

11A - Improving the Effectiveness of Change Management Approaches

Presenters

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Session Summary

Each organization has its own approach to managing change, but at some point in the process, people need to change their performance. Whether working on an individual project, as part of a department initiative, or on a problem solving team, showing people how to change their performance levels is integral to success. Coaching and Counseling are two frequently used tools that allow individuals to learn new methods or to change existing practices. Their effectiveness is enhanced using techniques that are consistent with Knowles's principles of Adult Learning Theory (ALT).

This presentation introduces the elements of the ALT application, discusses how people and personality differences impact learning, and reviews some of the basics of Adult Learning Theory based on the Knowles approach. Concepts from Myers-Briggs personality inventory, Kersey Temperament Theory, and Merrill-Reid personality types are integrated with Gardner's multiple intelligences to provide a more comprehensive understanding on how people accept new ideas and skills. This understanding of how people learn leads to a refined seven-step Coaching and Counseling process. Applying these basic principles during training takes people through the first three levels of Bloom's Taxonomy, facilitates change, and prepares learners for further growth and improvement.

About the Presenters - Barbara August and James August, CQA

Barbara August has a Bachelors Degree in Education from Lehman College, and a Masters in Education from SUNY Stony Brook. Her involvement in primary education spans three decades. After teaching for 20 years in NY, CO, PA and NJ, she had the opportunity to become one of New Jersey's first State Literacy Coaches – teaching teachers to teach literacy. She spent two years supporting several NJ school districts before becoming a staff trainer in her home school district. Barbara is certified as a reading curriculum supervisor. In 2009, after three years with the Millburn/Short Hills Public Schools, she became the Literacy Staff Developer for Livingston Public Schools where she is responsible for the day-to-day administration and delivery of their programs. Barbara is a Registered Professional Development Provider in New Jersey, as well as a member of IRA and NCTE.

James August is a quality professional with over twenty years of experience in industrial and Military/aerospace manufacturing. James holds a Bachelor of Engineering and a Masters in Materials Science from SUNY Stony Brook, and has completed postgraduate work at the Colorado School of Mines. Starting as an Engineer and Metallurgist, his career evolved toward quality management as a result of early experiences establishing manufacturing systems. He spent seven years teaching quality management and related courses in New Jersey as Adjunct Professor at Raritan Valley Community and at Middlesex County Colleges. He continues to be a guest lecturer as needed. Currently, James is the Director of Quality Management for American Biltrite Tape Products Division, where he is the ISO 9001:2008 representative.

James August rejoined ASQ in 1992 as a senior member belonging to the Princeton and South Jersey sections. During this time he served as the Administrator for their Performance Excellence Network until 2007, and was an ASQ Certified Quality Auditor. He was a member of the Performance Excellence Board of Examiners - QNJ Governor's Award (Baldrige criteria) for twelve years, a team leader for eight years, and an assessment process trainer for four years. James is a member of ASCD, a Registered Professional Development Provider in New Jersey, and a regular contributor to his ASQ sections' programs.