



LEADING AND MANAGING CHANGE

Develop the Competences Needed to Manage and Lead Change

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Course Overview

Change is a complex business and not a matter of moving immediately from an idea to an outcome; instead, it requires careful formulation of a vision and objectives, clear and unambiguous communication, planning, involvement, collaboration and more in order to manage the steps in a multi-stage transition which itself is fraught with hazards and obstacles. Getting change right requires both management (in terms of direction, resourcing and procedures) and leadership (focusing on motivation, involvement, influence and vision) and the meaningful use of a range of approaches, ideas, tools, models, competences and concepts.

This intensive and practical training course will provide attendees with everything they need for effectively handling change in their organisation from analytical tools and practical concerns to ways of communicating with stakeholders and overcoming fears, resistance and concerns. Together, we will examine and apply different ideas and concepts from the famous and traditional to the modern, unusual and innovative. This will ensure attendees have the right knowledge, skills and mindset to both lead and manage change on an organisational level and both ensure success and prevent failure of a change.

Course Objectives

After the training course, you will learn to:

- Understand, manage and lead all incremental stages of organisational change from the current state to a desired outcome via a transition.
- Be able to use a wide range of tools, approaches, models, theories and frameworks for assessing the variables relevant to an organisational change.
- Manage measurable improvements in quality as well as innovation and waste reduction.
- Manage stakeholders in times of change, get the support of others and handle all stages of the change process as well as ensuring that changes are cemented in the workplace culture.
- Be able to lead in times of crisis and necessitate the changes needed to recover from a crisis.

Professional Impact

The major professional impacts of this course will be:

- Understanding change in organisations, the need for change and how change requires both management and leadership.
- Being able to reduce waste and increase quality in the workplace.
- The capacity to manage all stages of organisational change and manage relevant stakeholders throughout.
- The capability to lead through a crisis and manage change to recover from the same.
- Production of action plans to apply all concepts to the real working life of participants and knowing what to look out for when leading change and how to best ensure success and avoid failure.

Training Methodology

Upon attending on this course, the following methodologies, and approaches will be used:

- Warmers, icebreakers and group dynamic tasks
- Trainer input and elicitation
- Brainstorming and controlled discussion tasks
- Worksheet-style tasks (gap fills, matching and so on)
- Roleplays and simulations
- Models, examples, illustrations and anecdotes
- Profilers and questionnaires
- Case studies
- Video and audio tasks
- Design tasks and presentations
- Games and gamified tasks
- Trainer and peer feedback
- Reflection and personal action planning

Target Audience

This course is suitable to a wide range of working professionals but will greatly benefit:

- Anyone who is likely to be managing or leading change now in the future.
- Anyone who will be supporting others through change.
- Those in leadership roles who wish to develop a more specific focus on change.
- Anyone who is considering a career in change management or consulting.
- Any leaders or managers, either established or newly appointed.



COURSE OUTLINE

DAY ONE

The Key Principles of Change

- Introductions, group dynamics and course objectives
- Using analytical tools to understand the context for change
- What is change in an organisation, what are its stages and why might it be needed?
- Using the McKinsey 7S model to assess current states and potential impacts
- Change management vs. change leadership and the need for both
- Setting direction for change
- Theory E and theory O for change

DAY TWO

Change, Quality and Improvement

- Six Sigma and the DMAIC approach
- Developing the consultant mindset for change
- Change and innovation
- Reducing waste and using the 5S approach
- Decision making and considering the impacts of change
- Managing the change equation

DAY THREE

Urgency, Managing Stakeholders and Steps to Change

- Kotter's eight steps to change
- What is a sense of urgency and how is it developed?
- Overcoming complacency to change
- Communicating the vision
- Working with others in times of change
- Stakeholder mapping, types of stakeholder in times of change and managing your stakeholders
- Fixing the change in the culture

DAY FOUR

Change, Crises and Development

- Types of crisis
- How crisis management leads to change management
- Steps to recover from a crisis and change
- Change and the need for skill development
- How to develop others for change
- Using coaching to support others in times of change

DAY FIVE

Application:

- Why change might fail
- Overcoming fear and resistance and conducting a force field analysis
- Case studies on best practice in change leadership and change management - preparation
- Case studies on best practice in change leadership and change management - delivery
- Presentations on application of the training at work
- End-of-course quiz
- Golden rules and personal action planning

