

# WORK SAMPLES

RAYDIANCE C. DANGERFIELD

**EMAIL:** [raydiance@thelearningpulse.com](mailto:raydiance@thelearningpulse.com)

**WEB:** [thelearningpulse.com](http://thelearningpulse.com)

**LINKEDIN:** <https://linkedin.com/in/thelearningpulse>

# Table of Contents

- I. AREAS OF EXPERTISE
- II. CONTEXT
- III. ARTIFACT #1 - EXCERPTS FROM WORKBOOK
- IV. ARTIFACT #2 - POST- COURSE EVALUATION DATA

# Area(s) of Expertise

- **Instructional Design:** Designs, creates, and develops informal and formal learning solutions to meet organizational needs; analyzes and selects the most appropriate strategy, methodologies, and technologies to maximize the learning experience and impact (ASTD Competency Study 2004)
- **Change Management:** Applies structured approaches to shift individuals, teams, and organizations from a current state to a desired state (ASTD Competency Study 2004)



# Context

## Workplace Application

All leaders previously attended a full-day workshop that I facilitated titled *Managing Organizational Transitions*. Months after the workshop, the company begin planning for a large-scale change (closing of an office and redeployment of employees). To assist leaders in applying the concepts of the course, I developed a refresher workshop and toolkit based on the original course.

## Audience

25 senior level managers

## Results

Completed office closure with close to 0% turnover among the affected associates, while the general turnover rate for these groups is closer to 20%.

## Rationale for Choice

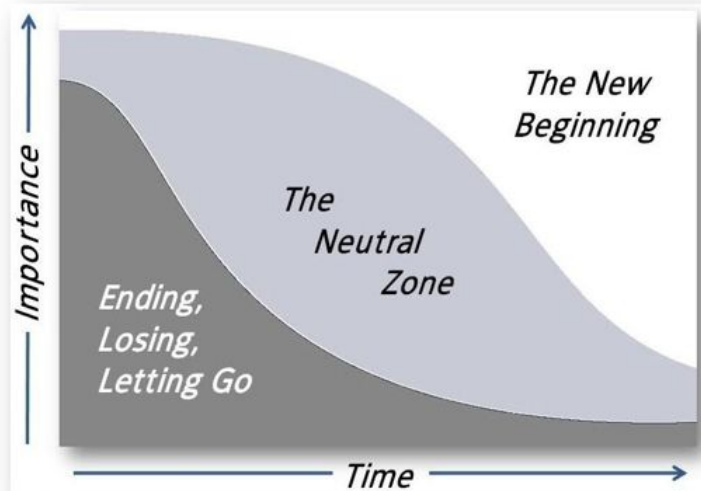
Demonstrates instructional design skills and expertise with [William Bridges' Transition Model](#).

## ARTIFACT #1a

Excerpt from Workbook

# THE BRIDGES TRANSITION MODEL

## A Framework for Managing Transitions



### WHAT IS TRANSITION?

“Transition is a process by which people unplug from an old world and plug into a new world.”

– William Bridges

Transition is what a person experiences after going through a change. It is how we internally adjust to the external change, and leaders must manage the transition process of themselves—and their teams!

This model demonstrates the three stages people experience when transitioning after a change:

- The Ending
- The Neutral Zone
- The New Beginning

The model can be an invaluable tool to help you and those you lead understand the “other side” of change management—addressing the feelings and emotions of the people impacted by the change. If the transition is not attended to, resistance will surely impact the effort.

## ARTIFACT #1b

### Excerpt from Workbook

## STRATEGIES FOR MANAGING TRANSITIONS

### Strategy #1 – Locate Your Team (and Yourself) in the Transition Process

**Part 1:** Use the chart below to assess where you are in response to change and where your associates are. The first row details emotions and behaviors associated with each phase of transition. The second row consists of statements that one would make depending on the phase.

	Endings	Neutral Zone	New Beginnings
Emotions & Behaviors	<ul style="list-style-type: none"><li>• Guilt</li><li>• Resentment</li><li>• Anxiety</li><li>• Self-Absorption</li><li>• Stress</li></ul>	<ul style="list-style-type: none"><li>• Overload</li><li>• Loss of productivity / effectiveness</li><li>• Anxiety</li><li>• Self-Doubt</li><li>• Lack of motivation</li><li>• Polarity - eager to move or rush to new world or return to the old way</li></ul>	<ul style="list-style-type: none"><li>• New energy</li><li>• Acceptance and excitement over new identity</li><li>• Increased productivity</li><li>• Increased comfort level with aspects of the new world</li></ul>
Words	<ul style="list-style-type: none"><li>• "Now wait a minute. That's my area. They don't know anything about it."</li><li>• "Now that the department is gone, I feel like I lost my home base."</li></ul>	<ul style="list-style-type: none"><li>• "Why did we ever decide this? I can't remember."</li><li>• "We missed another deadline this week."</li><li>• "I just had this fantastic idea. I don't know why I never..."</li></ul>	<ul style="list-style-type: none"><li>• "Oh, I get it now. I see what you mean. I just didn't understand what you were trying to tell me."</li><li>• "It feels like I just came out of a long, dark tunnel."</li></ul>

## ARTIFACT #1c

### Excerpt from Workbook

#### What You Can Do Now:

#### Strategy #2 – Work toward consistent communication by creating a 1-minute speech

At the ending phase, people crave information even though they may have trouble remembering it. Put together a **1-minute speech** that addresses the following questions:

- What is the nature of the change and how does the change align with the vision for the organization?
- Sell the problem: Why is the change being made and what are the risks of not changing?
- How will the change impact our team?
- What's in it for your team?



Answer these questions to the best of your ability. You may not be able to provide all of the details surrounding the change, but it should be possible to give a rough sense of when additional information will be available.

You will use this one-minute speech again and again to deliver the basic message in a way that ensures consistency. You may even want to work with the other leaders in your department to align your message. Consistent communication builds trust and helps people through the ending phase.

---

---

---

---

---

---

---

---

## ARTIFACT #2a

Summary of response data for surveys sent out after the original course offering

### Q1: Attending this course was a good use of my time.

	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	Total	Weighted Average
(no label)	65.85% 27	31.71% 13	2.44% 1	0.00% 0	0.00% 0	41	4.63

### Q2: This course was directly relevant to my job.

	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	Total	Weighted Average
(no label)	64.29% 27	35.71% 15	0.00% 0	0.00% 0	0.00% 0	42	4.64



## ARTIFACT #2b

Summary of response data for surveys sent out after the original course offering

### Q3: This course was directly relevant to my job.

	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	Total	Weighted Average
(no label)	64.29% 27	35.71% 15	0.00% 0	0.00% 0	0.00% 0	42	4.64

### Q4: The techniques and information I learned from this course will enhance my job performance.

	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	Total	Weighted Average
(no label)	57.14% 24	42.86% 18	0.00% 0	0.00% 0	0.00% 0	42	4.57

## ARTIFACT #2c

Summary of response data for surveys sent out after the original course offering

**Q5: I am confident about my skill set with regard to the course topic.**

	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	Total	Weighted Average
(no label)	46.34% 19	53.66% 22	0.00% 0	0.00% 0	0.00% 0	41	4.46

**Q6: I feel confident applying techniques and information I learned from this course when I return to the workplace.**

	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	Total	Weighted Average
(no label)	45.24% 19	52.38% 22	2.38% 1	0.00% 0	0.00% 0	42	4.43

## ARTIFACT #2d

Free-response learner  
feedback from original course  
post-survey

### What recommendations do you have for future training opportunities?

Answered: 17 Skipped: 25

Responses (17) Text Analysis My Categories

**PRO FEATURE**  
Use text analysis to search and categorize responses; see frequently-used words and phrases. To use Text Analysis, upgrade to a GOLD or PLATINUM plan.

[Upgrade](#) [Learn more »](#)

Categorize as... Filter by Category Search responses

Showing 17 responses

Loved this session. I walked away feeling like I really had some great tips and a better handle on the entire process. Raydiance and Crystal are a great team and had the perfect mix of group work, role play and individual work. I cannot think of a thing that I would change.  
9/30/2013 12:05 PM [View respondent's answers](#)

This was an awesome presentation, all of the leadership group was able to participate and everyone got some positive information and handling techniques that I think will ultimately benefit the organization  
9/30/2013 9:42 AM [View respondent's answers](#)

It was difficult to follow along with the slides and my book  
9/27/2013 8:12 AM [View respondent's answers](#)

I will attend any mtg from these 2 people - informative and fun - loved it  
9/26/2013 5:04 PM [View respondent's answers](#)

I recommend that not only is this training offered to all individuals in a managerial position, but I think it should be tailored to all associates as well. I really feel that they need to go through this training, so that they can learn how to deal/cop with change and transitioning.  
9/25/2013 1:48 PM [View respondent's answers](#)

I strongly believe that all associates should go through this training. The tools and resources provided would benefit all levels.