HOST

Trainer's Guide

Module 3: Change Management

Project Number: 2022-1-CY01-KA220-VET-000086365

Using the HOST Trainer's Guide

The HOST Trainer's Guide has been designed specifically to support and streamline the delivery of the Vocational Education Curriculum developed in the context of the HOST project. The Curriculum that constitutes a 2-day course, and a total of 18 hours of training.

Slide no. 1: Introduction

Trainer Notes:

Remember to first introduce yourself and dedicate some time to introduce learners to the HOST training course. This includes describing the learning objectives of the course as well as Module 3: Change Management.

Learners are educated in the basics of change management in organisations, with a particular focus on the welcoming and inclusion of employees/ colleagues with autism/ ADS in the workplace, and such to remember which criteria should be taken into account, which procedures and tools could be used to realise sustainable change management.

Also, allow learners to introduce themselves and ask them to talk shortly about their expectations.
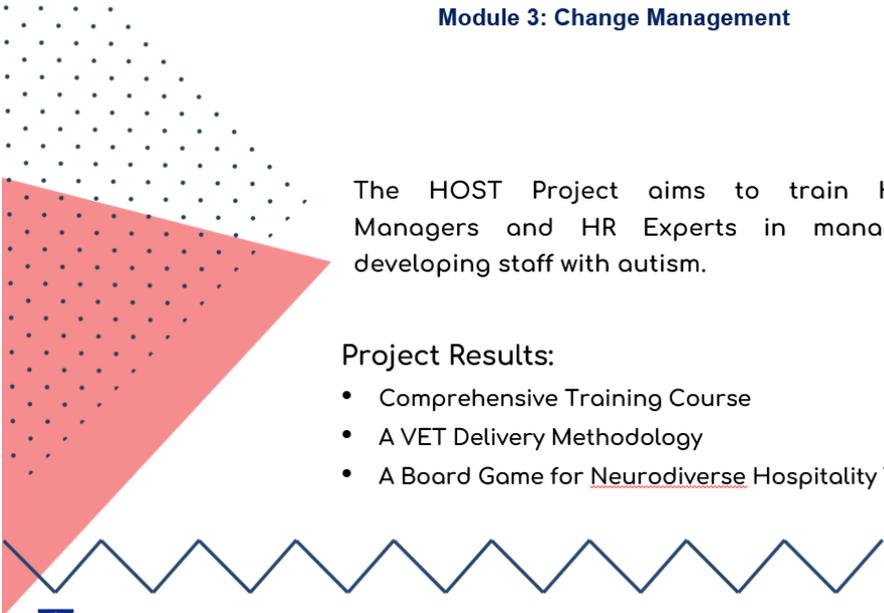
Slide no. 2: About the HOST Project

Slide no. 3: Module Aim / Learning Outcomes

Trainer Notes: Describe the Aims and Learning Outcomes of the Course

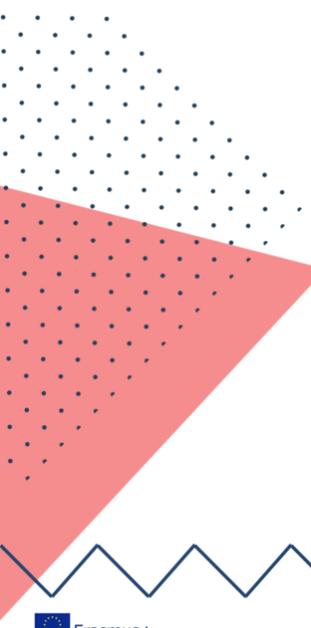Module 3: Change Management aims are to:

1. Educate training hospitality managers in planning, managing, and leading change in their organisation necessary for the inclusion of staff members with ADS/ autism.

2. Offer an overview of known and practicable change management models that can be adapted to the hospitality sector in such a specific situation

3. Provide basic information on how to create a change management plan and a transfer plan for sharing information and knowledge among staff members with and without autism

4. Give insight into the importance and necessity in a change management process of successful teamwork and collaboration among people with and without autism

5. Inform hospitality managers to know about different resources and techniques for such an effective change management process

Learning Outcomes:

Through Module 3, hospitality managers shall be able to:

● identify necessary changes for the inclusion of staff with autism in their hospitality organisation

● plan necessary measures and implement them together with (other) employees

● select suitable techniques and tools to coordinate this specific change

● know and implement teamwork and collaboration practices supporting this change

● use tools and techniques for respective resource management, as well as information and knowledge transfer in this specific change management situation

Slide no. 4: Module Content

Trainer Notes: Discuss the content of slide 4

Firstly, give a brief **introduction** to the developments that have led to the need to rethink 'change management' in the hospitality sector, especially with regard to the deployment of staff. From our research done for the project, this could read as follows but should be adapted to your individual country/ regional situation, as well as any more current trends:

The hospitality sector has faced many challenges in the last years, and one of the consequences is to look for new employees. The integration of new employees with special needs for instance should be encouraged and fostered. But, this means knowing about their special needs and adapting processes, procedures, techniques and more to them without loosing the main business focus of the hospitality company out of sight. All these aspects can represent criteria that require an efficient change management process because the organisation and people will have to adapt to continue working.

This module provides a first introduction to different modalities of change management for the inclusion of people with autism in teams working in the hospitality sector. It explores what change management is, and how it can be implemented in a company in the hospitality sector.

For this purpose, two change management models are presented. The module also brings some reflection input to concrete questions hospitality managers should clarify, and subsequently plan

necessary measure(s), their implementation and coordination to set-off the change management for this specific situation. Explore the typical phases a change management process goes through, and how you can develop a change management plan, support the team in this change management process and encourage information and knowledge sharing including these new staff members.

In general, change management processes can be a challenge for all involved, but at the same time change offers opportunities and new perspectives. This might ultimately cause benefits for all staff and the whole organisation, as well as customers for instance.

Challenges and necessary changes should be perceived as opportunities that can and should be responded to with a situation-specific plan, and successive implementation by all people involved.

In a second step, talk about the **contents of this module** (according to the slide) and ask the learners if they have any questions and suggestions about the contents. Ask them to give their view from their experience in the hospitality sector, and/ or change management and working with people with ADS.

You could also hand out post-its or invite them to write down notes on a flip chart, or a digital "murial". The advantage of post-its and digital maps is to shift notes around, cluster them as much possible and then also relate them to any answers given during the module later. It could stay present for the participants to view them throughout the course.

Slide no. 5: Change Management Definition, Individual vs. Enterprise Change Management

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Change Management – A definition

Change management is a systematic approach of dealing with the transition or transformation of an organisation's goals, processes or technologies.
Purpose: to implement strategies for effecting change, controlling change, help people to adapt to change.

Individual vs. Enterprise Change Management

- Individual change management emphasises on providing employees with the support and training throughout the process aimed at helping them adapt and reduce their resistance towards change.
  This shall help create the basic needed to roll out major changes.
- Enterprise change management refers to the transformation as a constant element in the business world. It should help organisations be ready to manage change at any given point.

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Trainer Notes: Discuss the content of slide 5

Before showing the slide – and giving the definition - you may do a short **brainstorming session** with the learners. Ask them: *What is change management? What could this mean?*

Collect the learners' results and write them on a flipchart. Invite one of the participants to collate all details and so to engage them actively in the course. Then show the **definition** (according to the slide) and the following further information:

To be effective, a change management strategy must take into consideration how an adjustment or replacement – or in the HOST case involvement of staff with autism/ ADS - will impact processes, systems and (other) employees within an organisation.

There must be a process for planning and testing change, communicating change, scheduling and implementing change, documenting change and evaluating its effects. In this sense, hospitality managers should be able to plan, manage, and lead this specific change process in their organisation.

This section of the module educates learners:

- What change management is

- What/which points need to be considered in an efficient change management strategy

Before you tell the learners about 'individual change management' means, you could ask them if they have any ideas about what 'individual change management' is or which differences between 'individual' and 'enterprise change management' there might be.

Then present the content of the slide. This section of the module educates learners on:

- What 'individual change management' is

- What ‚enterprise change management' means

Slide no. 6 the elements of a traditional enterprise change management model and introduction to popular models of Change Management

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A traditional enterprise change management model has three main elements:
- establishing a standard set of processes and tools for managing change,
- ensuring leadership competency at all levels of the agency, and
- creating strategies that allow the agency to adapt to market changes.
- Popular Models of Change Management

Best practice models can provide guiding principles and help hospitality managers align the scope of proposed changes with available digital and non-digital tools.

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Trainer Notes:

Present the content of the slide. This section of the module educates learners on:

- Which the three main elements of enterprise change management are

- What the difference between 'individual' and 'enterprise change management' is
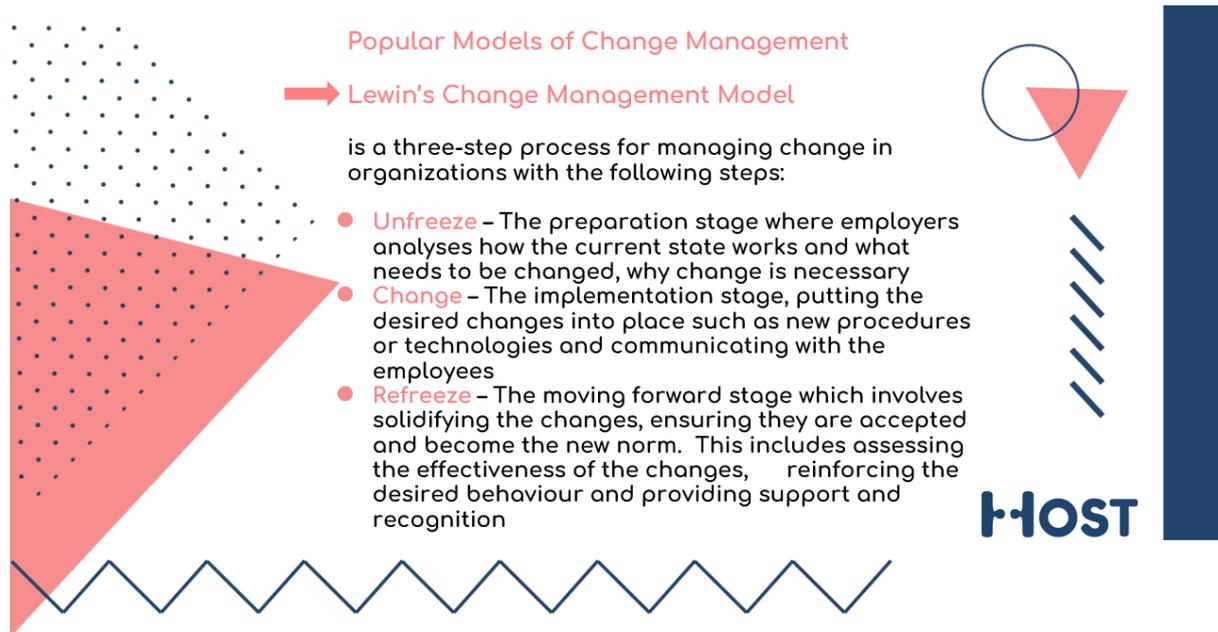
Trainer notes:

As an introduction, inform learners that there are various well-known change management models (according to the slide). Summarise their aim by saying something like:

Best practice models can provide guiding principles and help hospitality managers align the scope of changes. The following two seem most suitable for the HOST context.

This section of the module gives educates:

- an insight on popular models of change management

Slide no. 7. Lewin's Change Management Model

Trainer Notes: Discuss the content of slide 7

Give an overview of Lewin's Change Management Model (according to the slide).

This module educates learners on:

- The Lewin's Change Management Model with its three stages

- The three stages of the Lewin's Change Management Model

- Possible applications of the Lewin's Change Management Model

Present the learners the Lewin's Change Management Model (according to the slide) and ask them, if they have any questions. Try to organise small groups to exchange ideas to answer these in case they are complex, and try to answer them if there is a clear answer available.

You should also link this slide to having reflections individually – or in small teams – on first thoughts on how this might look like in their organisation/ team to help learners better memorise the steps.

Slide no.8: ADKAR Model

Trainer Notes: Discuss the content of slide 8

Give the learners an overview of the ADKAR Model (according to the slide).

Invite the learners to watch the recommended video and ask them to take notes about the fundamental stages and milestones of the model according to the video.

After watching the video ask them to form small groups – it would be good to form new groups with different group members from time to time – and to summarise together the results using post-its/ digital murals or the flipchart again. Invite one from each team to present the results and cluster the results to come up with the main results shown on the slide and explain what every stage means.

This module educates learners on:

- What the ADKAR Model is and the 5 stages of the Model

- Concrete practical applications of the ADKAR model.

- Further information about the ADKAR Model

Slide no. 9 other popular models of Change Management

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Other popular models of Change Management

🎥 Find further information here about the
➡ Krüger's five-phase model
Available at: https://www.qmbase.com/en/introduction-to-the-concepts-of-change-management/#Section-6

➡ Kotter's 8-step Process for Leading Change
Available at: https://www.qmbase.com/en/introduction-to-the-concepts-of-change-management/#Section-5

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Trainer Notes: Content of slide 9 for individual exercise

Give the learners more bits of information, where to find details about other popular change management models (For HOST the following two were selected: Krüger's five-phase model and Kotter's 8-step Process for Leading Change).

Give them the chance to watch at least one if not both of the videos to learn something about these additional two models.

Ask them to use the knowledge of the models to see any preference they have individually and take notes on what they want themselves to remember for their own training implementation because the next session is already dedicated to practical tools.

This module section informs learners about:

- other popular change management models (on the Internet)

Slide no. 10: Practical Tools in our Change Management

Trainer Notes: Discuss the content of slide 10

Present the content (according to the slide) and discuss any digital tools they might know. Invite them to share the ones they know and could recommend on the post-it/ mural/ flipchart in use in your training again. This module section educates learners on:

- Practical tools they could use in change management

- Helpful change management tools in small companies/large organisations

Slide no. 11: Practical Tools: Key non-digital tools

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Practical Tools: Key non-digital tools

Responsible managers in the hospitality sector dealing with the inclusion of staff having ADS might <u>utilise</u>:

- **Culture analysis:** To identify barriers to change.
- **Conflict management:** To mediate escalating tensions.
- **Team building:** To strengthen team cohesion during turbulent times.
- **Change reporting:** To document progress against key performance indicators (KPIs).
- **Coaching:** To help employees adapt to new roles.

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Trainer Notes: Discuss the content of slide 11

Managers/HR's primary roles include facilitating change, training, and knowledge management. Here are some key tools managers/HR should utilise and their VET trainers should be aware of: Present the content (according to the slide).

Ask the learners to give an example of each point they have experience in. Use the exercise to see if you have people in the group with specific knowledge of any of the topics because it would be good in the next step to form small teams for further reflections on each topic and the implementation of HOST aspects (i.e. hospitality sector opens towards ADS staff) - led by one of these "peer" experts – if there are too few, select two topics only - and give them some minutes to elaborate on a poster or flipchart to be presented in poster-format what they know about the topic within their group for the hospitality sector and staff inclusion showing ADS; followed by a 5 minutes presentation each by one of the team members to the plenum. Let them decide on what to focus on within their group topic, and how to structure their poster.

This module section will educate learners on:

- Practical non-digital tools
- Criteria/ areas that need to be considered for the implementation of change management in hospitality organisations

Slide no. 12: Implementing and supervising adaptions and key phases of an effective Change Management Process

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Implementing and supervising adaptions

Key Phases of an effective Change Management Process

- Identify areas that require a change
- Brainstorm ideas for implementing change
- Build your change management workflow
- Implement the change process, monitor its outcomes/ success
- Measure and optimise processes over time

We suggest to watch now the video '5 Steps in the Change Management Process'
https://www.youtube.com/watch?v=wxVgd8h1svU

Trainer Notes: Present the content of slide 12

Give a brief overview of the key phases of an effective change management process (according to the slide). They might find some of the answers to what has been elaborated in the earlier slide during their reflection phase. This module section will educate learners on:

- Key phases of an effective change management process

- Other ways in which change management processes can take place

Depending on the group and individual interests, we offer this optional additional exercise to watch the video '5 steps in the change management processes. Afterwards, you could discuss any new insights gained before opening a new topic, and learn more about the Change Management Plan.

Slide no. 13: Key Phases of an effective Change Management Process

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Key Phases of an effective Change Management Process

Identify areas that require a change: Change needs for the inclusion of staff showing ADS might refer to implementing new technology, adjusting the organisational structure, changing the company culture, providing employee training, making other changes to the work place and working procedures.

Brainstorm ideas for implementing change: Come up with ideas for the changes you're going to make, and consider how you – and your change management team - plan to implement them and determining how you'll get there

Build your change management workflow: A thorough change management workflow details all the steps needed for the identified change.

Implement the change process, and monitor its success: It is important to monitor the success of the implementation process in every phase. If a change management strategy includes room for flexibility, it is going to be a roadmap to success.

Measure and optimise processes over time: Tracking KPIs over time helps to measure/ optimise business processes. Take a data-driven approach to fine-tune any process adjustments.

Trainer Notes: Present the content of slides 13

Present the content (according to the slides), followed by the next slide. This module section educates learners on:

- Important areas in which changes may be necessary

- How to collect ideas for implementing changes in an organisation

Trainer Notes: Discuss the content of slide 13

Present the content (according to the slide)**.** This module section educates learners on:

- What a change management workflow is

- Why it is important to monitor the success of the implementation process

- The importance of KPIs in the change management process

Slide no. 14: How to create a Change Management Plan and steps of setting up a Change Management Plan

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How to create a Change Management Plan

A change management plan

- helps start training and support. It can be used to answer possible questions.
- can also support reducing change resistance, and creating a more positive work environment.
- is a tool to control the effect of change during the execution and control stage, thereby avoiding overruns in cost and schedule, incoherent scope, or poor quality change management.

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Steps of setting up a Change Management Plan

1. Define your change management goals
2. Build your change team
3. Develop your change management plan with your assembled team
4. Create a communication strategy
5. Execute your change management plan
6. Evaluate, review, and adapt the plan

Trainer Notes: Discuss the content of slide 14

Before presenting the slide ask the learners – if you have not learned from earlier discussions - if the learners have any idea what a change management plan is. After that present the content. You could explain:

As an organisation undergoing change, you must prepare your employees for what lies ahead. Change can be difficult for everyone involved. But, if you have a process they can follow, it makes the transition easier, and it helps people staying on board.

A change management plan allows to communicate the change early and as often as needed. It helps start training and support. It can be used to answer possible questions. It can also support reducing change resistance, boosting employee morale, and creating a more positive work environment. Furthermore, it is a tool to control the effect of change during the execution and control stage, thereby avoiding overruns in cost and schedule, incoherent scope, or poor quality change management.

It is not worth taking a one-size-fits-all approach in creating a change management plan, because it requires careful consideration of unique challenges/ opportunities that come with specific change. Look into the following steps of setting up on the next slide.

Give an overview of the steps for setting up a change management plan (according to the slide). The next six slides go into more details of each step before exploring a new topic.

This module section educates learners on:

- What a change management plan is

- Possible use and positive effects of a change management plan

- Steps in setting up a change management plan

Slide no. 15: Step 1 and 2 define your Change Management Goals and build your change team

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Step 1: Define your change management goals

This involves identifying the challenges or opportunities the change may address, and articulating the desired and expected outcomes.

- **Understand the changes:** Familiarise yourself with the changes that need to be made, their implications, as well as the methodologies you'll use to prioritise change requests.
- **Have awareness goals:** Employee awareness and adoption of the changes are part of your plan.
- **Define KPIs:** Define quantifiable KPIs to set-up your plan's success. How will you measure your success? Apply the metrics that make sense given the context of the change.

Steps 2: Build your change team

- Prioritise building a strong change management team with the necessary resources by considering individuals in leadership positions from various departments (including finances).
- Building alliances with various departments makes it easier to communicate and educate the rest of the team on the changes, and to provide support throughout the change process.

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Trainer Notes: Discuss the content of slide 15

Present the content according to the slide. Remember in case of questions that in later slides there is a definition of teamwork versus collaboration.

This module section educates learners on how to build your change management team and how to define change management goals
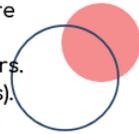
Slide no. 16: Steps 3 and 4: Develop your change management plan with your assembled team and create a communication strategy

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Step 3: Develop your change management plan with your assembled team

- Create a task list: This is a checklist of actionable tasks you must complete to achieve your goals. It keeps your team on track and is easy to reference when determining the next steps.
- Put together a timeline: Assign specific due dates to each task on your list, and make sure that those deadlines are met. If any tasks can't be completed before the rollout of changes, consider adjusting their due dates, or prioritise them according to their importance and feasibility.

Step 4: Create a communication strategy

- Ensure all stakeholders: involved employees, but possibly also your guests/ customers, as well as suppliers, and any external partners should be made aware of the change management process, its project timeline and objectives.
- Create a timeline for how often you'll communicate updates to these stakeholders.
- Have clear channels of communication (e.g. email, phone, or in-person meetings).
- Ensure that everyone understands the company's change management process and procedures

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Trainer Notes: Discuss the content of slide 16

Present the content according to the slide.

This module section educates learners on:

- How to develop your change management plan with your assembled team

- How to o create a communication strategy

Slide no. 17: Step 5 and 6: Execute your change management plan, evaluate, review, and adapt the plan

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Steps 5: Execute your change management plan

- Including executing your communication plan, providing any training, and monitoring progress.
- Identify and quickly address any roadblocks that arise. This can be accomplished by encouraging employee participation in the change, being transparent and communicative from the start, addressing any resistance that may arise.

Step 6: Evaluate, review, and adapt the plan

Use a change management tracking system to monitor all changes that are made. This allows you to identify and mitigate any areas of concern before they become major issues.

- Use performance indicators to help you measure the success of the plan. With a collaborative KPI dashboard, you can see, if the plan is being implemented as foreseen, or whether there are unexpected side effects.
- Regularly review team progress to ensure that the employees adopt the changes, and that all successful change initiatives are incorporated into future change management plans.

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Trainer Notes: Discuss the content of slide 17

Present the content according to the slide. Present the content according to the slide before entering a new topic. Give learners some 5 minutes to reflect upon the last few slides and take their own notes, exchange what they feel is most important with one of their peers.

This module section educates learners on:

- How to execute your change management plan

- How to evaluate, review and adapt the change management plan

Slide no. 18: Teamwork and collaboration in a HOST change management process and exercise about how to improve Teamwork & collaboration for and in the Change Management Process

Trainer Notes: Discuss the content of slide 18

Before presenting the content, ask the learners to walk around in the room. Then say 'stop' after some seconds and ask learners to talk with a "partner" nearest to them now about what teamwork and collaboration are about, and if there are any differences between them. Then present the content (according to the slide) while they are still standing there with their "partner" and possibly give further details where needed as for instance:

People collaborating together as equals, usually without a leader, can come up with ideas or make decisions together aimed at completing a goal. Whereas teamwork is usually overseen by a team leader. The individual team members receive (individual) tasks to complete contributing towards a team's final goal. Creating an environment that encourages everyone to work together can have a big impact on a team's performance.

General details about communication to/with staff members is the content of Module 2 (hospitality manager's communication behaviour and skills necessary for motivating others and giving feedback to autistic staff), as well as exploring social inclusion. For this reason, the present unit concentrates on general practices that can help improve teamwork and collaboration among staff members involved in the change management process.

Ask them now to go to the next nearest person to have a brainstorming session for collecting the pairs' ideas on a flipchart each on this activity/ exercise. Once done, they could go back to their seat and you present the following slide.

This module section educates learners on:

- What teamwork and collaboration is about

- What's the difference between teamwork and collaboration is

- Ideas and possibilities for how to improve teamwork and collaboration in a team with employees/colleagues with autism/ ADS.

Slide no. 19: Effective strategies/ways to accomplish collaboration and teamwork in a change management process to involve (new) team members with autism

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Effective strategies/ ways to accomplish collaboration and teamwork in a change management process to involve (new) team members with ADS:

- Create any necessary new infrastructure/environment at the work place
- Clarify roles
- Create open channels of communication
- Establish intentional leadership
- Let leadership change
- Make change a positive step
- Celebrate individuality
- Stay curious
- Create group problem-solving
- Be a model of behaviour

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Trainer Notes: Discuss the content of slide 19

Give an overview of effective strategies/ ways to improve teamwork and collaboration (according to the slide). Ask them if they can add any more from their brainstorming maybe before presenting the next two slides on the topic.

This module section gives learners an:

- Overview of options for strengthening teamwork and collaboration in a change management process to involve (new) team members with autism/ ADS.

Slide no. 20: Ways to accomplish collaboration and teamwork

Trainer Notes: Discuss the content of slide 20

Present the content and ask the learners if they have any further ideas for the individual items (in between or at the end):

- Create any necessary new infrastructure/ environment at the workplace: Know the needs of staff with autism in general, and the specific staff member concerned, of your organisation and other staff, of other stakeholders. Review potential bottlenecks.

- Clarify roles. Clarification of people's roles in the group, their individual and group responsibilities, and the group's expectations related to the change is necessary.

- Create open channels of communication. Make sure plans, intentions, future steps, results and any concerns find open ears and the right channels.

This module will educate learners on:

- Practical implementation options for strengthening teamwork and collaboration in the team/organisation, especially with employees/colleagues with autism/ ADS

![HOST logo]

Slide no. 21: Ways to accomplish collaboration and teamwork

Trainer Notes: Discuss the content of slide 21

Continue to present the content:

- Establish intentional leadership. Create an environment for easy collaboration and purposefully consider, and implement factors for good teamwork in a change management process.

- Let leadership change. Allow leadership roles to naturally shift and change as the project matures and different needs develop.

- Make change a positive step. Help staff members learn to embrace change positively and let go of the fear of the unknown.

- Celebrate individuality. Leaders should recognise individual efforts and understand that everyone works with different methods, styles and schedules, particularly people with special needs.

This module section educates learners on:

- Practical implementation options for strengthening teamwork and collaboration in the team/organisation, especially with employees/colleagues with autism/ ADS

Slide no. 22: Ways to accomplish collaboration and teamwork

Trainer Notes: Discuss the content of slide 22

Present the content:

- Stay curious. Help the team consider and explore outside viewpoints, look for overarching themes or ask questions about autism, learn about the new procedures, the expectations, etc.

- Create group problem-solving. Bring your team together by encouraging open dialogue and productive problem-solving strategies.

- Be a model of behaviour. Model for your team the integrity and accountability you want to see.

Remember that we offer the HOST game as a "neutral" surrounding to embrace all the aforementioned aspects before, during and any time after the change management process starts. If possible, try to implement it in the training section. The next slides deal with new topic aspects. This module section educate learners on:
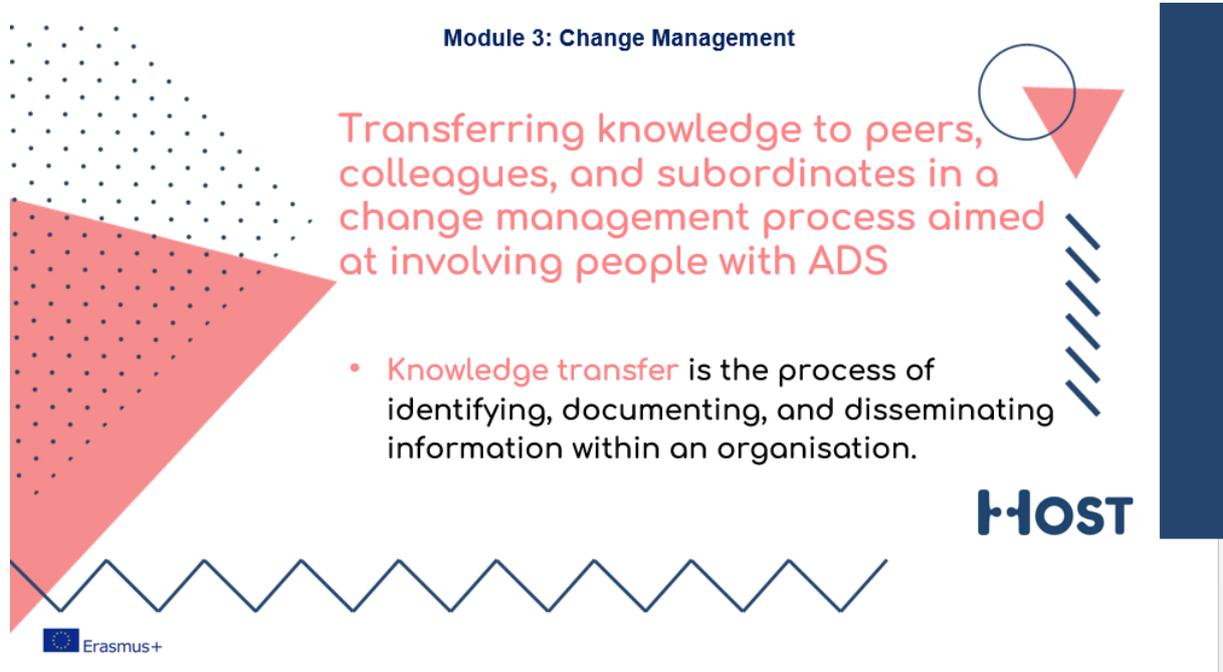
- Practical implementation options for strengthening teamwork and collaboration in the team/organisation, especially with employees/colleagues with autism/ ADS

Slide no. 23: Transferring knowledge to peers, colleagues, and subordinates in a change management process aimed at involving people with autism

Trainer Notes: Discuss the content of slide 23

Before presenting this new topic on what 'knowledge transfer' is, you can ask the learners if they have any ideas about what the topic is about. Then give the definition (according to the slide). This module section educates learners on what kind of process 'knowledge transfer is.

Slide no. 24: Transferring knowledge

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Transferring knowledge…

- refers to the exchange of knowledge between people, departments, or within a company in general. Different parties may share knowledge directly, or post, and access knowledge via a centralised repository.
- The information included in the transfer may be internal, originating within the organisation, or external, originating from outside the organisation.
- Knowledge may be either explicit (e.g. easy to collect, distributed either physically or as audio / visual files) or tacit (e.g. a product of experience).

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Trainer Notes: Discuss the content of slide 24

Present the content (according to the slide). This module section educates learners on:

- How knowledge transfer works

- Ways in which knowledge/ information can be passed on

Slide no. 25: How to develop a Knowledge Transfer Plan in a change management process for the involvement of staff with autism

Trainer Notes: Discuss the content of slide 26

Present the content (according to the slide).

This module will educate learners on:

- What a transfer plan is and how it can be used

Slide no. 26: Steps to develop an information transfer plan at the workplace

Trainer Notes: Discuss the content of slide 26

Give an overview of the steps to develop an information transfer plan at the workplace (according to the slide). The following four slides provide more details on each of them then before starting a new topic again (Resource Management).

This module section educates learners on an overview of steps to develop an information transfer plan at the workplace

Slide no. 27: Steps to develop an information transfer plan at the workplace – Identify people and capture the important knowledge
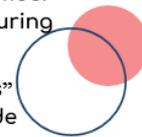
Steps to develop an information transfer plan at the workplace

Identify people with essential knowledge:

- Who holds knowledge that is essential for performing the activities the staff member with ADS has to take care of. Look for the people who they should work with, where they should get information from, who shall they pass information to, etc.
- Whose tasks might not be performed without the work results of the new staff members and vice versa?
- Who has experience with autism forms?

Capture the important knowledge:

- Provide individuals who possess critical knowledge with incentives to disclose it. Remember the slide about intrinsic and extrinsic motivation. (For instance give them a time slot during meetings to speak).
- Automate the process of collecting and contributing information to knowledge "stores" (e.g. boxes to hand-in their contributions, or even shared cloud drives/ portals), provide templates/ spreadsheets to make communicating information easier.

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Trainer Notes: Discuss the content of slide 28

Present the content according to the slide: *The following are steps you can use to develop an information transfer plan at the workplace.* This module will educate learners on:

- Why it is important to identify people with essential knowledge in the organisation/team
- How to motivate people to actively use and pass on available knowledge

Slide no. 29: Steps to develop an information transfer plan at the workplace – storing and using knowledge, keep learning and collecting knowledge

Steps to develop an information transfer plan at the workplace

Store and distribute knowledge:

- Do it in a well-organised, easily-accessible manner and make knowledge available in multiple formats.
- Use channels that are best for your staff with special needs (e.g. digital, person-to-person transfers, infographics, charts and other visual documentation format).

Use the knowledge:

- Set an example using the collected knowledge to encourage others in the organisation to follow.
- Hold training sessions to help people understand how to best use your knowledge repository, to address and inform colleagues with special needs (e.g. use the HOST game).

Keep learning and collecting knowledge:

- Add external knowledge from experts.
- Hold brainstorming meetings to solve any challenges along the change management process.
- Over time, continue maintaining and updating the information and knowledge repository plan for collecting knowledge to make it part of the organisational culture.

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Trainer Notes: Discuss the content of slide 29

Present the content according to the slide. At the end of the slide, ask the learners if they have any questions or other suggestions to add before opening the next topic, Resource Management.
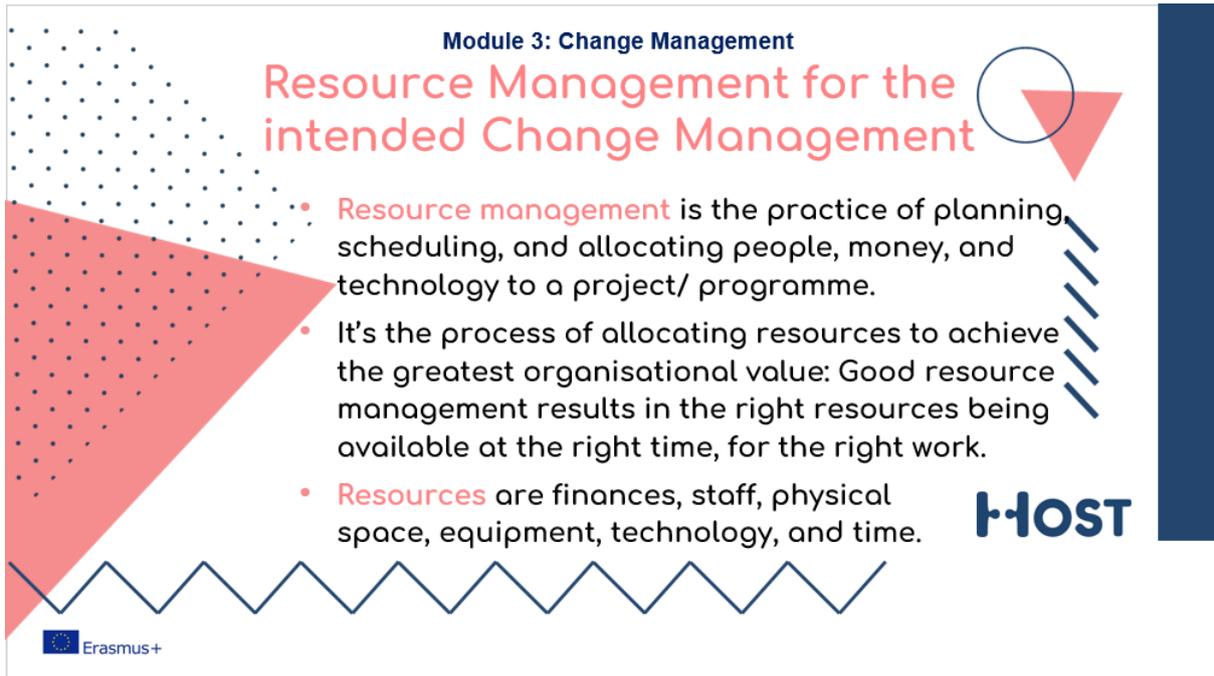
This module section educates learners on:

- How information/knowledge can be made accessible to all and used

- The importance of acquiring new knowledge

Slide no. 30: Resource Management for the intended Change Management

Trainer Notes: Discuss the content of slide 30

Present the content according to the slide. You could give more explanations as suggested here:

It is the process of allocating resources to achieve the greatest organisational value. Good resource management results in the right resources being available at the right time, for the right work. Resources are finances, staff, physical space, equipment, technology, and time. The goal is to use the best combination of resources to satisfy change management requirements while also realising these same resources are likely in demand elsewhere in the business.

Within a change management process, resource management becomes even more important because it means to also consider adjusting existing resource management plans to the identified change needs. The specific focus of the HOST project is to successfully include autistic staff in neuro-diverse teams in hospitality, and to manage the change toward a new environment that will create numerous new opportunities for this. In our specific situation, it means to find and allocate the resources time, equipment, infrastructure and staff to involve staff with autism in the team.

The following four slides will explore steps/ phases.

This module section educates learners on:

- What resource management is and how it works in a change management process

Slide no. 31: Stages of Resource Management in this specific Change process

Stages of Resource Management in this specific Change process

When you have new staff with ADS to involve in your team, you need to plan and know what specific resources will be required to welcome, include and involve them well in your team.

Determining your resource requirements, is the first stage.

Second stage:

- Mobilise your team, considering the distinct skills the change requires at each stage according to your change management plan, and available people with necessary skills.

- If you determine you are missing certain skill sets, decide whether you have the budget to hire outside people to bring these skills.

- All required resources will be allocated at this stage.

Erasmus+

Trainer Notes: Discuss the content of slide 31

Present the content (according to the slide).

This module sections educate learners on:

- Stages of resource management in a specific change process

Slide no. 32: Stages of Resource Management in this specific Change process

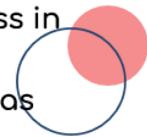# Stages of Resource Management in this specific Change process

Third stage:

- Manage the resources you have assembled, clearly defining and communicating roles and responsabilities. This goes hand in hand with the implementation phase of your change management process.

Final stage:

- Monitor resources for progress, efficiency, and effectiveness in delivering their expected project contribution.
- There will almost always be opportunities for improvement as you seek to continually optimise resources.

Erasmus+

Trainer Notes: Discuss the content of slide 32

Present the content (according to the slide).

This module sections educate learners on:

- Stages of resource management in a specific change process

Slide no. 33: Resource Management Techniques for our change process

Trainer Notes: Discuss the content of slide 33

Present the content according to the slide and give an overview of resource management techniques, which will be presented in more detail on the following four slides before closing the module.

This module section educates learners:

- Ressource Management techniques

- What resource allocation means

- What resource utilisation means

- What resource levelling means

- What resource forecasting means

Slide no. 34: Thank you!

Thank You!

Exercise 1

Instructions: Prepare a slide with the link and invite learners to watch the video 'The ADKAR Modell by Jeffrey Hiatt' (https://www.youtube.com/watch?v=9hci51w8xhk) and note the most important milestones and implementation options in the change management process.

Exercise 2

Brainstorming Session

Instructions: Have a quick brainstorming session: What opportunities are there to strengthen teamwork and collaboration within the team, especially with employees/colleagues with autism?