

Detailed Contents [for display purposes]

Introduction.....	5
Introduction - Executive Summary	6
(1) How to use this Masterclass	7
Overview	7
Leadership	7
Change models and method	8
Action management	8
Masterclass structure and format	9
Creating PDF format extracts from this Masterclass.....	9
(2) The context of change	10
What's in it for me?.....	10
Survival of the most responsive [to continuous change]	10
What is the appropriate response to change?	11
Lack of leadership and management failure	11
The appropriate response	12
Recognising the difference between capabilities and benefits.....	12
The astonishingly high 70% failure rate.....	13
Research findings on process improvement and change management	13
Recurring themes in the literature of change management.....	14
What's wrong with the traditional approach to change management?.....	15
3 big reasons for the failure rate.....	15
Introduction - Resources.....	17
Leadership	18
Leadership - Executive Summary	19
Recognising the emotional reality	20
(1) Change leadership priorities	22
Managing Transitions	23
The 3 transition phases	25
Understanding the process.....	26
3 simple questions to start the process.....	26
Bridges' 7 Rules of Transition Management	28
Implementing the transition - action points.....	29
(2) Change leadership qualities	32
The man in the mirror	33
Change leadership or management?	34
Burns - Transactional or Transformational Leadership	35
Stephen Covey's Comparison of Leadership Styles	36
What are the qualities of a transformational leader?.....	37
The 5 practices of "Exemplary Leadership".....	38
Goleman - Emotional intelligence & Primal leadership.....	40
The relevance of Primal Leadership to change initiatives.....	41
The leader's emotions "infect" the organisation - the importance of resonance.....	41
Emotions are contagious - from the top down	41
Acting as a leader in a way that primes positive emotions in people	42
Kotter- Key tasks for change leaders.....	43
Changing behaviour	43
Katzenbach - The importance of emotional connection	45
Harnessing emotional energy	47
"Workforce value proposition"	47
Motivation in the workplace	49
Motivation in the workplace is all to do with energy	50

Axelrod - How to engage with people when you don't have time.....	51
Leadership - Resources	53
Strategic Planning & Cultural Analysis	56
Strategic Planning & Cultural Analysis - Executive Summary	57
Setting the scene	58
The significance of organisational culture.....	59
The EEMap© Cultural Analysis and Planning Process	63
Strategic questions.....	66
Undertaking the cultural analysis	71
(1) Culture Type.....	73
Subcultures	74
(2) Summary Definition	75
(3) Evidence - The Characteristics of the Culture	76
(4) Key Issues Actions and Behaviours	76
(5) Major Areas of Focus - Areas of Impact	76
Strategic Planning & Cultural Analysis - Resources	79
Change Models & Methods	80
Change Models & Methods – Executive Summary	81
Addressing multiple factors.....	82
The fundamentals.....	83
Change Models	84
Lewin's "Freeze Phases"	84
William Bridges 3 Stages of Transition.....	85
Prosci ADKAR Model	86
Kotter's 8 Step Change Model	88
Programme based model	91
A composite change model	100
Change Models & Methods - Resources	102
Programme Level Implementation.....	104
Programme Level Implementation - Executive Summary.....	105
Introduction	106
Programme Organisation Structure.....	107
Blueprint	110
Benefit Statements + Management	112
Stakeholder Analysis + Mapping	115
Communication Strategy	117
Risks and Issues Log	119
Programme Plan + Project Portfolio	121
Programme Level Implementation – Resources	125
Task Level Implementation.....	126
Task Level Implementation – Executive Summary	127
Translating vision and strategy into actionable steps	128
2 keys for setting up to succeed	129
Recognising and working with individual differences.....	130
Different strokes for different folks.....	131
Determining the appropriate management and leadership style.....	131
How to give negative feedback constructively.....	132
Communicating the context of change.....	134
Task Level Implementation – Resources.....	136
Summary Notes	138