain success
			Learner can click **Next** button to advance through the review feedback.

Notes:			

Slide [1.17a]	Objective 2: Value Drives Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Same visual layout as for Slides 1.15 and 1.19.	[Slide Title] **Value Model to Change Strategy** [Subtitle] Multiple Choice [Question] How does our high performance culture inform our change strategy? [Answer Choices] A. Prioritizes building leadership capabilities B. Encourages not just iteration, but innovation C. Enables strategic deployment of talent D. A and B	[Nicole] Continuing to think about how value drives change, how does our high performance culture inform our change strategy? Choose the best answer below, then click **Submit**.	Same settings as for **Slide 1.15a.**

	E. A, B, and C		
Notes:			

Slide [1.17b]	Objective 2: Value Drives Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Same settings for custom review layers 1.15b, 1.16b, 1.17b, 1.18b, and 1.19b.	[Review Layer] [Feedback] **Remember:** High performance culture rewards leadership and innovation		Learner can click **Next** button to advance through the review feedback.
Notes:			

Slide [1.18a]	Objective 3: How We Change		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Same visual layout as for Slide 1.16a.	[Slide Title] **Change Management Model: Steps** [Question] **Matching.** Match the action taken in the column on the right with the corresponding Change Management model step in the list on the left. When you are finished, click **Submit**. [Answer Choices] **1. Step 1 – Establish a sense of urgency.** **2. Step 2 – Build a guiding coalition.** **3. Step 3 – Develop vision and strategy.**	[Nicole] Turning your attention to our Change Management model, match the action taken in the column on the right with the corresponding Change Management model step in the column on the left. When you are finished, click **Submit**.	Same settings as for **Slide 1.15a,** except that this is a matching question, where the learner must match each action in the right column with the correct step in the left column.

4. Step 4 – Communicate change vision. 5. Step 5 – Empower broad-based action. 6. Step 6 – Generate short-term wins. 7. Step 7 – Consolidate gains to produce more change. 8. Step 8 – Anchor new approaches in culture. [CORRECT MATCHES]			
Notes:			

Slide [1.18b]	**Objective 3: How We Change**		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Same settings for custom review layers 1.15b, 1.16b, 1.17b, 1.18b, and 1.19b.	[Slide Title] **Review** [Feedback] **Remember:** Our Change Management model gives us these eight steps to follow in the order listed here. [background of Review layer shows correct matches noted above in Slide 1.18a]		Learner can click **Next** button to advance through the review feedback.
Notes:			

Slide [1.19a]	**Objective 3: How We Change**		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Same visual layout as for Slide 1.15a and 1.17a.	[Slide Title] **Change Management Model: Phases** [Subtitle]	[Nicole] Keeping your focus on the Change Management model, put its phases in the proper order, then click **Submit.**	Same settings as for **Slide 1.15a,** except that this is an ordering question, in which the learner must place each of the items in the correct order.

	Ordering [Question] Put the phases of the Change Management model in the proper order, then click **Submit.** [Answer Choices] **1. Create the climate for change** **2. Engage and empower your team** **3. Implement and sustain change** **[CORRECT ORDER]**		
Notes:			

Slide [1.19b]	**Objective 3: How We Change**		
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Same settings for custom review layers 1.15b, 1.16b, 1.17b, 1.18b, and 1.19b.	[Review Layer] [Feedback] **Remember:** Our Change Management model builds excitement for change, involves the team to get it done, and we live the change to ensure it lasts		Learner can click **Next** button to advance through the review feedback.
Notes:			

Slide [1.20a]/ Menu Title: Quiz Results			
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**

Background image: Image representing a bright future ahead, e.g. a bright, sunny street cafe scene with low contrast to provide an unobtrusive background for the quiz results.	[Slide Title] **Quiz Results** [Subtitle] Here's How You Did: [Left circle] ##% Your Score [Center circle] [Right circle] 80% Passing Score		Show Success layer 1.20a when timeline starts if results are equal to or greater than the passing score. Show Failure layer 1.20b when timeline starts if results are less than passing score. Base layer will be visible (show through) from Success or Failure slide layers. Results variable reference shows the percent score only, not the points variable reference. Built in graded quiz variable reference displays learner score where **XX** appears on left of slide. 80% to pass shown where **YY** appears on right slide
Notes:			

Slide [1.20b]/ Menu Title: Quiz Results

Visual / Display:	Slide Text:	Narration / Voiceover	Animation / Interaction:
Base layer is visible with additional features, e.g. a trophy, indicating that the learner passed the quiz. Aaron and Nicole on either side of the learner's score objects, smiling at the learner as if to celebrate.	[Slide Title] **Success!** [Center circle] Icon representing a passing quiz attempt, e.g. a trophy. [Below center circle] You passed the quiz.	[Aaron] Great job, you passed! You have successfully completed this module. You can review your answers or continue to the next slide.	**Review** button shows correct/incorrect responses when reviewing. **Continue** button jumps to Slide 1.21.

Notes:

Slide [1.20c]/ Menu Title: Quiz Results			
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Base layer is visible with additional features, e.g. an "X," indicating that the learner did not pass the quiz. Aaron and Nicole on either side of the learner's score objects, looking concerned, as if to say to the learner "Oh no, that's too bad."	[Slide Title] **Please Try Again** [Center circle] Icon representing a failing quiz attempt, e.g. an "X" [Below center circle] You didn't pass the quiz.	[Aaron] You didn't pass this time, but you can review your answers and retake the quiz when you're ready.	**Review** button shows correct/incorrect responses when reviewing. **Retake** button resets the learner's score and jumps back to **Slide 1.15**.
Notes:			

Slide [1.21]/ Menu Title: Congratulations			
Visual / Display:	**Slide Text:**	**Narration / Voiceover**	**Animation / Interaction:**
Background image: Aaron and Nicole to the right of the text, smiling at the learner as if to say "Well done."	[Slide Title] Great Work! [Subheading] You have successfully completed this module. Now you can apply change management knowledge as situations arise on the job.	[Nicole] Great work! You have successfully completed this module. Now you can begin applying your newfound change management knowledge to situations and tasks as they arise on the job. A job aid from this course is on its way to you to help keep this information fresh in your mind--don't forget to check your email! When you're ready, please proceed to the next module in this learning series: **Change Management Fundamentals**.	**Next** and **Previous** buttons are hidden. **Close** button is available from the beginning of this slide for the learner to

	A job aid from this course is on its way—don't forget to check your email. Next up: **Change Management Fundamentals**.	Click the **Close** button to exit the course.	exit the course.
Notes:			