

# CHANGE MANAGEMENT

*How to be a change agent as a manager, not a change blocker*

## OVERVIEW

**Change is a given in any organisation today.**

You can choose to lead it, go along with it or ignore it – but the last of these options is not a route to success. The best approach is to be positive and proactive, whether that's in a context of organisation-wide

strategic-level transformational change, or whether it's a question of making changes within the areas of the organisation that are within your direct control.

This engaging and interactive workshop will take you on a journey exploring your role

in driving and supporting change, the impact of change on the human brain, and the steps needed to bring about successful change.

## WHAT'S IN IT FOR YOU?

- Understand your role in change
- Be more aware of the need to challenge the status quo
- Know how to maximise the value and power of the 'aggregation of marginal gains'
- Understand that most people find change challenging when they have limited control over it
- Be aware of the Kübler-Ross change curve and know how to handle your and others' emotions
- Understand John Kotter's 8-step change model and relate it to the challenges you face
- Recognise the power of managing your own emotional state and that of other stakeholders
- Boost your confidence in getting buy-in and commitment to your suggestions

# WORKSHOP OUTLINE

(Full-day version, 9.30 – 5.00)

## 1 Why change?

- Why change is necessary in today's environment
- Why challenging the status quo is important

## 2 The manager's / leader's role in change

- Managing change
- Initiating change
- Consequences of not changing
- 'Marginal gains' – the value of continuous improvement
- How managers can encourage their teams to create a culture where change is seen as positive

## 3 Barriers to change

- Most people find change challenging when they have limited control over it
- The challenges of 'top-down' change
- What neuroscience tells us about change
- Using the Kübler-Ross change curve
  - Shock
  - Denial
  - Frustration
  - Depression
  - Experiment
  - Decision
  - Integration
- Knowing how to handle your/others' emotions
- The 'raise it >feel it >talk about it >let it go >move on' model

## 4 Using John Kotter's 8-step model for leading and managing change

- Create urgency
- Form a powerful coalition
- Create a vision for change
- Communicate the vision
- Remove obstacles
- Create quick wins
- Build on the change
- Make it stick

## 5 Communicating change

- Being prepared for dealing with the five questions people have about change
  - Why is it necessary
  - What is it?
  - What will it look like when we get there?
  - How will we get there?
  - What's my role now, during and at the end?
- Communicating a change message – dos and don'ts

## 6 Actions and next steps

- Review
- Personal action planning
- Next steps