

## **Module 5: Facilitating Organizational Change**

### **1. Systems Thinking and Open Systems Theory**

What Is Systems Thinking?  
What Is Open Systems Theory?

### **2. Chaos and Complexity Theory**

Chaos and Complexity Theory Defined  
How Chaos and Complexity Relate to Facilitating Organizational Change  
Similarities and Differences Between Chaos and Complexity  
OD Intervention

### **3. Appreciative Inquiry Theory**

Leading Groups or Teams  
Using Effective Questioning Techniques  
Integrating Multidisciplinary Learning Topics or Courses  
Using Experiential Activities to Expand Learning  
Understanding Organizational Realignment

### **4. Action Research Theory**

Action Research and Learning  
Bloom's Taxonomy  
Six Sigma Processes  
Kepner-Tregoe  
Groups or Teams Facilitation  
Meeting Management  
Multicultural (Global) Environment Management

### **5. Organizational Systems and Culture, Including Political Dynamics in Organizational Settings**

High-Performance Organizations  
Organizational Structure Models  
Current Culture Benchmarking  
Leadership Models  
Employee Motivation and Productivity  
Role of Top Management  
Cultural Factors at Work With Technology

### **6. Change Theory and Change Models**

Defining the Current State  
Defining Intended Outcomes

Selling the Change Strategy  
Planning for Change  
Analyzing Stakeholders  
Considering Cultural Implications  
Setting Milestone Evaluations  
Introducing Change  
Overcoming Resistance or Complacency  
Understanding Reactions to Change  
Implementing Change  
Evaluating Effects of Change

### **7. Process Thinking and Design**

### **8. Engagement Practices to Build Critical Mass**

Performing a Needs Analysis to Define a Need for Change  
Using Six Sigma Practices for Presenting and Measuring the Effect on Business or Performance Before Change  
Communicating Issues to the Workforce  
Considering the Importance of Owning the Process

### **9. Communication Theory**

How Communication Relates to Facilitating Change  
Communication Styles  
Communication Channels, Informal Networks, and Alliances

### **10. Diversity and Inclusion**

### **11. Motivation Theory**

Motivation Best Practices  
Employee Motivators  
Considerations for Motivating Learners

### **12. Mindset and Mental Models and Their Influence on Behavior and Performance**

Management Styles  
Personal Social Styles  
Emotional Intelligence

### **13. Glossary**

### **14. Answer Key**

### **15. Index**