

Change Management

Introduction

Organisations cannot develop unless they go through some form of change. In a business environment that is becoming ever more complex and dynamic; one of the few certainties is that there will be change. Such change can be slight, or it can be dramatic. Whatever the extent of the change it is the responsibility of management to manage it, not just let it happen.

In today's increasingly uncertain, competitive and fast-moving world, companies must rely more and more on individuals to come up with new ideas, to develop the creative responses and push for changes before opportunities disappear or minor irritants lead to catastrophes. Innovations, whether in products, market strategies, technological processes or work practices, are designed not by machines but by people.

The course aims to give participants a thorough understanding of what change is, the challenge in managing it and how to successfully guide their people through the process. The course will give participants the skills and knowledge to lead change effectively.

Objectives

By the end of the course delegates will be able to:

- Define the nature of change in today's business environment
- Determine the key drivers of change and utilise analysis techniques to understand specific change drivers to their own Organisation / function
- Apply a management process to change to ensure systems, structures and frameworks for change are well thought through and robust
- Define clear SMART Change objectives
- Utilise McKinseys 7s model to effectively plan change
- Apply project management principles to Change Management
- Create a Change Vision that inspires others
- Understand resistance to change
- Develop tactics, techniques and strategies to reduce resistance to change before and during the process.
- Identify the top 12 reasons for resistance to change
- Better Motivate and improve morale of others through increased Engagement
- Develop effective communication strategies during change that keep stakeholders informed and on board
- Apply Kotters 8 step Change process to successfully lead Organisational and Functional Change
- Create a sense of Urgency to ensure Change gets off on the right footing
- Build a better guiding coalition (change team) through team building techniques and enhanced influence and persuasion skills
- Effectively monitor and measure change through focusing on Organisational, Individual and project performance
- Use the Cultural Web model to identify company culture
- Develop strategies for shifting ingrained company culture
- Coach and Mentor others to ensure Change sticks and gets anchored into company culture

Contents

A sample of what is covered includes:

The Nature of Change

- Radical v Incremental Change
- Core v Peripheral Change
- Responding v Driving Change
- Natural v Imposed Change

Drivers of Change

- SWOT/TOWS Matrix
- PESTLE
- Forecefield Analysis
- Impact Analysis

How to Manage Change

- Managing vs. Leading Change
- Your own personal style

Planning Change

- Strategy
- Structure
- System
- Shared Vision
- Skills
- Style
- Staff

Change Visions

- What do we mean by a vision
- Why is a vision important?
- How do we create a vision?
- Define Vision outcomes
- Consider what people are being and doing
- Express how Change will feel
- Bringing the Vision to life
- Considering the guiding values that will bring the vision to life

Resistance to change

- Change and Transition
- Bridges Transition model
- Kubler Ross Change curve
- Signs of resistance
- The resistance zoo

Motivation, Morale & Engagement

- Motivation 3.0
- Motivation & Morale
- FISH Philosophy
- Blessing White X Engagement

Communicating through Change

- Situation statements
- Stakeholder identification
- Key messages
- Channels
- Project team - roles and responsibilities
- Scheduling

Kotters 8 step Change Process

- Create a sense of urgency
- Build a guiding coalition
- Create a shared vision
- Communicate vision
- Remove obstacles
- Create short term wins
- Building on change
- Anchor changes into culture

Creating a Sense of Urgency

- Bring the outside in
- Behave with urgency every day
- Find opportunity in crisis
- Deal with the NoNos

Building a Guiding Coalition

- The 5 powers
- The IPCM Matrix
- The 6 'Weapons of Influence'
- Belbins Team Roles

Monitoring and Measuring Change

- Organisational Performance
- Individual Performance
- Change Management Performance

Cultural Web

- Stories
- Routines and rituals
- Symbols
- Organisational structure
- Control systems
- Power

Anchoring Change

- GROW
- Inner Game
- FUEL
- CLEAR

