Program Overview

The goal of the Change Academy Program at Emory is to provide managers with the knowledge and skills necessary to effectively manage change and enhance the acceptance and success of change efforts.

Program Design
This program is designed to allow leaders to develop and enhance skills within a cohort group of up to 12 participants. By creating a shared experience, participants have the opportunity to build relationships with colleagues from different departments and divisions. This peer interaction strengthens the learning experience, promotes networking and increases the retention of the participants in the program. Participants will bring with them a change they are currently managing, to use as a shared experience for feedback and skill application throughout the program. This will allow participants to apply concepts learned in the program to address relevant, timely issues that enhance productivity and/or strengthen their change management skills.

For 2020, the class will be delivered via Zoom. Although virtual, many features will be used to ensure that this is an interactive and engaging experience, to include breakout rooms, polls, live discussion and interactive exercises.

Candidate Qualifications
Individuals managing a change in a people management role typically at level that is Director or above (e.g., directors, senior directors, assistant/associate VPs, etc.). Some jobs that do not use “Director” in the job title may still qualify. The program is also appropriate for faculty and principal investigators that supervise people. Candidates are nominated by their Supervisor.

“As the last few months have shown, change can come unexpectedly, and the better pace and skill at which our teams are able to adapt to and respond to change, the better we position ourselves competitively. The Change Academy provides a critical skillset for change leaders and change implementers at Emory to continue to position Emory for eminence, in support of Emory’s mission to create, preserve, teach and apply knowledge in the service of humanity.”

-Chris Augustini, Executive Vice President for Business and Administration
Program Curriculum

Participants will be selected to attend engaging, interactive sessions and explore key themes including:

- **The Change Cycle**
  A model that shows how people react to and cope with change, how to tackle and overcome concerns about change, as well as how to help yourself and others navigate through it.

- **Emory Change Management Model**
  A step by step process and model for managing change at Emory, using the four Ps of change management: Plan, Prepare, Promote and Proceed.

- **Immunity to Change and Birkman**
  Help self and others recognize needs and overcome personal “immunities” that are inhibiting the ability to successfully change.

- **Communication**
  A model and tips for communicating change in a way that respects the past while generating excitement for the future.

- **Systems and Change**
  Learn how systems work and their influence on change. Sustain change by understanding interconnectedness and relationships of various processes within a system and their influence on the culture of an organization.

- **Presentation**
  A presentation from each participant that integrates concepts and shows planned/current impact on existing change(s) being managed in his/her area. Each presentation will show link to at least 3 of the sessions.

Additional features:

- **In-class facilitated discussion**
  At each session, participants will share progress on their current change that they are managing and receive feedback from their fellow participants, as well as the Change Academy staff.

- **Online discussion**
  Participants will share progress on their current change that they are managing and receive feedback from their fellow participants, as well as the Change Academy staff, throughout the entire program (and afterwards) using a specially designated online space within Microsoft Teams. The capacity to share files, articles and other supporting documents will also be available.
Participant Selection
All applicants will be notified via email by Monday, August 10, 2020 regarding the status of their nomination. Participants will be selected based on their stated goals, departmental representation and supervisor’s recommendation. Candidates are required to reserve the dates listed on the Program-at-a-Glance (see page 6) in anticipation of their acceptance to the program.

Supervisors are encouraged to reserve Monday, August 24, 2020 for the Supervisor’s Orientation from 11:00 am-12:00 pm. This will be a webinar/Zoom meeting.

Program Cost
The cost for the department for each participant is $75.
Participation Guidelines

The purpose of Learning and Organizational Development programs is to provide participants with an opportunity for growth and development. Given the investment of time and resources, it is imperative that participants are committed to attending all the program sessions.

**Attendance is mandatory**
The Program-at-a-Glance is provided in this application packet. Interested candidates should plan regular work-related commitments, professional conferences and vacations in advance, so that they do not conflict with program dates. If a participant misses a class, the program coordinator will contact the participant, their supervisor and the Director of Organizational Development. Participants are NOT allowed to miss the first kickoff session. If the participant is unable to attend the kickoff session, they will not be allowed to participate in this cohort. Their participation will be considered for the next cohort.

**Extenuating Circumstances**
In the event of illness, loss of a loved one or unexpected workplace emergency, the participant will inform the program coordinator that she or he will not be able to attend the session. The program coordinator will assist the participant in making up the session, which may include attending a make-up session, assigned readings, or a session with the next cohort.

**Technical difficulties**
In the event of technical difficulties that interfere with the Zoom session (e.g. inclement weather), participants should stay on until notified that the class cannot resume. Should a class need to be rescheduled, we will seek your support in adjusting calendars.

**Unexcused Absences**
Examples of unexcused absences include meetings, vendor meetings, conference calls, conference attendance or vacation days. The participant will be responsible for making up the session(s), which may require waiting until the next cohort to complete the missed session(s). **Program fees will not be refunded as course materials are acquired in advance.**
Graduation Requirements
Participants will be eligible for graduation in 2021 by completing the following requirements:

1. Attendance in classes
2. Completing all required program assessments/exercises/assignments
3. Sharing and providing updates on the status of their change within class and online.
   Participation is a critical part of this experience.

*If the participant is unable to meet these requirements, they will be invited to participate in the next graduation ceremony once all requirements are met.*

Program-at-a-Glance

*Once selected, attendance will be required.* Please review the following dates prior to submitting your application to ensure your availability. All of the sessions will take place via Zoom. Please note that the topics are subject to change.

<table>
<thead>
<tr>
<th>COURSE / EVENT</th>
<th>DATE</th>
<th>TIME</th>
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<tbody>
<tr>
<td>Application Deadline</td>
<td>Friday, July 31, 2020</td>
<td>5:00 PM</td>
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<tr>
<td>Participation Notification via Email</td>
<td>Monday, August 10, 2020</td>
<td>5:00 PM</td>
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<tr>
<td>Supervisor Orientation (webinar)</td>
<td>Monday, August 24, 2020</td>
<td>11:00 AM -12:00 PM</td>
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<tr>
<td>Change Academy Session #1</td>
<td>Thursday, August 27, 2020</td>
<td>9:00 AM – 11:30 AM</td>
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<td>Change Academy Session #2</td>
<td>Thursday, September 17, 2020</td>
<td>9:00 AM – 12:00 PM</td>
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<td>Change Academy Session #3</td>
<td>Thursday, October 8, 2020</td>
<td>8:30 AM – 12:00 PM</td>
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<td>Change Academy Session #4</td>
<td>Thursday, October 29, 2020</td>
<td>9:00 AM – 11:30 PM</td>
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<td>Change Academy Session #5</td>
<td>Thursday, November 19, 2020</td>
<td>8:30 AM – 12:30 PM</td>
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<tr>
<td>Change Academy Session #6</td>
<td>Thursday, December 10, 2020</td>
<td>8:30 AM – 12:30 PM</td>
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<tr>
<td>Graduation</td>
<td>January 2021</td>
<td>TBD</td>
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# SUPERVISOR RECOMMENDATION FORM

Due: Friday, July 31, 2020, 5:00 pm

## I. NOMINEE INFORMATION

<table>
<thead>
<tr>
<th>NAME:</th>
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<tbody>
<tr>
<td>EMPLOYEE ID:</td>
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<tr>
<td>TITLE:</td>
</tr>
<tr>
<td>DIVISION/DEPARTMENT:</td>
</tr>
<tr>
<td>SPEEDTYPE # (ALL TEN DIGITS):</td>
</tr>
<tr>
<td>CAMPUS ADDRESS:</td>
</tr>
<tr>
<td>PHONE:</td>
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1. How long has the nominee been a manager at Emory? ____________
2. Does the nominee have prior experience as people manager? If so, how many years? ________
3. How many direct reports does the nominee have? ________
4. How many indirect reports does the nominee influence? ________

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**Letter of Support**

The supervisor must submit a letter of support. In an attachment, please provide a statement of support for your employee’s admission into the program. Please include the following:

- Why do you think this person is an ideal candidate for this program?
- What change is this person managing? Please describe.
- How would this individual benefit from this experience?
- How will your department benefit from this person’s participation?

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**Supervisor Orientation**

Supervisors are expected to attend the **Supervisor’s Orientation on Monday, August 24, 2020 from 11:00 am-12:00 pm**. During the Orientation, supervisors will learn about the program expectations and attendance requirements. They will also meet the Learning & OD Team facilitating the Change Academy. **There will be non-refundable $75 charged back to the department**. Faculty are eligible and encouraged to apply.
SUPERVISOR RECOMMENDATION FORM
Due: Friday, July 31, 2020, 5:00 pm

Supervisor Commitment
Please read the following, and sign and date below to indicate your agreement.

- I understand that the participant’s commitment to the program includes instructor-led classes and additional time that may be required to complete any course-related work such as participating in online dialogue, readings, and additional assignments.

- I will support this person in meeting all the program requirements. I will attend the Supervisor’s Orientation and I understand that my department will be charged a non-refundable $75 program fee.

- I understand that the participant’s continued enrollment in the program will be based on attendance at every scheduled course, and that I will be informed of any missed sessions.

My signature below indicates that I have read the Program-at-a-Glance and support my employee’s participation in the Change Academy at Emory Program. I am committed to his/her professional development and training, and I will support his/her attendance with paid time away to fully participate in this program.

SUPERVISOR INFORMATION

NAME OF SUPERVISOR:

TITLE:

EMAIL:

SIGNATURE:
Checklist

☐ I have read the program overview and understand that the cost of this program is $75 and is non-refundable.
☐ I have reviewed the program dates and ensured my nominee’s availability before applying to the program.
☐ I have completely filled out the application, signed it, and provided a letter of support.

APPLICATION DEADLINE: Friday, July 31, 2020, 5:00 pm

To submit application:
Email application and support letter to Erika Trelles, OD Coordinator: Erika.Trelles@emory.edu

For questions and inquiries, contact:
Randall H. Lucius, Ph.D., Director, Organizational Development, Human Resources Division, Learning & Organizational Development, Phone: 404-712-8941; Email: rlucius@emory.edu

Learning & Organizational Development

HR’s Learning & Organizational Development Department fulfills the mission of Emory University by offering a variety of learning opportunities including general enrollment courses, customized workshops, performance consulting and facilitation services. While most courses are specifically targeted to university staff and faculty, employees of Emory Healthcare are invited to participate in those classes that meet their personal and professional development needs.

The following programs and services are available:

General Enrollment Courses

Performance Consulting Services
- Leadership & Behavior Assessments
- Retreat Design and Facilitation
- Team Building Design and Facilitation
- Customized Training

Programs
- Excellence Through Leadership (ETL)
- Emerging Leaders at Emory Program
- Essentials of Leadership at Emory
- Administrative Professionals Program
- Aspiring Leaders at Emory Program
- Mentor Emory Program