

Appendix A

Sanofi Batch Monitoring Initiative

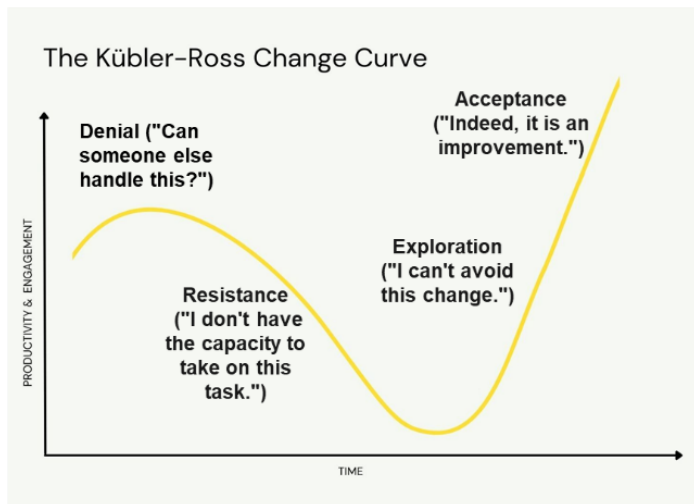
The Kübler-Ross curve outlines the stages project team members typically go through when faced with change:

1. **Denial:** Initially, team members may deny the need for change, believing that the current methods are sufficient. They might resist acknowledging the need for improvement.
2. **Resistance:** As the need for change becomes more apparent, team members may resist it. They might express doubts about the effectiveness of the new approach or fear the challenges it may bring.
3. **Exploration:** Gradually, team members start exploring the proposed changes. They may seek more information about the benefits and potential outcomes, trying to understand how it will affect their work.
4. **Acceptance:** With a better understanding of the change, team members begin to accept it. They recognize the potential for improvement and are willing to embrace the new approach.
5. **Commitment:** Finally, team members fully commit to the change. They actively engage in implementing the new methodology, contributing their efforts to make it successful.

Illustrative only

Change Management Approach paired with Behavioral Typology

Behavioral Typology



Throughout these stages, individuals may experience, and express concerns differently. Understanding and addressing these concerns is crucial. We used a character typology methodology (DISC) to tailor our communication better to respective individuals and their need for action and results, process and detail, and team cohesion. Here are some examples for each change step”

1. Denial "Can someone else handle this?"

- **D — Direct and Decisive:** Appeal to their sense of efficiency and effectiveness. Highlight how their unique skills and expertise make them the best fit for the task. Provide examples of successful outcomes when they have taken on similar responsibilities in the past.
- **I — Influential and Inspiring:** Encourage them by painting a picture of how their contribution will positively impact the team or project. Highlight opportunities for growth and recognition that come with taking on new challenges.
- **S — Steady and Supportive:** Offer reassurance and support, emphasizing that they won't be alone in tackling the task. Express confidence in their abilities and assure them that help is available if needed.
- **C — Conscientious and Cautious:** Provide detailed information and resources to help them understand the task thoroughly. Offer guidance on how to approach it systematically and efficiently. Address any concerns they may have about their capability or competence.

2. Resistance "I don't have the capacity to take on this task."

- **D — Direct and Decisive:** Focus on prioritization and time management. Help them identify tasks that can be delegated or postponed creating space for the new responsibility.
- **I — Influential and Inspiring:** Motivate them by highlighting the opportunity for personal and professional growth that comes with stretching their capabilities. Offer support and encouragement, emphasizing their ability to overcome challenges.
- **S — Steady and Supportive:** Provide practical assistance by offering to help with other tasks or by reallocating workload within the team. Create a supportive environment where team members feel comfortable asking for help or expressing concerns about capacity.
- **C — Conscientious and Cautious:** Assist them in breaking down the task into manageable steps and creating a realistic timeline. Provide tools and resources to help streamline processes and increase efficiency.

3. Exploration "I can't avoid this change."

- **D — Direct and Decisive:** Frame the change as an opportunity for growth and development rather than a burden to be avoided. Provide clear objectives and expectations to guide their exploration of the change.
- **I — Influential and Inspiring:** Highlight the positive aspects of the change and its potential to enhance their skills and career prospects. Foster a sense of excitement and curiosity about the possibilities it presents.
- **S — Steady and Supportive:** Offer support and encouragement as they navigate their feelings about the change. Validate their concerns while gently challenging them to consider the benefits of embracing it.
- **C — Conscientious and Cautious:** Provide detailed information about the reasons for the change and its expected impact. Address any concerns they may have about the implications for their work or the team as a whole.

4. Acceptance ("Indeed, it is an improvement."):

- **D — Direct and Decisive:** Reinforce the benefits of the change and its alignment with organizational goals. Encourage them to continue contributing their expertise and insights to ensure its success.
- **I — Influential and Inspiring:** Celebrate their openness to change and willingness to embrace new ideas. Highlight their role as a catalyst for positive transformation within the team.
- **S — Steady and Supportive:** Acknowledge their adaptability and resilience in accepting the change. Express gratitude for their commitment and reassure them of ongoing support as they adjust to the new way of working.
- **C — Conscientious and Cautious:** Provide opportunities for feedback and evaluation to ensure that the change is delivering the expected improvements. Encourage them to share their observations and suggestions for refinement.