**OUTLINE: Change Management** (Leading Change and Managing Change)

**Duration:** 12 hours; **cILT** (Classroom) **or vILT** (Virtual); **Pre-work:** Read one article

**Audience:** Managers & above

**Objectives: Attendees learn how to:**

1. Create alignment internally on critical changes
2. Plan change initiatives
3. Create a process to assess and plan change
4. Identify actions to improve the likelihood of change success
5. Analyze the current readiness of groups
6. Identify individuals and their roles for a change
7. Outline key activities to advance a change

**Topics:**

* Communication: Creating an Executive Call to Action
* Surface magnitude of change today / why is this important?
* Critical Success Factors for Change / Richard Beckhard - p(c) = f (Vision x dissatisfaction x energy)
* Change Process: Worksheets
  + We will use one real-world organizational change to experience each step of the process
    - Define the change
    - Overview of Guiding Principles for Change
    - Business case for change
      * Why are we making this change? Why now? What if we don’t?
      * Impact on the business, the team, individuals
    - Sponsorship and Other Key Roles
      * Who is responsible to ensure the benefits of the change? Who is accountable?
      * Who is the champion – ensure all key stakeholders are on board – specific behaviors and actions
    - Address the people side of the change
  + awareness, motivation, knowledge, skill and accountability

**Breakout group activity:** Work on the real-world change using the worksheets

* + **How to influence people through change**
* Discuss the Change Curve
  + Where are you on the curve for this change?
  + Where are your team members?
  + Does a gap exist?
  + How to make the transformation?
  + Transformation Plan
* **Influencing others to approve, accept and commit to change**
  + Guiding Principles to transition:awareness, motivation, knowledge, skill and accountability
  + Define change from the perspective of others: What is expected today?; What needs to be different in the future?; See the world thru other peoples’ lens, not yours. Their gains and losses.
  + Stakeholder Analysis Tools & Templates: How to help people transition and transform through the change.

**Breakout group activity:** Work on the real-world change using the worksheets