

Thriving in a Change Era: A Framework to Build and Sustain **Change Agility**

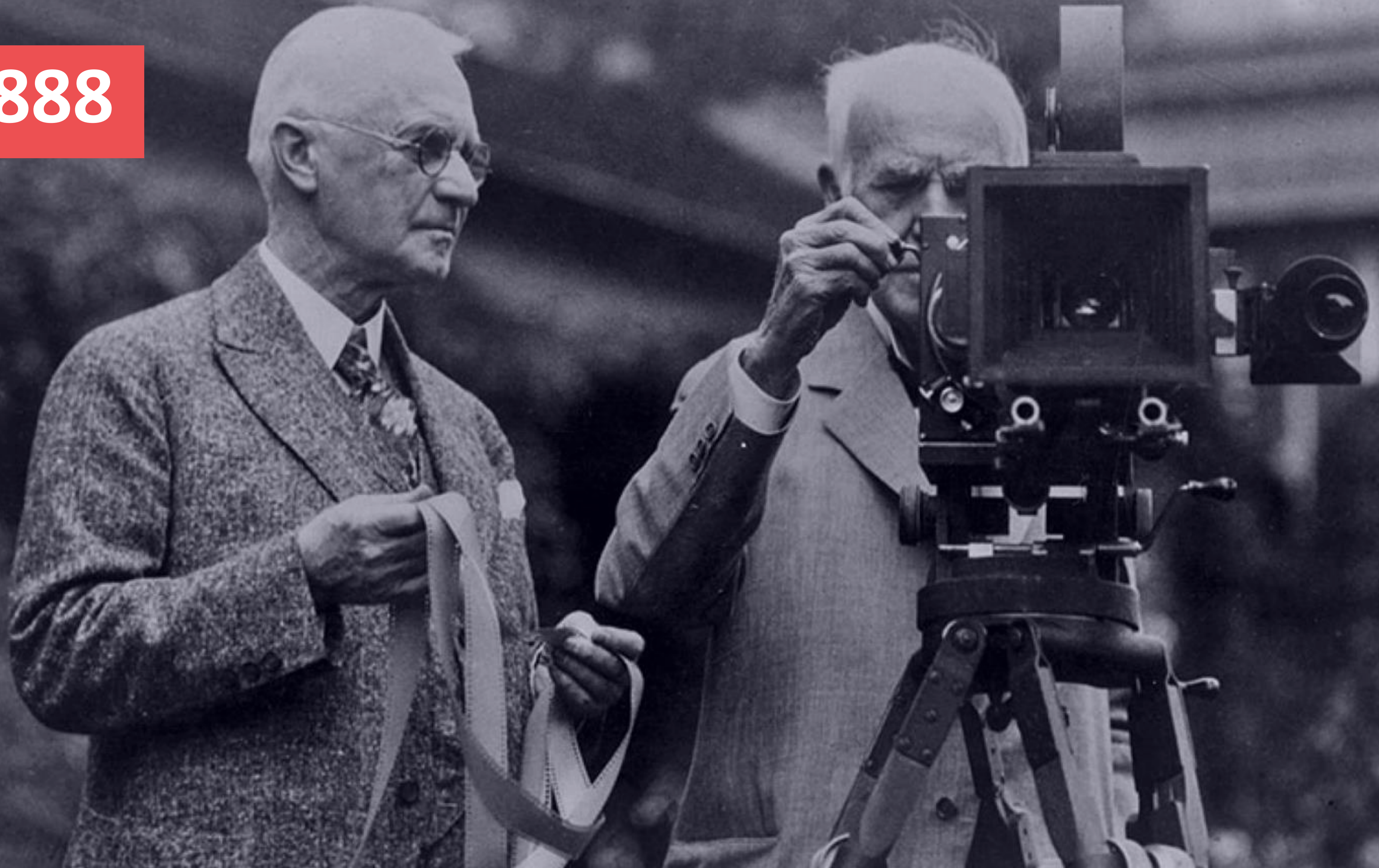
Shelley Osborne | Vice President of Learning, Udemy



Who remembers
their first camera?



1888



1900

The “Kodak Moment”
was born



1975

A lack of
imagination



2012

The new
“Kodak Moment”



2020



Change agility is **table stakes**
for the modern world.

We knew we couldn't take the traditional approach to change if we wanted to **support people first.**

The background of the slide features two stylized, light red figures against a darker red background. Both figures are wearing suits, ties, and fedoras. The figure on the left is larger and positioned slightly behind the one on the right. The figure on the right is smaller and positioned slightly in front of the one on the left. They are both facing forward.

We decided to create **Change Agents.**



Neuroscience of change



Our Learning Objectives

- Be ready for anything
- Think outside the box
- Use resources wisely
- Tolerate ambiguity
- Communicate in change

Let your imagination
connect the dots



But, it **still** needs to be
pedagogy over novelty.

Escape room

- Collaborative
- Random and unpredictable, like change
- Unclear solutions
- Perseverance and imagination



change
Agent

AIRMAIL

TOP SECRET

Framework to Create Change Agents



**Ready for
Anything**



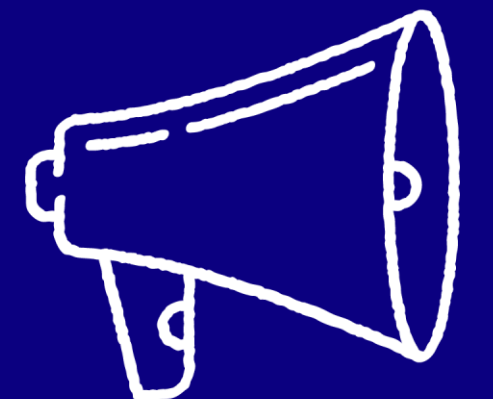
**Think Outside
the Box**



Use Resources Wisely



**Tolerate
Ambiguity**



**Lead and
Communicate**

Ready for Anything

Think Outside the Box

Use Resources Wisely

Tolerate Ambiguity

Lead and Communicate



**Be ready
for anything.**

Ready for Anything

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WHAT!

**Sorry, there are no french
fries any more...**



Ready for Anything

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That's not possible! I just
saw a guy walking this shop with
a bag full of french fries!

denial.



Ready for Anything

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**You better hand me your fries or
I'll kick your ass to the moon!**

anger.

Ready for Anything

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bargaining.

Ready for Anything

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depression.

Ready for Anything

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acceptance.

Is this
about
the fries?



**Named must your fear be
before banish it you can**

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Ready for Anything

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**Think outside
the box.**

Ready for Anything

Think Outside the Box

Use Resources Wisely

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Ready for Anything

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Use resources
wisely.

Ready for Anything

Think Outside the Box

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Ready for Anything

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Lead and Communicate

Tolerate ambiguity.



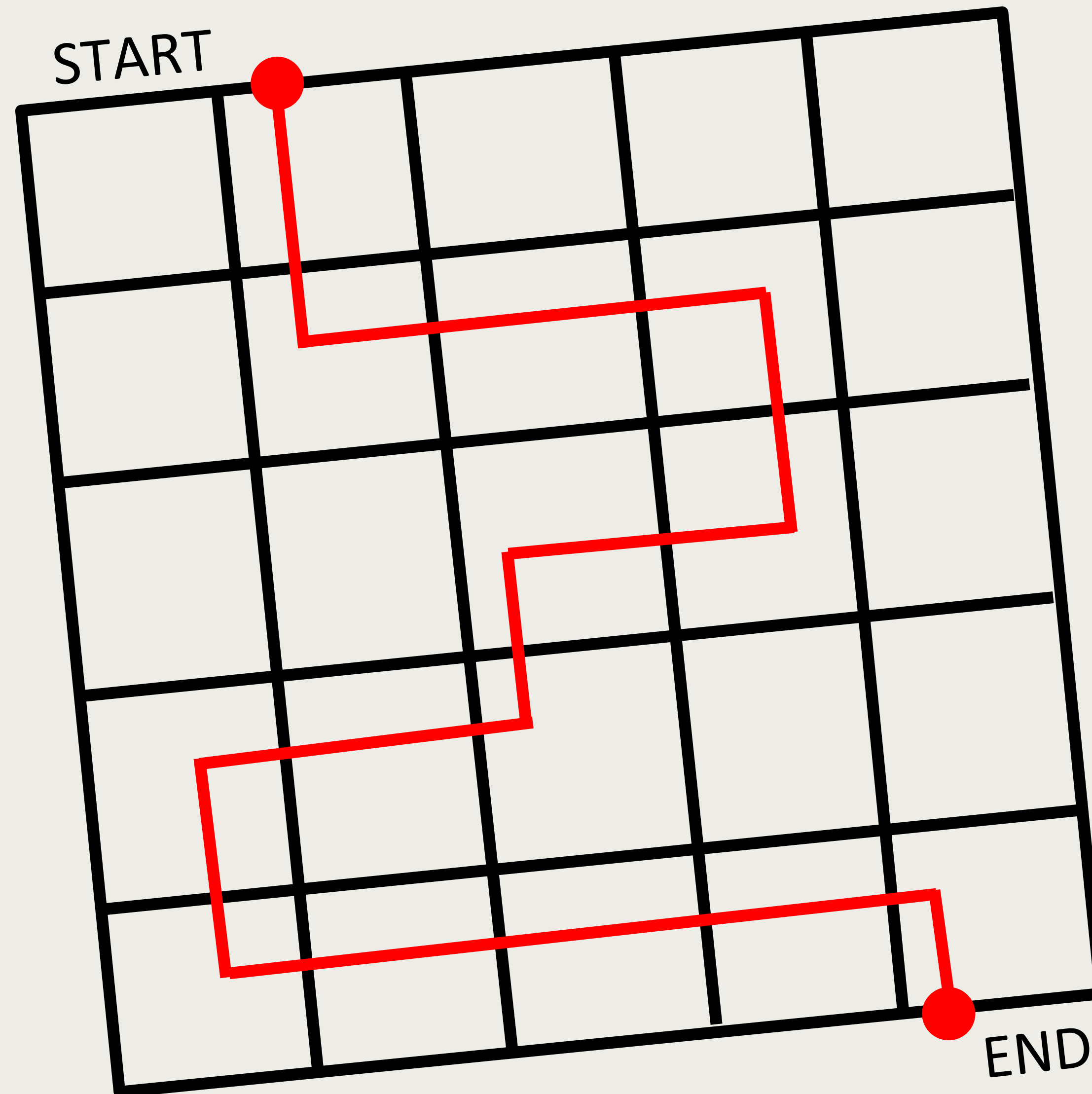
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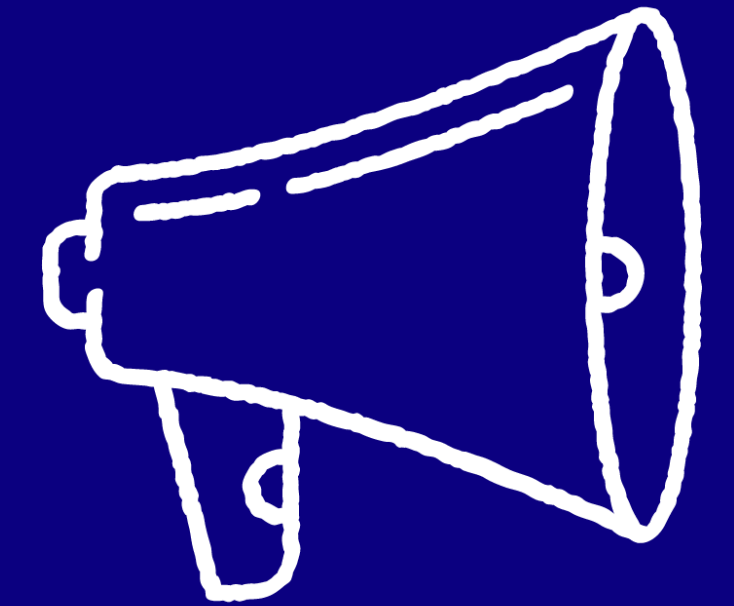
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**Lead and
communicate.**

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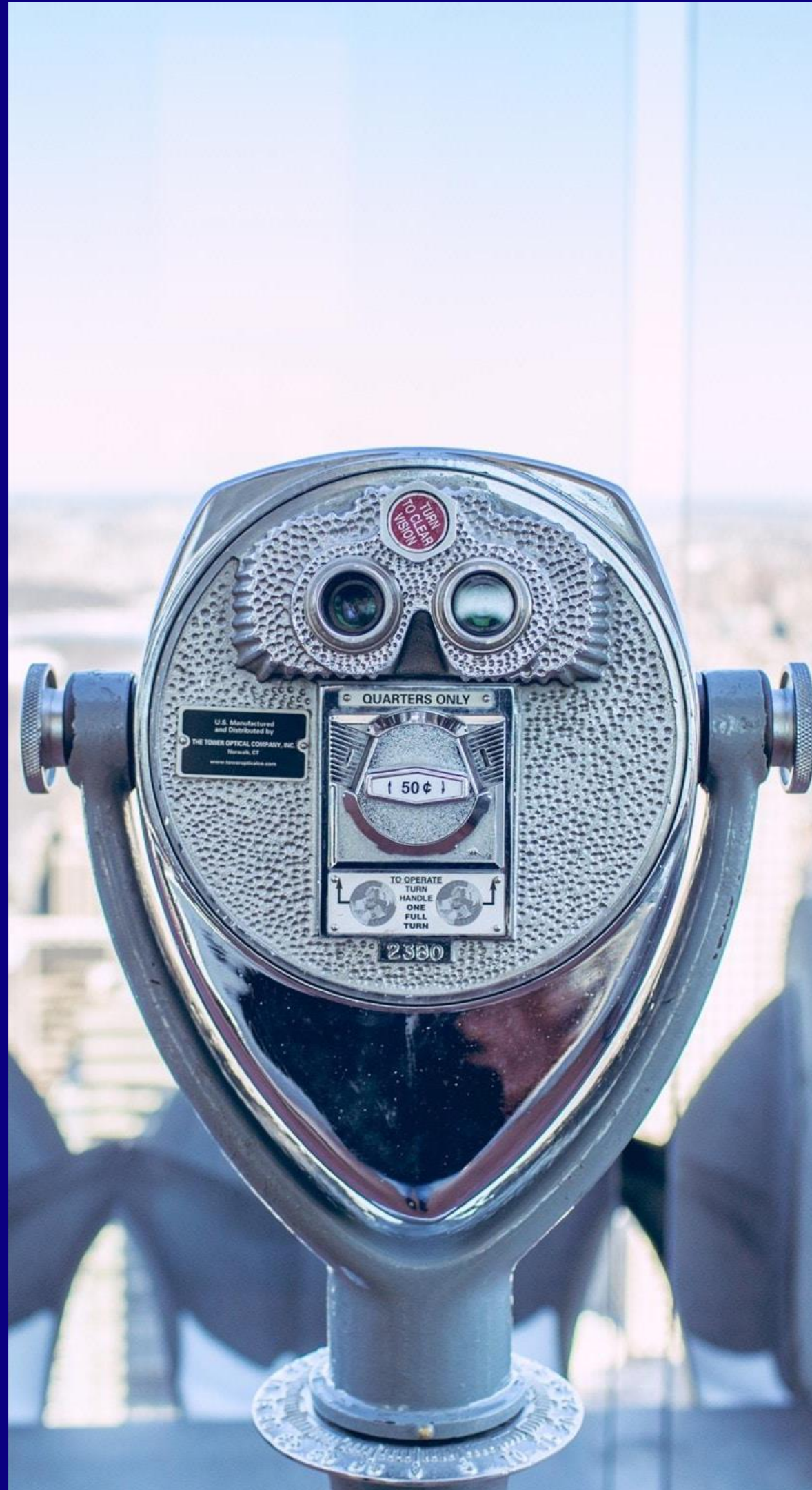
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What we achieved

- 90 Net Promoter Score
- 4.8/5 average course score
- 4.4/5 confidence in ability to respond to change

“ You pushed me to the edge! But then you brought us back. **You forced us to deal with change**, in the best way possible.

“ Clever, crafty, captivating, CAPRICIOUS. #changeagent Ha. This course had it all. **From practical frameworks to role plays as undercover agents.** it's my favorite Udemy course I've taken to date!

“ This should be a **required workshop for anyone alive.**

What we will do with it

- All employees at Udemy
- Retention and attrition
- Engagement Survey
- Tracking pre, post, and ongoing confidence
- Predictive analytics

Framework to Cultivate Imagination



**Ready for
Anything**



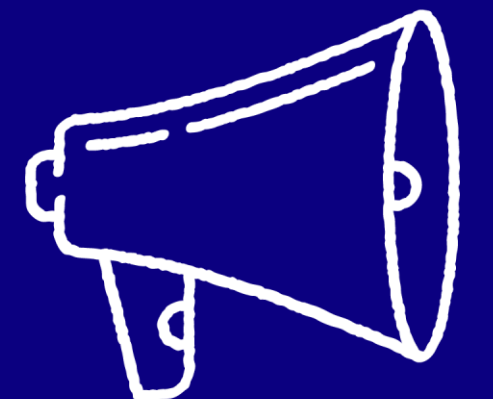
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Use resources wisely



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**Lead and
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Thank You!