



# Change Management

8-16 Hours

English | Spanish

Mid-to-Senior

Leadership

Team Member

According to the Harvard Business Review, 70% of change initiatives fail. The failure is not because of the “what.” It is because of the “how.” Many organizations overlook key aspects of the Awareness and Desire stages of the Prosci ADKAR model and move quickly to the final elements of Knowledge, Ability and Reinforcement.

Why? There is confusion between “Change” and “Transition.” Change is situational, objective and rationale. Transition; however, is psychological and is the process individuals must go through in terms of the “old” versus the new state. Failure to account for the behavior (transition) in the very beginning and throughout the change stages will stall any initiative, prevent a change initiative from being considered a success, and could potentially cause talent to become disengaged.

Almost every change has been decided by stakeholders based upon objective evidence, logical reasons and business rationale that has people, productivity, and profitability in mind. Our approach uses this reasoning in messaging and communicating the change given unique audiences. Thus, we spend more time on the transitional aspects of change, since this is the most overlooked and least understood by change makers.

How? All individuals must first understand their predisposition to change, uncover any biases they may have and identify associated behaviors that may derail their intentions. Next, individuals must understand the predispositions of those that report to them, including team, group, employee and organizational dynamics. These predispositions are initially uncovered at an individual, group and organization-level with a quick 5-minute assessment. Recommended coursework for all levels within an organization is as follows:

## Mid-to-Senior Level Leaders

- Self Awareness (two 2-hour sessions)
- Making Change Happen (one 4-hour session)
- Development of Talent (one 4-hour session)
- Facilitated Planning Session (one 4-hour session)

## Frontline Leaders

- Self Awareness (two 2-hour sessions)
- Driving Change (one 4-hour session)

## Team Members

- Self Awareness (2 hour session)
- Embracing Change (one 4-hour session)

## Mid-to-Senior Level Coursework

(4 sessions | 8-16 total hours)

Audience: Leader of leaders typically from Senior Manager-level and above

### Self-Awareness (two, 2-hour sessions):

Is your organization optimizing its performance? Are senior leaders struggling to overcome common business challenges like adapting to change, increased competition, and new processes? An organization's talent is the cornerstone to overcoming these challenges; however, how can we harness the strengths of our talent if we don't truly understand what drives them? This course introduces participants to foundational aspects of human behavior and then provides each participant with their own roadmap of their own behavior. Next, we uncover the needs and behaviors of those that report to them. This insight provides an individualized play-by-play in how an individual, work group, team or an organization will handle different situations. *This course is two, 2-hour sessions. Part one provides the methodology and personal self-awareness necessary for part two. Part two is a workshop-style session that uncovers the needs and desires of others, including teams and large groups of individuals.*

This course will enable mid-to-senior level leaders to . . .

- Provide personalized awareness into their core strengths, blind spots and tips to leverage both.
- Become more aware of the underlying needs of an individual, group or team.
- Identify the motivating needs of an individual and their desire to do / support certain activities.
- Customize a strategy when dealing with any individual or group.
- Identify change champions that are hard-wired to be advocates for change.

### Making Change Happen (4 hours)

Leaders at the mid and senior level are expected to implement and support change to drive the business forward, despite all the business challenges they face daily. And with increasing competition and the struggle to align goals, these leaders are placed in a difficult position of trying to understand the change they are handed, the change they created themselves, and the change they need to communicate to their team. But how can they lead change if they are not ready? Here, leaders learn the importance and the ability to skillfully drive change by understanding the role stakeholders, biases, differing viewpoints, communication, and buy-in plays. *This course includes the Change Styles Indicator assessment.*

This course will enable mid-to-senior level leaders to . . .

- Reduce employees feeling overwhelmed and de-motivated due to constant shifts in strategies, organizational structures, and fewer resources.
- Identify biases that may impact decisions.
- Create capacity, focus, and competency to drive change in demanding conditions.
- Have greater aware of their own personal preference and their team's preference toward change and how that preference may shift at each step of the change process.
- Support their front-line leaders in driving change at the frontline.

## Development of Talent (4 hours)

There is no question that mid-to-senior level leaders play a key role in driving the growth of their department and teams. Each day, these leaders are required to deliver on critical business initiatives through their talent. These leaders must then possess a strong understanding of the strengths and challenges of their team members and teams overall. They must possess a keen ability to define the current and future development needs to continue to grow their teams, address skill gaps, and handle change. In conjunction, it is crucial to spot and develop high potential talent for future leadership role and to provide consistent feedback to all team members and executive management. *This course is optional given organizational need and highly recommended if succession planning is not a core organization strength.*

This course will enable mid-to-senior level leaders to. . .

- Recognize their role as a developer of talent and understand the pivotal role high-caliber talent plays for the organization's long-term success.
- Utilize a methodology to identify the knowledge and ability-level of high potentials.
- Provide development opportunities to leaders with strategic intent.
- Accurately assess the challenges preventing teams from achieving organizational goals and priorities.
- Purposely delegate activities to individuals for their and the organization's long term success.

## Facilitated Planning Session (4 hours)

This capstone program prepares mid-to-senior level leaders with a strategy to implement the ADKAR model before a change initiative is rolled out to others. The capstone program requires a significant amount of pre-work and potentially teaming up with others. *This workshop-style course is recommended if there is an impending larger-scale change initiative or leaders want to better equip the organization to handle change in the future. They will apply the content from the first three courses in this capstone program, which utilizes the ADKAR approach.*

- Awareness – not only for the need for the change (logic) but the self-awareness (behavior) all individuals need to have to move forward with the change.
- Desire – the motivational needs of individuals must be uncovered so that they are able to participate and support the change.
- Knowledge – the roadmap to how change will occur through better understanding ourselves and the skill gaps that must be reduced or even eliminated.
- Ability – assess the skill level of individuals and delegate and develop individuals to meet the needs of the organization and the effort.
- Reinforce – identify milestones, accountabilities and KPIs to evaluate the change effort, including how to conduct a post-mortem of the change initiative.

## Frontline Leadership Program

(4 sessions | 8 total hours)

Audience: Frontline leaders

### Self-Awareness (two 2-hour sessions):

How can we harness the strengths of our talent if we don't truly understand what drives them? This course introduces participants to foundational aspects of human behavior and then provides each participant with their own roadmap of their own behavior. Next, we uncover the needs and behaviors of those that report to them. This insight provides an individualized play-by-play in how an individual, work group, team or an organization will handle different situations. *This course is two, 2-hour sessions. Part one provides the methodology and personal self-awareness required for part two. Part two is a workshop-style session that uncovers the needs and desires of others, including teams and large groups of individuals.*

This course will enable leaders to . . .

- Provide personalized awareness into their core strengths, blind spots and tips to leverage both.
- Become more aware of the underlying needs of an individual, group or team.
- Identify the motivating needs of an individual and their desire to do / support certain activities.
- Customize a strategy when dealing with any individual or group.
- Identify change champions that are hard-wired to be advocates for change

### Driving Change (4 hours)

Most workplace change initiatives are not successful. For a change initiative to be successful, organizations need leaders who can turn resistance into support and inspire team members to take ownership. With change, it's not necessarily about "the what", but "the how." Leaders in this course learn the skills needed to get direct reports on-board more quickly with the change process, from implementation within the team to creating an agile business environment where people are more receptive to change and more committed to its success.

This course will enable leaders to . . .

- Hold team members accountable and avoid them sliding back into past, unproductive behaviors.
- Identify aspects of change within their control and sphere of influence.
- Move direct reports away from aspects of change that they have a tendency to dwell on.
- Gain support of team members to implement change.
- Be viewed as positive models who embraces change.

Note: Given group need and organizational objectives, components of the senior-level program can be incorporated into the frontline leader program.

## Team Member Program

(2 sessions | 6 total hours)

Audience: Team Members and Individual Contributors

### Self-Awareness (one, 2-hour session):

Do we truly understand ourselves and the impact we have on others? This course introduces participants to foundational aspects of human behavior and then provides each participant with their own roadmap of their own behavior. Next, we examine the needs and behaviors of those we work with. This insight provides an individualized play-by-play in how an individual or group of individuals will handle different situations.

This course will enable team members to . . .

- Receive personalized awareness into their core strengths, blind spots and tips to leverage both.
- Become more aware of the underlying needs of an individual, group or team.
- Identify the motivating needs of an individual and their desire to do / support certain activities.
- Customize a strategy when dealing with any other team member.

### Embracing Change (4 hours)

Change is a commonality in every organization. Change can be highly effective if employees embrace it. This course focuses on the role of individual performers in implementing change in the workplace. Participants discover their Change IQ, learn about the phases of change that many people experience and are introduced to best practices that will enable them to tackle and overcome new business challenges:

This course will enable team members to . . .

- Assess their Change IQ and gain valuable insights for enhancing behavior and attitude.
- Identify an embracing change mind-set and the benefits of embracing change.
- Recognize the phases of change and how to move through each efficiently and effectively.
- Use best practices, tools and techniques for embracing change.
- Demonstrate an embracing change mind-set that influences others to embrace it as well.