

2026

Leading People Through Change



Defense Health Agency

6/4/2026

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Section I Objectives

Section I Objectives

1



Explore the “what” and “why” of change management using 5 tenets.

2



Discuss 7 reasons for change resistance and how to overcome them.

3



Apply Kotter’s 8-step process.

Conflict Definition

Conflict occurs when two or more parties have differences in how they see things and what those things mean to them.



Work Conflict

Negative

- Hurt relationships and strained team cohesion
- Mistrust
- Absenteeism and turnover
- Work satisfaction and mental health
- Work performance and productivity

Positive

- Greater creativity
- Enhanced perspectives
- New approaches and ideas
- Better decisions and outcomes

The 5 Tenets of Change

#1. We change for a reason.

The “what”
and “why” of
change
management

The 5 Tenets

#1

We change for a reason.

#2. Organizational change requires individual change.

The “what”
and “why” of
change
management

The 5 Tenets

#2

Organizational change requires
individual change.

#3. Organizational outcomes are the collective result of individual change.

The 5 Tenets

The “what”
and “why” of
change
management

#3

Organizational outcomes are the
collective result of individual
change.

#4. Change management is an enabling framework for managing the people side of change.

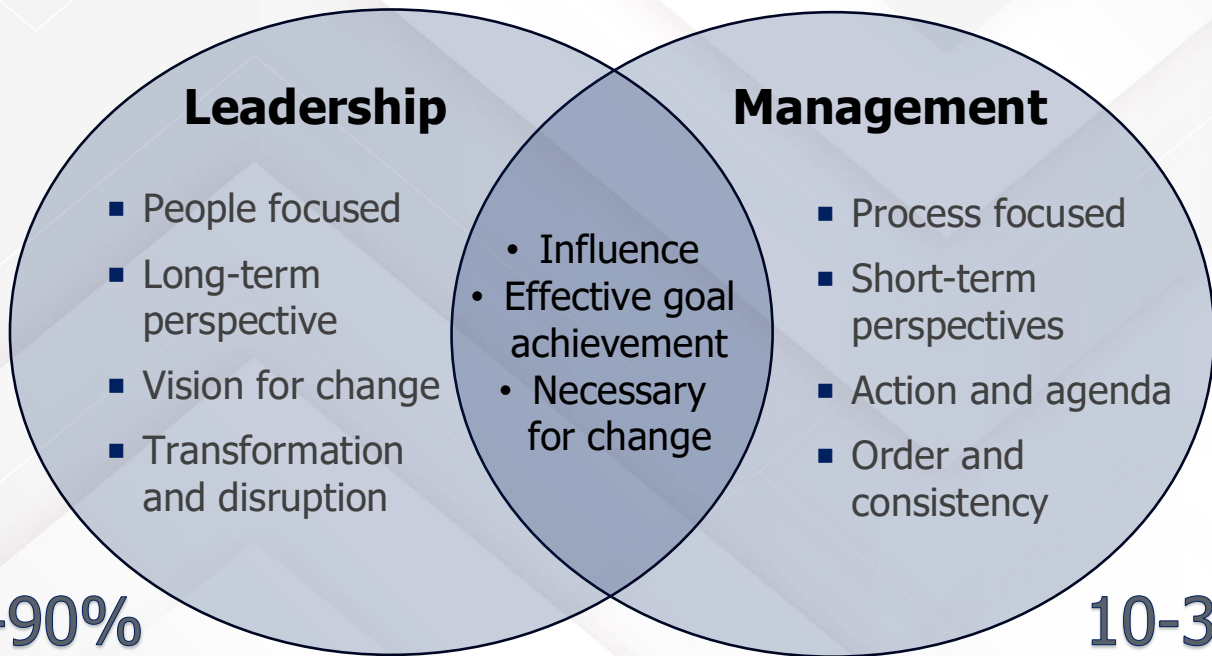
The “what”
and “why” of
change
management

The 5 Tenets

#4

Change management is an enabling framework for managing the people side of change.

Change Leadership and Change Management



#5. We apply change management to realize the benefits and desired outcomes of change.

The 5 Tenets

#5

The application of processes and tools to manage the people side of change from a current state to a new future state so that the desired results of the change are achieved.

We apply change management to realize the benefits and desired outcomes of change.

Reasons for Resistance



- Loss of control
- Surprise, surprise!
- Loss of face
- Concerns about competence
- More work
- Past resentments
- Sometime the threat is real

Overcoming Resistance Activity

Briefly describe the change:

Overcoming Resistance

Reason for Resistance	Ways to Overcome
Loss of control	
Surprise, surprise!	
Loss of face	
Concerns about competence	
More work	
Past resentments	
Sometimes the threat is real	

Kotter's 8-Step Change Process

Kotter's 8-Step Change Process

Create
Climate for
Change

1. Create a sense of urgency
2. Build a guiding coalition
3. Form a strategic vision

Engage and
Enable the
Organization

4. Enlist a volunteer army
5. Enable action by removing barriers
6. Generate short-term wins

Implement
and Sustain

7. Sustain acceleration
8. Institute change

Activity:

What is the strategic vision behind the change?

What are some barriers that could impede your change?

How could they be removed?

Section II Objectives

Section II Objectives

1



Identify three types of conflict.

2



Examine five conflict behaviors.

3

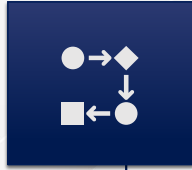


Apply five steps to addressing conflict.

Three Types of Conflict



Task - what



Process - how



Relationship - who

**Three
Types of
Conflict**

(de Wit, Greer, & Jehn, 2012)

Preventing Conflict: Task and Process

Means: RACI Chart

R = Responsible A = Accountable C = Consulted I = Informed

	Tom	Ann	Mary	Bob	Sam
Task 1	C	I	A	C	R
Task 2	R	C	A	C	R
Task 3	R	C	A	C	I
Task 4	R	R	C	R	I

Responsibility Matrix

- RACI – Responsible, Accountable, Consulted, Informed
- MOCHA – Manager, Owner, Consultants, Helper, Approver

Project Plans

- Planner
- MS Project
- POAM

Team Charters

- Decision maker
- Roles
- Guidance

Conflict Behavior

Competing

Conflict Behavior: Competing



Appropriate:

- Quick decisions
- Collaboration fails or isn't feasible
- Unpopular actions
- Outcome affects one party

Not Appropriate:

- Issues are complex
- Both parties equally powerful
- Outcome is not worth the conflict

(Thomas-Kilmann Conflict Mode Instrument by Kenneth Thomas in *The Handbook of Industrial and Organizational Psychology*)

Conflict Behavior: Collaborating



Appropriate:

- Complex issues
- Variety of viewpoints are needed
- Parties are of equal status and there's time

Not Appropriate:

- Task is simple or trivial
- Little time
- One party inexperienced in problem-solving or is unconcerned about outcomes

(Thomas-Kilmann Conflict Mode Instrument by Kenneth Thomas in *The Handbook of Industrial and Organizational Psychology*)

Compromising

Conflict Behavior: Compromising



Appropriate:

- Balance of power with mutually exclusive goals
- Outcome is not crucial

Not Appropriate:

- Prevents a creative solution

(Thomas-Kilmann Conflict Mode Instrument by Kenneth Thomas in *The Handbook of Industrial and Organizational Psychology*)

Conflict Behavior: Avoiding



Appropriate:

- Benefits of resolution not worth the confrontation
- Time is needed

Not Appropriate:

- Issues are important to a party
- Immediate action required

(Thomas-Kilmann Conflict Mode Instrument by Kenneth Thomas in *The Handbook of Industrial and Organizational Psychology*)

Accommodating

Conflict Behavior: Accommodating



Appropriate:

- Issues more important to the other party
- Other person in a better or stronger position
- Long-term relationship is important

Not Appropriate:

- Issue is of great concern
- Creates frustration or exploitation.

(Thomas-Kilmann Conflict Mode Instrument by Kenneth Thomas in *The Handbook of Industrial and Organizational Psychology*)

How did you handle your conflict?

What would be the best conflict behavior to use?

Competing



Collaborating



Compromising



Avoiding



Accommodating



Addressing Conflict

Addressing Conflict: Collaborating

? Identify the problem

🎯 Identify the shared goal

🧠 Brainstorm multiple solutions

🎯 Evaluate available solutions

✓ Implement a selection

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