MANAGING CHANGE

Introduction

Why do so many change initiatives create employee disengagement, disillusion and recriminations?

What if we could use a structured, proven approach to introduce change that respects the feelings of those affected while ensuring the change is driven through to completion?



This course will help you **understand the nature of individual and organisational change**. It will centre on **your role as a leader of change** – what interventions to make at what stage to optimise the chances that the changes will be understood and acted upon.

Course Objectives

By the end of this course you will have learned to:

- Lead and manage a change process from initiation to closure
- Recognise and deal with dysfunctional behaviour often caused by unexpected change
- Separate the emotional and cognitive aspects of change to apply the right interventions
- Manage your own emotions and part in the change to ensure you minimise the stress to yourself and those around you
- Apply a range of models, principles and techniques to lead change
- Create a compelling clear vision to guide the change
- Develop a robust communications plan to guide the change

Training Methodology

Participants will receive thorough training on the subjects covered by the course outline using a variety of proven adult learning teaching a
nd facilitation techniques. Course methodology includes:

- Video presentations - to inform, educate and entertain
- Case studies of successful change operations
- Participative discussions
- Experiential activities to engage participants emotionally as well as cognitively

There will be a particular focus on linking the change techniques to participants' workplace change challenges.

Personal Impact

The course will give participants the confidence, energy and skills to lead and manage change – both on a daily basis and as part of a change programme. It will present leaders with a challenge to "get on the front foot" and introduce change as a necessary positive part of working in a corporate organisation.

Specifically you will:

- Gain control of your people throughout change by the skillful application of change models, structures and tools
- Gain satisfaction from turning around employees who have become cynical and disaffected by past and present changes
- Confidently apply techniques of change and how to lead it
- Become fluent in deploying change management techniques not only to specific change programmes but also to managing change in your own life
- Gain increased respect from your employees for their clarity and honesty throughout the change process

Who Should Attend?

The course is valuable for all people who manage people and change - experienced, new or prospective.

It is suitable to a wide range of professionals but will greatly benefit:

- Change leaders
- Change agents
- Team leaders
- Team managers
- Team supervisors
- Project team managers

COURSE OUTLINE

DAY ONE

STARTING FROM WITHIN – HOW IT FEELS TO GO THROUGH CHANGE

- What are **your experiences of and attitudes to change?**
- How did you react? Why?
- How did your manager/leader help or hinder your change?
- **Identify the classic reactions to change and how to respond** (or not) to them as a leader
- **Learn from experiences of positive change** – personal and case studies
- Examine **how individual life and work styles create differing reactions to change**
- **Separate emotion from cognition** in change

KEY FEATURES OF SUCCESSFUL TRANSFORMATIONAL CHANGE AND MODELS OF CHANGE

- Understand the nature of change by **learning a range of change models**
    - Beckhard's formula
    - Kotter's principles
    - SARA model
    - Lewin's Force Field Analysis
    - Kruger's iceberg model
- How can you use these to proactively understand **"what to do now and what will probably happen next" in a change process**
- **How can you share this knowledge with your employees** to help them understand their own reactions to change?
- **Engage your team more fully** and encourage ownership of objectives and performance



WHERE IT CAN ALL GO WRONG

- Recognise and **deal with the tell-tale warning signs of failure**
- **Surface the barriers to change** and address them

DAY TWO

SETTING A CLEAR VISION FOR CHANGE

- **Paint a rich picture** of the future required state
- **Find the "Burning Platform"**
- Engage participants in fine-tuning **the vision**
- Deploy a range of channels to **publicise the vision**

THE LEADER EXPERIENCE IN CHANGE

- Identify the **behaviors and traits of a good leader of change**
- Establish likely **emotions experienced by the leader during change**
- Build **coping mechanisms to handle these emotions**
- **Build your overall resilience as a leader of change**
- **Use the concept of "Shadow of the Leader"** to lead behaviour change

DAY THREE

DEVELOP A COMMUNICATION PLAN

- **Write a comms plan** to manage and communicate the change
- **Choose the right communications tools & channels**
- A 21st Century approach to change communications - **deploying social media**

INFLUENCING AND PERSUADING

- **How to get people onside when they don't want to be:**
    - Apply Cialdini's **persuasion principles**
    - Apply Greene's **Laws of Power**
    - **Plot commitment levels** and shifts and actively manage them
    - **Draw a change stakeholder map** to extend your leader influence around the change
    - **Use change agents** to assist in the change effort