

When change keeps coming: How teams share, shape, and act

Adaptive module

~20 min

AI, the ecological transition, reorganizations: change has become a daily reality for teams, to the point that specialists speak of change fatigue. This module brings change management down to team level: three linked attitudes—share, shape, and act—with ready-to-use practices, from the perception round to the three-question action plan, and one key rule of honesty: saying what has been decided and what the team can really influence.

LEARNING OBJECTIVES

- 01 Share change as a team: say what's certain, what's still open, and listen to what holds people back.
- 02 Set up regular dialogue practices, from the perception round to a team check-in dedicated to the change.
- 03 Shape the "how" of the change together through rollout workshops, working groups, and team agreements.
- 04 Take action without waiting for full buy-in, using short-term wins and the loop: test, observe, learn, adjust.

WHO IT'S FOR

Managers and team members who want to play their role in the changes facing their team, from words to action.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

- 1 **Self-assessment:** on 9 dimensions, to gauge current habits and guide the practice.
- 2 **Expert video:** 10 minutes, with 3 pauses for reflection.
- 3 **Practice scenarios:** the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
- 4 **Dated commitment:** one action to try, written by the learner or picked from the suggestions.
- 5 **Memo to download:** key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Change management – John Kotter (Harvard): repeated communication of the vision, "short-term wins" (8-step model)
- Psychological safety – Amy Edmondson (Harvard Business School)
- Co-written team agreements – Afthonios method
- Test / observe / learn / adjust loop – Afthonios method

SOURCES & REFERENCES

- John Kotter (professor emeritus at Harvard Business School) – repeated communication of the vision and "short-term wins", step 6 of his 8-step change model
- Prosci – leading change management firm, originator of the concept of "change fatigue"
- Amy Edmondson (Harvard Business School) – psychological safety, a prerequisite for speaking up about problems and disagreements
- Karl E. Weick, "Small Wins: Redefining the Scale of Social Problems", American Psychologist (1984): a series of small, concrete wins attracts allies and deters opponents