

Effective Change Management

- Win hearts and minds, overcome resistance and negativity
- Encourage extraordinary commitment and performance
- Innovate, implement and lead with and through others



Effective Change Management has been specifically designed to give practising or potential middle and senior managers the ability to effectively implement and lead change.

Managers today have to learn to cope with exponential change whilst supporting their teams through what could be considered an emotional minefield. Dealing with the demands of change is the biggest challenge facing every business today. It will also be the biggest challenge you face next year and the year after that. Change confronts and challenges our ability to create value for customers and remain relevant.

So it's imperative managers must actively understand and support their people, maintaining motivation and commitment through a period of uncertainty and anxiety.

Our leadership and management programmes are highly regarded for bringing together models and theories with practical tools and experience, enabling you to innovate, implement and drive change in your organisation. The Effective Change Management programme comprises of three core modules:

Innovation and Change

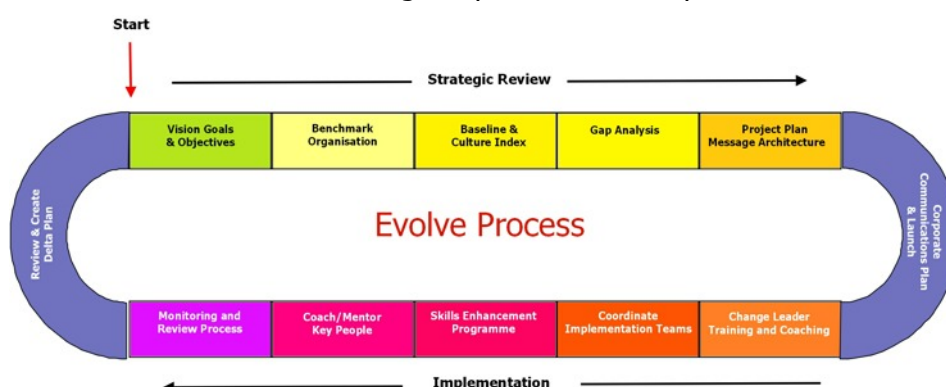
- understand the need for innovation and change
- generate innovative solutions that improve performance
- recognise the barriers to change and how to reduce the emotional trauma
- facilitate a collaborative approach to win hearts and minds

Facilitating and Leading change

- lead change effectively, engaging others and making the change stick
- inspire people and teams through the challenges of change
- influence, motivate and empower others
- establish a culture of continuous improvement

Implementing Change through Inspirational Leadership

- provide confident, positive and motivational leadership
- clarify purpose, vision and values and engage others in the process
- develop a flexible management style through 'Situational Leadership'
- instil a passion and commitment for change/improvement and performance



Delivery

The programme is delivered through a combination of five interactive workshops and individual one-to-one coaching sessions. An initial one-to-one with the participant is conducted to establish programme objectives and a willingness to participate. A business based change project is identified during the initial workshops and becomes an integral part of the individuals development whilst improving organisational performance.

Programme Content and Objectives

Pre-programme Assessment

A pre-programme one-to-one is conducted with each manager to establish programme relevance and personal development objectives. A combination of discussion and leadership psychology assessments raises self-awareness and clarifies programme appropriateness. Peer and/or manager assessment identifies blind spots and confirms key objectives for both individual and organisation.

Workshop 1 – Foundations for Leadership

Understanding yourself, your leadership style and how those behaviours impact on others will establish a new language of communication and interaction. By using the leadership assessment completed prior to the start of the programme, the workshop examines how we can develop open and authentic communications within the team. By the end of the workshop you will have a common language which will be used throughout the subsequent workshops to analyse, understand and influence others behaviours. The key objectives of this workshop are:

- Understand who you are as a person and a leader.
- Know why and how people are different and how to identify the different types.
- Enhance personal adaptability in managing different situations.
- Inspire and lead people in a truly adaptive way.

Workshop 2 - Innovation and Change

Building on the models used in Workshop 1, leadership practice is extended to include a range of change management practices and strategies to ensure change is managed in a planned, intelligent and sensitive way. Understanding fully the implications and consequences of decisions made when facing turbulence and ambiguity of change is vital to future organisational success. Managed in an effective manner, involving people in the process can lead to effective and sustainable change. The key objectives for this workshop are:

- Proactively spot the need for change.
- Recognise the main barriers of effective change.
- Identify the eight steps for planning and implementing effective change.
- Lead staff through periods of change supporting the natural and sometimes negative reactions people adopt.

Workshop 3 - Defining Change

Defining your purpose, vision and values allows you to harness your greatest resource, your people. By aligning your vision and values ensures you have a higher level of motivation to drive forward organisational change and progress. Workshop 2 explores models of strategic planning and takes you step by step through the elements of the planning process. By the end of the workshop you will have a range of tools to facilitate and identify the vision, strategic themes and map that assist to clearly and consistently communicate your organisations aspiration and direction. The key objectives of this workshop are:

- Align visions, mission with values to create a clear direction.
- Understand how to set strategic objectives to engage key stakeholders and the team.
- Know how to build the elements of a strategy map that can be used to communicate your plan.
- Start the process to understand the team's motivations to implement the plan.

Workshop 4 – Implementing and Leading Change

Being able to instil confidence, to handle people sensitively, to deal with pressured situations and strong personalities are all key to the way you influence and lead others – especially in times of change, uncertainty and conflict. The key objectives for the workshop are:

- Influence others through effective positive and constructive feedback.
- Use a coaching approach to increase performance and engagement.
- Recognise different motivators and work effectively with staff.
- Adapt conflict management styles and use EI to reach a more effective outcome.

Workshop 5 – Delivering Change

This concluding workshop provides each participant with the opportunity to provide feedback on their change project and receive positive recognition from both management and peer group. The key objectives for the workshop are:

- Present and reflect upon personal achievements from a strategic change project.
- Demonstrate a return on investment through the implementation of a change/improvement project
- Recognise personal area of growth from adopting a change in behaviour and/or leadership style.

Business Change/Improvement Project - Making a Difference

The Making a Difference Change/Improvement project is an integral part of the Effective Change Management programme. Participants are challenged to make a difference through individual innovative change or continuous improvement projects. These are defined in Workshops 2 and 3 and implemented after Workshop 4. Previous projects have focused on reducing supplier costs, improving productivity or output, improving business system or process efficiency, increasing sales revenue, improving customer care and reducing operating costs.

Programme Structure

The programme is delivered through five full day workshops and one to one coaching, supporting the implementation of a change/improvement project. In-house, bespoke programmes provide the opportunity for managers to define and implement change across the organisation raising awareness of vision, values and culture. Alternatively, individual managers can join our open programme at Palladium Training and interact with a range of managers from different organisations. All workshops commence at 9.30 and conclude no later than 16.30 Additional one-to-one coaching sessions with individual participants back in the workplace reinforce the learning and encourage the application of the models, tools and techniques.

Workshop 1	Foundations for Leadership
Workshop 2	Innovation and Change
Workshop 3	Defining Change
Workshop 4	Implementing and Leading Change
One to one	Change Project Review
Workshop 5	Delivering Change

Investment

To attend an open programme the total investment £980 per person. Alternatively, to design and deliver a bespoke Effective Change Management Programme to your organisation the total investment will be £7800. Based a cohort of 10 delegates this equates to an investment of £780 per person.