

Change Management Foundation (3 Days)

Introduction

- Background and context
- The key differences between leading change and managing change
- Strategic transformation
- Operational transformation
- 'Big Bang' transformation
- Incremental transformation
- Transformation failure and the 'reasons why'
- The crucial elements - process redesign, communication, training/support and benefits
- Typical models of change:
 - three stage change model (Lewin)
 - eight stage change process (Kotter)
 - generic change framework
- Transformation roles
 - sponsor
 - steering group
 - transformation manager
 - transformation specialists
 - subject matter experts
 - affected constituencies and stakeholders

Workshop #1

- A transformation that failed - analysis and feedback by groups of participants

Attitudes to Transformation

- Attitudes to change (Rehmann & Harnwall)
- Victim or beneficiary?
- Corporate culture and its impact on transformation
- The 'J-Curve' and dangers arising from it
- Dealing with resistance
 - the danger created by human perception
 - vested interest analysis
 - theory of games (zero sum thinking, prisoners dilemma, chicken, dollar auction)
 - converting honest opponents of transformation to strong supporters
 - transactional analysis (PAC model)

Workshop #2

- Recognising ego states in others – working in pairs

Planning The Intervention

- Recognizing the key stakeholders
 - leverage recognition (quadrantal analysis)
 - dealing with the four quadrants
 - Securing key stakeholder support
 - Defining the end state
 - Analyzing the impact of transformation
 - organizational
 - processes/procedures
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Change Management Foundation (3 Days)

- volumetrics
- operational costs
- transition costs
- training requirements
- Defining the transition state
 - interim organization
 - interim roles and responsibilities
- Developing the communications strategy and plan
 - communicating with key stakeholders
- Devising the training strategy and plan
- Assembling the transformation team
 - negotiating availability
 - clarifying team roles and responsibilities
 - contracting with the transformation team (involvement & post transition roles etc)
 - teambuilding (Myers Briggs Type Indicator)
 - training
 - housekeeping
- The integrated transformation plan
- The transformation contract

Workshop #3

- Analysing a case study based transformation impact analysis – working in groups

Workshop #4

- Myers Briggs Type Indicator Instrument – individual and group work

Initiating The Transformation

- Go/No Go checklists
- Communicating the transformation – one consistent message
- The 'S-Curve' effect – frontloading the effort
- 'Four birds sat in a tree' (the difference between intention and action)

Workshop #5

- Undertaking a case study based analysis of readiness for change – group work

Moving Through The Transition State

- Dealing with changes
 - the impact of downsizing and 'survivor syndrome'
 - dealing with people who have difficulty learning new processes and procedures
 - The importance of a strong end state vision
 - Knowing where you are (monitoring planned progress)
 - Knowing where others think you are (monitoring perceptions of planned progress)
 - the 'J-Curve' effect (disillusioned people with unrealistic expectations)
 - quantitative employee attitude analysis
 - qualitative employee attitude interviews
 - Tactics to overcome the 'J-Curve' effect
 - analysis of progress versus plan
 - corrective re-planning
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restating of end state in context
creating some morale boosting 'quick wins'
acting decisively
telling the truth

Workshop #6

- Undertaking a case study based on 'mid term blues' and corrective action analysis – group work

Securing The Transformation

- The pitfalls of 'easing off the gas' too early
- Converting 'new' processes and procedures into 'business as usual'
- Learning lessons and retaining the knowledge
- Integrating the change into the corporate culture
- Helping the transformation team members to move back into the organization

Workshop #7

- Personal plan to apply learning from this programme – individual work (or group work if appropriate)
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