

LEADING CHANGE PROGRAM

This Leading Change program provides an opportunity to create a consensus for a client's new direction and provide leaders with the competence to enact it.

The program aims to:

- Equip managers to lead change
- Ensure people in the organisation understand that change is an ongoing process that can be managed in an effective manner
- Ensure people share an understanding of the changes taking place and generate commitment to it
- Provide models and techniques to increase self-awareness and people's ability to manage transitions and perform and grow with the change
- Establish individual action plans that assist with the implementation of change and enhance a collaborative, team approach

Pre work

- In order to ensure the workshop results in practical outcomes each participant's asked to bring along information on a change to be implemented over the coming months.
- Reflect on a workplace experience of a change.

The Workshop

1. Introduction. Competitive forces and the global market place necessitate change if companies are to survive. The introduction provides a context for organisational change and emphasises the key role played by leaders in implementing change.

2. Change Champions. We establish the personal attributes of effective change leaders and explore the leadership characteristics that inspire others to follow and implement change.

3. Leading change – achieving change objectives

This topic introduces managers to an effective change model. We draw on past experiences of change, explore each of the components of the model and apply them to participants' change plans. In particular we focus on how to communicate the change. Even people who don't accept the change may find it easier to live with if they share an understanding of what it is designed to achieve.

3. Leading change in action: an experiential. This challenging experiential raises and addresses the issues that impact on people when they are experiencing change.

The experiential demonstrates:

- During periods of change, leaders must: focus on their people; communicate to help them understand the change and adapt to it; and, when possible, seek their input into the change.
- Relationships between leaders and DRs are critical to successful change.
- The difference between change leaders and change managers

Experiential debrief

The debrief highlights aspects of the leader's role during change. From the lessons learned we agree the key features and actions that need to be undertaken by leaders when implementing change.

4. Predictable paths people follow through change

Most change efforts fail because of people's reluctance to adapt as they cling to established comfortable habits. Understanding the people ramifications of change is essential. Leaders cannot afford to be blind to the effects of change on people. This topic builds an understanding of the emotional struggle people often experience as they go through change.

5. Ensuring an individual connect through authentic conversations

The impact of change on people is a common thread throughout a Leading Change workshop - firstly at an organisational level and then at an individual and team level. The focus is on minimising resistance and maximising the individual's commitment to the change.

6. Recognising the forces driving and restraining effective change

Participants learn about, and undertake, a force field analysis, identifying the driving and restraining forces for the change.

7. Planning to meet the challenges and leverage strengths

This part of the workshop involves participants in determining how they can remove restraining forces (blockers) and strengthen and make use of the forces driving the change. By the end of this topic people should have a clear sense of purpose, confidence to implement the change and a renewed sense of optimism that it can be achieved.

8. Providing team members with a role in introducing the change

Providing people with an opportunity to participate in the introduction of change is a proven way of minimising the effects of resistance. Whilst strategic change is generally cascaded from senior management, participation in the operational implementation of the strategy is usually best addressed by those most affected by the change. We explore how leaders can involve team members in the change.

9. Leaders of change are also resilient. They have (need) high energy and resilience so they can stay focused, remain confident and persevere. This topic equips leaders with the knowledge to build and sustain their energy levels so they can remain true to their vision and change plans – resilient and able to deal with the day to day realities and set-backs that can undermine change plans.

Post work

Post work action plans to embed the learning are also determined.