

Leading Change Programme

We live in an age of unprecedented change with most industries impacted by digitisation, globalisation, changing demographics and increased regulation. Our people and customers are becoming more diverse; our trading environments are becoming more competitive; how we work and what we work on is continuously changing; 'best practice' is continuously being updated; and people don't stay in the same roles for as long as they used to. While most organisations have significant change agendas, research indicates that a large percentage of change projects do not deliver the intended benefits due to insufficient change management. Being able to lead change effectively has therefore become an essential capability for Leaders.

Who should attend and how can they benefit from this programme?

The Leading Change Programme is designed to help you, as a Leader, develop the capabilities you need to manage your own response to change and plan, prepare, manage and embed change in your business.

Programme Learning Outcomes

The programme consists of 3 phases. The learning outcomes for each of the phases follows.

Analysing and Preparing for Change

At the end of this phase, you will be able to:

- explain what change is, the types of change and the drivers of change in their organisation's strategy
- assess the current and future context for a change in their business
- identify likely impacts of change on business strategies
- gain commitment to change through consultation and consideration of key stakeholders

In a Nutshell

This programme provides leaders and teams responsible for planning and managing change within an organisation with knowledge and capabilities necessary to be successful.

The programme is delivered in the following phases:

- Analysing and preparing for change
- Managing Change
- Embedding Change

The programme uses a variety of learning approaches to ensure participants have an experience that maximises their learning potential. In addition to classroom learning, there are pre- and post-workshop assignments, and change clinics, run as Group Coaching sessions. Collectively they strengthen the learning experience, taking the classroom into the workplace and link learning with practical reality.

- recognise and effectively communicate and manage the business case for change – the costs and the benefits
- identify how different people respond to change and the impact this has on their wellbeing and performance
- identify their own habitual response to change and the strengths and limitations of this response
- identify the stages of change and what is needed in each stage to move forward
- identify and practice a process for managing their own response to change



- identify strategies to maintain resilience during times of change
- develop, reinforce and communicate a clear vision of change
- identify and practice a process for coaching a team member on responding to a change

Managing Change

At the end of this phase, you will be able to:

- identify the tools, methodology and models people responsible for managing change draw on when facilitating change
- identify and involve appropriate specialists to develop project, change, communications and learning plans
- review and approve project, change, communications and learning plans relative to:
 - change readiness insights
 - impact assessment insights
 - organisational culture insights
 - opportunities for integration across multiple change programs and projects that will impact common stakeholders
- work to minimise complexities, contradictions and paradoxes or reduce their impact
- maintain a long term, strategic and tactical view of the change in order to clarify direction and smooth the process of change

Embedding Change

At the end of this phase, you will be able to:

- identify the key success factors in embedding change
- coach managers in dealing with a changing environment

How does the programme work?

The programme consists of 3 phases (as detailed above):

- Analysing and Preparing for Change
- Managing Change
- Embedding Change

with each phase consisting of a workshop followed up by a 1½ hour change clinic.

About the workshops

The workshops are opportunities for you to familiarise yourself with the principles and tools used in leading change and to discuss real life change challenges with other leaders with the guidance of a Change Management Consultant. You will be required to complete assignments both in preparation for each workshop and in follow-up to the workshop. The purpose of the pre-workshop assignment is to prepare you for making the most of the workshop and the purpose of the post-workshop assignment is to help you embed your learning.

About the change clinics

The change clinics are 1½ hour sessions in groups of 5 – 7. The change clinics are further opportunities to discuss real-life change challenges with a Change Management Consultant. The groups are purposefully small to allow for in-depth exploration of the issues raised by the group.

Leading Change Programme - Overview

1

Analysing and Preparing for Change

1 day

Pre-Workshop Assignment

This is the first of three workshops aimed at preparing you for Leading Change in your organisation. You will explore the context and nature of change in your organisation and then work in teams to practice assessing the current and future context for a change in your business area. Clear about the context and nature of change for your business, you will then identify tools and strategies to identify likely impacts of change on business strategies; gain commitment to change through consultation and consideration of key stakeholders and develop and manage the business case for change.

Our focus will then shift to developing an appreciation of why it is important to bring your people along with you and strategies for doing so. You will identify the stages of change, what is needed in each stage to move people forward, how different people (including yourself!) respond to change and what impact the different responses to change has on employee wellbeing and performance. You will then have the opportunity to practice a process for managing your own response to change and identify strategies to maintain resilience during times of change. Leading yourself is, after all, a prerequisite for leading others.

Building on your insights around the context and business case for change and what it takes to bring people along with you, you will then practice developing a clear vision of change and a process for coaching a team member on responding to a change.

Post-Workshop Assignment

Change Clinic

1½ hours

In this change clinic you will have the opportunity to discuss real life change challenges relative to analysing and preparing for change with a Change Management Consultant. The group size for the change clinic is purposefully small to allow for in-depth exploration of the issues raised by the group.

Leading Change Programme - Overview

2

Managing Change

½ days

Pre-Workshop Assignment

In the first workshop you developed an appreciation for the context and business case for change and what it takes to bring people along with you. There are a number of people in your organisation that can help you manage change and it is useful for you to know how they can help and what role you have when collaborating with them. You will start the workshop by developing an appreciation for the tools, methodology and models people responsible for managing change draw on when facilitating change and learn how to make sense of reports on change readiness, impact assessment and organisational culture. You will then identify who you have in your organisation that can support with the development of project, change, communications and learning plans and how to review and approve the work they produce relative to insights on change readiness, impact assessments, organisational culture and opportunities for integration across multiple change programs and projects that will impact common stakeholders. You will finally consider your role in minimising or reducing the impact of complexities, contradictions and paradoxes and strategies for doing this.

Post-Workshop Assignment

Change Clinic

1½ hours

In this change clinic you will have the opportunity to discuss real life change challenges relative to managing change with a Change Management Consultant. The group size for the change clinic is purposefully small to allow for in-depth exploration of the issues raised by the group.

3

Embedding Change

½ day

Pre-Workshop Assignment

This is the third and last workshop in the Change Leadership Programme. By now you have an appreciation for the context and business case for change, what it takes to bring people along with you, how you can collaborate with others to manage change and your role in minimising or reducing the impact of complexities, contradictions and paradoxes. In this workshop you will consider the key success factors in embedding change and practice coaching Managers that report to you in leading change.

Post-Workshop Assignment

Change Clinic

1½ hours

In this change clinic you will have the opportunity to discuss real life change challenges relative to analysing and preparing for change with a Change Management Consultant. The group size for the change clinic is purposefully small to allow for in-depth exploration of the issues raised by the group.