



## **COURSE OUTLINE: BUILDING CHANGE MANAGEMENT CAPABILITY**

*To drive strategic change into business results through change management processes, tools and skills.*

### **Overview (why you need this)**

The only constant is change. Globalisation, privatisation, mergers and acquisitions, outsourcing, cost cutting are just some of the change drivers encompassing organisations today, in addition to rapid innovations in technology and higher levels of competition. Organisations, be they profit making, non profit making or social organisations are changing their structures, systems, resources and management strategies to adapt to changing business environments. Thus, effective change management is crucial to any organisation's ability to survive and thrive; good change management is a key driver of success.

However, most change management programs fail, at significant cost to corporate reputation, financial performance, goodwill, customers and stakeholders. This is the alarming reality and finding of numerous recent global research studies (McKinsey Global Survey Results 2008, IBM Global Making Change Work Study 2008). Studies have also revealed a strong positive correlation between effective change management practices and benefit realisation. According to Prosci's 2009 Edition of "Best Practices in Change Management", change projects that include effective change management are five times more likely to meet objectives and achieve business results.

### **Outcomes (what you will get)**

This comprehensive and practically focused workshop is designed to enable change team members to successfully lead their organisations through incremental and transformational change by equipping them with the critical skills and frameworks for the successful management of people change as, organisations do not change, people do.

Change team members will be able to build and customise change management plans for sponsorship, mobilisation, communication and best practice to maximise the collective benefits for all involved in the change, and minimise the risk of the implementation failure, by successfully dealing with the people side of change, not just the business side.

## Outline (what you will learn)

Module 1 Imperatives for Change	Module 2 Stakeholder Management	Module 3 Capacity for Change	Module 4 Mobilising for Change	Module 5 Sustaining the Change
<p><b>Business Imperative</b></p> <ul style="list-style-type: none"> <li>Compelling reason &amp; vision for the change</li> <li>Business Case</li> </ul> <p><b>Impact of Change</b></p> <ul style="list-style-type: none"> <li>Change impact assessment</li> <li>Behaviour change</li> <li>Employee relations issues</li> <li>HR integration issues</li> </ul> <p><b>Leadership Vision &amp; Commitment</b></p> <ul style="list-style-type: none"> <li>Leadership alignment</li> <li>Vision, values, culture &amp; strategy</li> <li>Project governance &amp; budget</li> </ul>	<p><b>Stakeholder Identification</b></p> <ul style="list-style-type: none"> <li>Stakeholder Identification</li> <li>Change principles and key messages</li> </ul> <p><b>Change Influencers</b></p> <ul style="list-style-type: none"> <li>Role and Identification of change influencers</li> </ul> <p><b>Readiness Assessment</b></p> <ul style="list-style-type: none"> <li>Change readiness options</li> <li>Focus interviews, focus groups &amp; surveys</li> </ul>	<p><b>Change Leaders Team Development</b></p> <ul style="list-style-type: none"> <li>Change leaders team development</li> </ul> <p><b>Change Agent Capacity Building</b></p> <ul style="list-style-type: none"> <li>Change agent capacity building</li> <li>Processes, skills, tools for change</li> </ul> <p><b>Change Plans, Roles, Resources</b></p> <ul style="list-style-type: none"> <li>High level change plan activity timeline</li> <li>Quick wins plan</li> <li>Risk plan</li> </ul>	<p><b>Emotional Impact of Change</b></p> <ul style="list-style-type: none"> <li>Emotional cycle of change</li> <li>Personal empowerment (victim to victor)</li> </ul> <p><b>Managing Culture &amp; Resistance</b></p> <ul style="list-style-type: none"> <li>Identifying resistance and blockers</li> <li>Culture &amp; alignment</li> </ul> <p><b>Mobilisation and Communication</b></p> <p>Mobilisation and communication options &amp; plans</p>	<p><b>Skills Transfer &amp; Empowerment</b></p> <ul style="list-style-type: none"> <li>Empowerment through leadership structures, performance &amp; reward</li> </ul> <p><b>Measure Progress</b></p> <ul style="list-style-type: none"> <li>Monitoring and reporting</li> <li>Performance management aligned to strategic plan</li> <li>Surveys</li> </ul> <p><b>Consolidation &amp; Enabling Action</b></p> <ul style="list-style-type: none"> <li>Strategic review</li> <li>Integration into business processes</li> <li>Consequence management</li> </ul>

## Approach (how you will learn)

Our workshops are customised to suit the specific needs of our clients. In general, our workshops are practical, relevant and highly interactive. We focus on sustainable change in mindset, skills and behaviours. There is a good blend of information sharing with personal reflection, assessments, practice sessions, case studies and identification of application opportunities back at work. Group learning and discussions are encouraged with feedback and coaching from the facilitators. Workbooks are provided with tools and activities for on-going learning.

## Target audience (who needs to attend)

Change management team members and leaders from all disciplines and levels within the organisation.

For more on Catalyst Consulting, see: [www.catalystconsulting.co.za](http://www.catalystconsulting.co.za)