

Navigating Change

- **a two day practical workshop for leaders on gaining buy-in and taking charge of change**

Aims and objectives

While the pressure to change has never been greater, it is increasingly harder for leaders to win people's support and commitment.

This workshop will enable you to develop a practical understanding of how to introduce change, taking stock of what has and hasn't worked in change initiatives to date, and what realistically leaders can achieve. You decide how important and how urgent change is, and pinpoint your true responsibility and best role as a leader in change.

This participative workshop gives participants the tools to formulate and gain buy-in to change projects and to learn how to deal with negative reactions. You will learn how to renew motivation and build a shared vision, to plan for change, to lead and support people, to generate a sense of responsibility and sustain the energy to deliver high performance and successful outcomes.

Benefits to you and your organisation

By the end of the course, participants will be able to:

- identify lessons from recent change efforts and decide what is and is not possible
- formulate a relevant business case for change and a change project
- initiate and facilitate meaningful conversations with stakeholders about a planned change
- understand and influence people's reactions to change, including managing resistance
- take up responsibility as leaders, and sustain others' commitment to produce needed results.

Learning methods

The workshop is highly participative, built around discussions and activities in small and large groups. Participants bring their own change project as their case example to the workshop.

Programme Day one “Preparing the ground”

09 30 Getting started

- warm-up activity: marching into the unknown, energy levels
- pre-work, programme, your learning question, contract

11 15 Break then Lessons from the first wave of change

- global forces for change. Why is change necessary in your organisation? What's at stake? What's your role?
- Change Projects 1: drafting & trying out the business case for change
- the change equation

12 30 Lunch then Managing endings

- Class Ex: timelines, letting go of baggage, holding onto what matters
- EQ: looking after yourself and others

15 30 Break then Human reactions to change

- good and bad experiences. What makes change positive or negative?
- the buy-in curve, emotions, brain, defensiveness, individual needs
- recovering performance: chart and heart case example
- Change Projects 2: the “other” perspective
- where are your stakeholders? What do they need?

17 30 Close

Day two “Releasing and focusing the energy”

09 00 Q&A then Thinking outside the box

- breakthrough thinking, change without stress and imagining the future
- Change Projects 3: visualisation, goals, plan, measures, milestones, first actions.

10 30 Break then Through resistance to passionate conversation

- signs of resistance, push and pull, how to deal with negative reactions, from resistance through responsibility-taking to passion
- Change Projects 4: practising the moves from resistance to passion

12 30 Lunch then Taking charge in the wider organisation

- Class Ex: organisations, swarming, politics
- Kotter's eight steps: why transformations fail
- prioritising your time and contacts: stakeholder analysis, sponsor and agent roles
- how to sustain energy: quick wins, measure results, communicate, reward, re-vision.

15 30 Break then Next steps and evaluation

17 00 Close

Contact info@pageconsulting.co.uk for further details including costs and dates of in-company or open programmes.