

---

## SURFING THROUGH CHAOS: How to thrive during change

PMI Oregon Membership Meeting October 18, 2025

### Acronyms and trivia

1. DCRE: Deny – Commit – Resist – Explore
2. ADKAR: Awareness – Desire – Knowledge – Ability – Reinforcement
3. ABC+ER: Actively participate – Build coalition – Communicate directly – Create environment – Provide resources
4. FUD: Fear, Uncertainty, and Doubt
5. Vroom: Motivational force MF comes from expectancy E (likelihood of achievement), instrumentality I (likelihood achievement will be rewarded), and valence V (meaningfulness of reward)

### People questions

1. How can you work with the **change curve**?
2. How can you help yourself and others **thrive during change**?
3. Who should be **part of the change discussion**?
4. How do you encourage people to **take initiative** rather than be passive?

### Solution questions – how can the chapter thrive through the merger?

1. How can we **stick with the merger** when the changes get tough?
2. How can we listen for and **address concerns** about the merger?
3. Where is **resistance** likely to surface and how can we address it?
4. What can the chapter do to thrive through the merger and **emerge stronger**?

### Bonus questions you might have fun with

1. What are the most important things a **change sponsor** should and should not do?
2. What is the **role of supervisors and first line managers** in a change?
3. How do you help your organization deal with the **ambiguity and fear** that often come with change?
4. How do **remote and hybrid work** affect your approach to change management?
5. How do you lead a **stressed** team?
6. How do you **manage knowledge** during change, whether losing institutional knowledge due to turnover or acquiring new knowledge for new ways of working?
7. What are the **most challenging types of change** to deal with and what's an effective strategy for tackling them?
8. What should the role of **formal change management** be and how should that relate to **project management**?
9. How can you **pick your battles** to avoid organizational change fatigue or starving important change efforts via too few resources?
10. What are the most **essential things** a senior leader must do to increase the success of changes?
11. How do you arrive at a good balance between **top-down** planning for change while still staying **adaptable**?

## Kotter's essential steps for successful change



Step 1: create sense of urgency



Step 5: enable action by removing barriers



Step 2: build guiding coalition



Step 6: generate short-term wins



Step 3: form strategic vision and initiatives



Step 7: sustain acceleration



Step 4: enlist a volunteer army



Step 8: institute change

Adapted from <http://www.kotterinternational.com/the-8-step-process-for-leading-change> retrieved 6/30/16

## Discussion notes



**Slides and resources**  
[spspro.com/clients/pmi-or-2025](https://spspro.com/clients/pmi-or-2025)