

# What is Change Management?

## Worksheet

Change management is a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state. It combines strategy, communication, and people skills to overcome resistance and embed new ways of working.

## Questions

1. The most common reason organizational changes fail is

- A) Unclear goals
- B) Underestimation of people resistance and poor change communication
- C) Lack of budget
- D) Wrong timing

2. In ADKAR, 'Desire' refers to

- A) Understanding why change is needed
- B) Personal motivation to embrace the change
- C) Ability to execute
- D) Celebrating success

3. Kotter's 'create a sense of urgency' step is critical because

- A) It saves money
- B) People are lazy
- C) It overcomes inertia and complacency; complacent orgs resist change
- D) It eliminates all resistance

4. A manager resists the new change initiative, blocking their team. Best approach?

- A) Remove the manager
- B) Ignore the resistance and push through
- C) Engage the manager early, understand concerns, involve them in design
- D) Wait for them to come around

5. A company is shifting from waterfall to Agile software development. Many engineers are comfortable with the old way. What change management steps are critical?

6. A merger is planned between two companies with different cultures. What are the biggest change management risks?

7. A company introduces a new performance management system (replacing annual reviews with continuous feedback). Managers and HR resist. How to proceed?

8. Define: What is change management?

9. Define: Name the ADKAR model stages.

10. Define: Why do most organizational changes fail?

## Answer Key

1. B) Underestimation of people resistance and poor change communication - Research shows most failures stem from poor people-management and communication, not strategy or budget.
2. B) Personal motivation to embrace the change - Desire is about creating personal buy-in - people must want to change, not just know they should.
3. C) It overcomes inertia and complacency; complacent orgs resist change - Without urgency, people default to 'why fix what works?' Urgency is the emotional driver for change.
4. C) Engage the manager early, understand concerns, involve them in design - Resisters, especially leaders, are often best addressed by early engagement, listening, and co-design.
5. Awareness: explain why (faster time-to-market, customer feedback loops). Desire: address fears (loss of control, new skills), highlight benefits (autonomy, ownership). Knowledge: hands-on Agile training, sprint simulations. Ability: pair engineers with experienced Agile coaches. Reinforcement: celebrate early wins, track velocity gains, address resisters.
6. Biggest risks: culture clash, identity loss, talent flight, unclear reporting lines, redundant roles. Key strategies: transparent communication about who, what, when; leadership alignment; town halls; offer choices where possible. Without this, integration fails and top talent leaves.
7. Identify blockers: fear of increased workload, attachment to old system. Engage resisters early: pilots, co-design, ask for input. Show quick wins: lower stress, better feedback, improved retention. Provide support: training, templates, coaching.
8. A structured approach to guiding people and organizations through transitions, minimizing disruption and building buy-in.
9. Awareness, Desire, Knowledge, Ability, Reinforcement - five phases of individual change adoption.
10. Poor communication, underestimation of people resistance, lack of training, and insufficient reinforcement.

### **Bounlu**

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