



ESSENTIALS OF CHANGE MANAGEMENT MASTERCLASS

OVERVIEW

All too often, organisations underestimate the importance of leading and managing change in the right way and at the right time. As humans, we have a natural tendency to fear the unknown which often results in resistance to change; in a state of resistance, employees would find it difficult to let go of the old and fully embrace the new. Thus the numerous advantages of a more effective, efficient and updated workspace can be compromised if the human side of change is not carefully considered and managed.

Getting organisational change initiatives right can be extremely challenging; change can be stressful, can lead to conflict, confusion and loss of confidence. Recent research conducted at Harvard Business School highlighted that more than 70% of change initiatives by companies end in failure and consequent losses in revenue, productivity and competitiveness. Empirical evidence suggests that employees feel the stress of change initiatives directly and change-stressed employees perform roughly 10% worse than the average employee. By focusing on change management strategies, employees are assisted in managing the human side of a change process.

The 3-day Masterclass covers the competencies required to ensure successful change in an era where the challenges of change require leaders to apply a holistic approach to change management. It provides management and key personnel with actionable insights and tools to implement change smoothly, and to have change initiatives better accepted within the company. Participants are also equipped to manage any resistance experienced during a change process.

BENEFITS AND LEARNING OUTCOMES

On attending this programme, participants will demonstrate competence in:

- . Understanding the reality of a volatile context and its impact at a business level.

- . Creating awareness and building support for a change process.
- . Articulating the value of change management.
- . Assessing the impact of change (the positives and negatives of change).
- . Developing and implementing change management strategy.
- . Aligning with best-practice approaches in managing change effectively.
- . Leading through productive influence in times of imminent change.
- . Appreciating the importance of resilience and agility in the context of change.
- . Understanding motivations for accepting and embracing change.
- . Managing resource capacity to support a change process.
- . Better managing and implementing organisational change.

AGENDA

The following outline is indicative and will vary according to the level, calibre and specific requirements of participants:

Introduction and Objectives

Leading in a VUCA World

- . VUCA model (volatility, uncertainty, complexity, ambiguity)
- . The VUCA world of business
- . The antidote in the context of change

Case study and discussions

Exploring Change

- . The ADKAR® model and 7 concepts of change
- . Defining strategic context and value of change
- . Diagnosis of driving and restraining forces for change
- . “Future state” or vision for change
- . Change impact assessments (people, systems, processes, culture)
- . Identifying risks (uncertainty & opportunity) for a change initiative
- . Preparing for change: assessing change readiness

Case study and discussions

Designing Change

- . Devising a change strategy
- . Stakeholder mapping and engagement
- . Change governance and charter
- . Defining change milestones
- . Change management roles and responsibilities

- . Building resource capacity to support a change process
- . Formulating communication strategy

Case study and discussions

Leading and Managing Change

- . Kotter's eight-step model
- . Key requirements for managing change successfully
- . Developing a change management plan
- . Change and culture transformation
- . Change and leadership alignment
- . Managing diversity and team dynamics
- . Individual change process
- . The emotional response to change
- . Process for obtaining continuous feedback

Case study and discussions

Sustaining Change

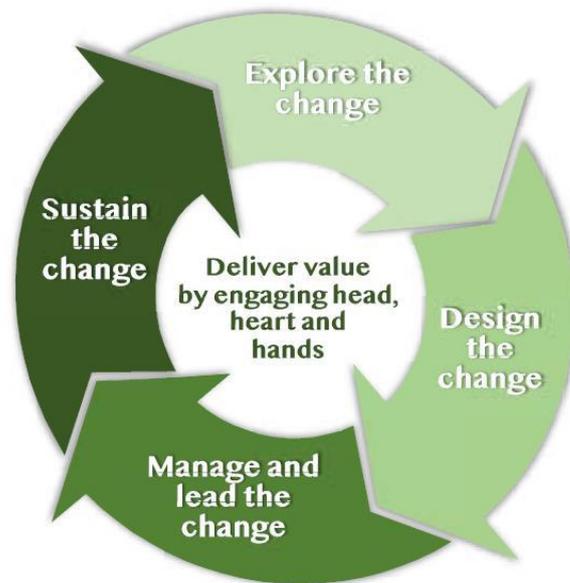
- . Risk mitigation strategies
- . Culture embedding activities
- . Change and policy alignment
- . Coaching for sustaining change
- . Change reinforcement tactics
- . Regular reviews and lessons learned (feedback loops)
- . Assessing the impact of change (benefits and disruptions)

Case study and discussions

Skills Practice and Action Plan

Closing Remarks

CHANGE MANAGEMENT FRAMEWORK UNDERPINNING THE PROGRAMME



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Note: The delivery method includes -

- . Videos (exploring the masterclass contents in more detail)
- . Supporting MoF reference documentation
- . Real-world examples to demonstrate the application of concepts
- . Case studies and group discussions
- . Electronic copies of learning material