

Target audience

- Line and cross-functional managers

Pre-requisites

- There are no pre-requisites for this course

Objectives

- Find out about your own profile as a change leader and identify your team members' profiles
- Clarify the objectives behind the decision to change and explain them to your team
- Engage your team members and nurture a proactive approach to change
- Build a productive network in a changing environment
- Succeed in your 'first steps' towards change

On-the-job benefits

- Confidence in your role as change leader
- Solutions rather than problems
- Increase your power of influence by building an effective network of allies
- Accelerate your professional development by becoming more adaptable and more agile

Benefits for the company

- Greater strategic alignment
- More dedicated and motivated teams
- Teams that achieve objectives (productivity, deadlines, quality, etc)
- More proactive teams to deal with an ever-changing environment.

Special features of this course

Your five talents for successful change



- 1] Your ability to embody change**
- 2] Your clarity in choosing a strategy**
- 3] Your ability to create the future, i.e. anticipate and deal with people's reactions, communicate and persuade**
- 4] Your social capital, i.e. creating and using networks**
- 5] Your first steps: roll out change for quick wins**

Highlights: experience the five talents first-hand

Explore your leadership style

Peer coaching and self-assessment:

- > Bridges the gap between understanding the different styles to applying them in your everyday management role.

Making a clear-sighted, sound choice of strategy

Work in sub-groups on participants' own experiences:

- > The problems that arise during change do not compromise your chances of achieving your objectives.

The metaphor game

This game will help you learn how to convince people and spur them into action:

- > Motivate and engage your team members or other project stakeholders

Analysis and diagnosis

Your network of allies:

- > Make the network part of your change-management strategy

Achieving change

Peer coaching, and personal action plans discussed in sub-groups:

- > Plan the next change and take the first steps now

Lead change in tense times such as today

- > Incorporate the changes into your management: change is a constant!
- > Move from a classic 'revolt, mourning, acceptance' pattern to an 'opportunity, driver, action' pattern
- > Change happens fast, so move faster: change management calls for instant action and agile responses

Programme



One 30' e-learning module



Managing change: identifying your profile

- Defining a change leadership style.
- The four main leadership styles.
- Identifying your style.

+ Two-day classroom course

1_ 1st talent: YOU embody change

- The four change-leadership styles

2_ 2nd talent: your clarity in choosing a strategy

- Five principles for clear thinking
- Leading change: improving what exists or starting afresh
- Being resilient and preparing to change and create change
- Objective-based strategy
- Being clear about the advantages of not changing and the negative consequences of successful changes
- The seven criteria for an achievable change objective

3_ 3rd talent: your ability to create the future

- Metaphors supporting change
- The table of purposes

4_ 4th talent: your network of allies

- Three principles for building a network of allies
- What are networks for?
- Identifying allies in the team or project group
- Network types
- Which network to choose?
- What to expect in the change assimilation process

5_ 5th talent: your first steps

- Quick wins improve chances of success
- Planning your progress: changes achievable within the timeframe

+ Four 30' e-learning modules



Managing change: process and tools

- Change in terms of objectives.
- Defining objectives and context.
- Identifying the appropriate solutions for successful change.
- Change accelerators and constraints.
- Anticipating consequences.



Creating a vision of the future

- Proactiveness in building the future.
- Learning about desired states.
- Fielding questions.
- Adopting the table of purposes.
- Using metaphors.



Managing change: strategic alliances

- Building networks.
- Using different networks.
- Identifying key players to push for change.
- Recognising and managing fears.
- Conflict strategies during change.



Triggering the dynamics for change

- Thinking globally and acting with precision.
- Assimilate the theory of commitment.
- Focusing on details and the first steps for change.
- Best practices and pitfalls.

Key points

- > Assessments both before and after the course
- > E-learning modules accessible for 1 year
- > Personalised support throughout your course