

CHANGE MANAGEMENT

A one-day workshop

This one-day workshop will help participants successfully manage change within their organisation. It recognises the role that managers have as change agents and provides practical tools and strategies that will help them to lead their teams through change, communicate the need for change positively and manage reactions to change.

The programme gives managers an opportunity to reflect on their own experience of organisational change, their role in supporting current change initiatives, and how they typically manage change. It will give them an insight into how and why people respond differently to change and how to manage the different stages of change.

LEARNING OBJECTIVES

At the end of the session participants will:

- Understand the nature of change, the need to drive organisational change proactively and their role in managing change at work
- Have applied a range of change tools to support the effective planning, communication and implementation of change in their own organisation
- Be aware of how people are affected by change, have identified sources of support and have explored coping strategies to build resilience
- Know how to manage performance through change, limiting any adverse impact as well as recognising, reinforcing and celebrating success
- Have built knowledge, skills and confidence in managing change successfully

FORMAT

This one-day programme is highly participative and uses group exercises, case studies and practical exercises to illustrate problems and develop a best practice approach in dealing with them. Group discussions and feedback are used to develop learning points and to enable participants to relate examples to their own situations.

Participants are sent a welcome pack in advance of the session which includes some pre-course work as well as asking them to reflect upon their own experiences and challenges in this area.

AUDIENCE

All managers, in any type of organisation – large or small; public, voluntary or private sector.

SPECIAL FEATURE

A tailored version of this programme can be designed for an organisation's HR team. Ideal for those embarking on a major change programme and concerned to make the process as smooth as possible.

EXPERT TRAINER

This programme was designed and is delivered by Rosanne Bernard, our lead trainer in this area. See her profile below.

FEEDBACK

See what participants have said about our 'Change management' workshops:

'I thought it was a well thought out and thorough day. Useful and thought provoking.'

'Good collaboration, good insight – able to look at 'change' in a different way – allows me to handle change differently.'

'Great tools that we can use dealing with people passing the curve as soon as possible and with success. Great new skills, sharing similar concerns seeking for similar answers, great course.'

'This was such a beneficial course this will support me in future consultations – the trainer was excellent and the course of great value.'

'Trainer excellent and valuable having HR present to support also. Thank you!'

'Great day!'

Any questions? Just give **Helen Nuttall** a call on **01582 714280** for a no-obligation discussion about running this workshop for your organisation on an in-house basis, or visit www.maximumperformance.co.uk for more details.

WORKSHOP OUTLINE

- 1** Introduction
 - Workshop objectives and benefits from attending
 - Participants' experience and confidence in this area
 - Personal objectives
- 2** An overview
 - The nature and rate of change in organisations
 - How change is typically viewed
 - Recognising what is within your control and ability to influence
 - Engaging with and proactively managing change
- 3** The context
 - Changes affecting the participants' organisation
 - Clarifying roles and responsibilities
 - Managers as change agents / role models
 - Sources of support
- 4** The case for change
 - Understanding the business case for change
 - Exploring why different stakeholders view change differently
 - How to engage key stakeholders and overcome resistance
 - Determining the need for change and communicating the vision
 - Identifying practical first steps
- 5** A checklist for change
 - Understanding the factors that support organisational change and those that hinder
 - Ten reasons why change fails
 - Identifying and applying interventions to maximise the success of any change initiatives
- 6** Planning and implementing change
 - Using a change planner tool: 5 key tools for implementing change successfully
 - Communicating strategies for change
 - Ensuring two-way communication
 - Managing ambiguity and uncertainty
- 7** Managing or leading?
 - The difference between leading and managing change
 - How to lead and support your team effectively
- 8** Managing the human side of change
 - Fostering a culture of continuous change: the aggregation of marginal gains
 - Managing your manager: getting the information and support you need
- 8** Managing the human side of change
 - How and why change affects people differently
 - Typical reactions to change
 - Supporting people through the stages of change; sources of support
 - Responding to difficult reactions and challenging situations
 - Understanding, engaging with and managing resistance
- 9** Managing performance
 - Recognising how change can affect performance
 - Setting your team up for success
 - Clarifying expectations and standards of performance
 - Identifying realistic goals, short-term wins and gaps in performance
 - Providing coaching, support and feedback
 - Reinforcing and celebrating success
- 10** And finally...
 - Open forum – remaining challenges and 'what if' scenarios
 - Action planning – identifying how participants will transfer this learning into the workplace and what else they may need which will help them to do this effectively
 - Review and close

LEAD TRAINER / CONSULTANT PROFILE

ROSANNE BERNARD



Rosanne is an experienced trainer, facilitator and coach with substantial experience gained in both the public and private sectors. She worked for many years as a generalist HR Business Partner and has experience working at a senior level formulating and implementing HR strategy and policies. In addition, she has extensive experience advising and supporting managers with the full range of HR responsibilities, including recruitment, employee and industrial relations issues.

Rosanne also has extensive experience working as a learning and development consultant, trainer and coach. She now runs her own consultancy practice and brings enthusiasm, pragmatism and a real understanding of the challenges facing organisations today.

KEY AREAS OF EXPERTISE

Rosanne's work focuses on:

- training (in the areas of HR skills, management development, skills training and train-the-trainer)
- building high performance teams
- one-to-one coaching
- expert facilitation (of meetings, workshops, strategy development days, etc)

Rosanne is passionate about helping organisations and individuals reach their full potential. She has substantial experience of training and development at all stages, including training needs analysis, designing and delivering training interventions and training evaluation against business outcomes and performance.

CAREER HIGHLIGHTS

Before starting her own consultancy practice in 2002, Rosanne had HR roles at Bedfordshire County Council, British Waterways and, for ten years, at Kodak, where as an HR business partner within a senior management team she provided a comprehensive range of HR services at a strategic and operational level to over 700 employees. This generalist role encompassed resourcing, compensation, industrial relations and employee relations. Rosanne then moved into Kodak's management consultancy service where she designed and delivered management and personal development programmes, facilitated team meetings and events, and coached teams and individuals to maximise their performance.

FEEDBACK

Rosanne gets outstanding feedback from workshop participants, as the following comments show:

'Fantastic! Extremely helpful and very knowledgeable.'

'Rosanne's presentation and knowledge were brilliant.'

'Excellent course in terms of content, right balance of theory and practical sessions. Rosanne made us feel extremely relaxed and gave feedback to help us learn from the practical sessions.'

'I don't think I've ever had such a good day's training – very relevant, good information and the trainer was very good.'

'A lot of information was absorbed. I've not had SO MUCH FUN on any previous course.'

'Excellent facilitator. Can draw the audience and get the best out of them.'

'I think that this is the most useful and enjoyable course I have attended so far, not only in content but also in presentation.'

'Thoroughly enjoyable and highly relevant throughout. Very professionally prepared and presented. Thank you.'

'Really fun, very informative, lots of great ideas.'

'Excellent trainer, very motivating, clear, concise and approachable. A great day's course.'

'Very inclusive, very clear, very informative!'

'Relaxed style and a lot of knowledge.'

'Knowledgeable and wealth of experience means she is able to effectively advise on all HR situations.'

'Confident professional delivery.'

'Very worthwhile course would highly recommend it to all supervisors/managers.'

'Excellent course, valuable info gained and delivered a comfortable pace, especially considering I have had no previous investigation training.'

'Great refresher that all supervisors should attend.'

'A very worthwhile course.'

'Very credible. Rosanne knows her stuff and holds the attention of the group well. Thoroughly enjoyed the day - thanks!'

'Energetic, experienced, knowledgeable.'

'Very knowledgeable. Prepared to listen and adapt. Well presented.'

'Rosanne was really good, I like the way she delivered the training.'

'It brought the group together as a team.'

'Great at identifying shortcomings, positive and negatives.'

'A great programme to allow reflection and the opportunity to re-group.'

'Excellent discussion based event, forward focused.'

'Great facilitator.'

'Excellent and knowledgeable facilitator.'

'Very professional, concise relevant, held my attention all day!!!!'

'Vast knowledge and willing to listen and answer all questions.'

'Excellent, knowledgeable and kept us all on track.'

'Unflappable trainer. Great, would recommend.'

'Great! Well prepared. Asked questions and got delegates to break down their explanations to find out what exactly was required for actions moving forward. Engaging and inviting. Had fantastic conversations at lunch and felt she gave more than just her training tasks. Thank you!'

'Friendly, knowledgeable, fun!'

QUALIFICATIONS, TRAINING AND PROFESSIONAL MEMBERSHIPS

- Fellow of the Chartered Institute of Personnel and Development
- Post-Graduate Diploma in Personnel Management
- Business Practitioner in NLP
- Qualified coach through the Coaches Training Institute
- Qualified to use a number of psychometric instruments, such as OPQ, MBTI Step 1 and 2, WAVE, FACET 5, TMSDI, Mental Toughness (MTQ 48), etc
- Solutions Focus Practitioner