

Certified Travel Counselor (CTC) Program

Skill Area: Contemporary Issues Elective Course

Managing Change



Introduction	5
Overview	5
Learning Outcomes	5
Reader's Guide	6
Pre-Test	7
Unit 1: Planning for Change	8
Paradigms	8
Leading Versus Managing Change	12
Unit 2: Communicating Change	16
Taking Stock	16
Step-by-Step Communication	20
Unit 3: Implementing Change	24
The Implementation Process	24
Barriers to Implementation	29
Unit 4: Dealing with Change	32
The Nature of Change	32
10 Ground Rules in Changing Times	34
Summary	39
Application Activity	41
Post-Test	49
Test Preparation Hints	50
A Note to Facilitators	51
Glossary	54
Answer Key	55
For Further Study	59
Supplemental Reading	61

Table of Contents

Introduction

Overview

Change is a constant factor in the travel industry. What you knew to be true yesterday may be inaccurate today. Prices, policies, people, and products can literally change overnight, so the ability to embrace and effectively manage change is of great benefit to today's travel professionals. This course will introduce you to some basic skills in managing change. First among these skills is planning for change, and you will explore some key elements to consider as you anticipate change within your organization. Once you know that change will occur, you must know how to effectively communicate the expected changes to coworkers and clients, which is the subject of Unit 2. Units 3 and 4 suggest techniques to implement change and deal with its consequences. While change may not always come easily, you can be sure that it will indeed come. This course will help you prepare for the inevitable changes that accompany the travel profession.

Learning Outcomes

After completing the readings and activities in *Managing Change*, you will be able to

- Identify the significance of paradigms and leadership skills in planning for change.
- Communicate anticipated changes with optimal effectiveness throughout your organization.
- Follow a series of logical steps to implement necessary changes successfully.
- Practice practical techniques for dealing with the consequences of change.
- Use your communication and implementation skills to manage workplace change.

