

Practitioners'

Masterclass



**Leading your people through change
putting it all together, and managing
the whole messy business**

Terms and conditions

This Masterclass and all of its contents are fully copyright and protected by *Copyscape Online Plagiarism Scanner* and fall within the terms and conditions as published on the website: <http://www.strategies-for-managing-change.com/disclaimer.html>

In addition to those terms and conditions, you, as the registered user of this Masterclass, are licensed solely for your own exclusive use of this Masterclass.

You may copy and distribute extracts and sections of this Masterclass to colleagues for training, education and discussion purposes and for the creation and implementation of a change initiative.

You may not copy or distribute this whole Masterclass to any other party.

You may not resell, repackage or republish any of this material in any form.

Statement Re Commercial Affiliations

Any and all references to and recommendations of books, websites and any other resources, within this Masterclass, are done in good faith as potentially useful resources for your own personal and organisational development.

I have absolutely no commercial interests or relationships or affiliations with any third parties referred to in this document whatsoever.

© Stephen Warrilow Lynton Glenthorne Ltd

www.strategies-for-managing-change.com

Contents

Introduction.....	4
Introduction - Executive Summary	5
(1) How to use this Masterclass	6
(2) The context of change	9
Introduction – Resources.....	15
Leadership	17
Leadership - Executive Summary	18
Recognising the emotional reality	19
(1) Change leadership priorities	21
Implementing the transition - action points.....	28
(2) Change leadership qualities.....	31
Leadership - Resources	52
Strategic Planning & Cultural Analysis	55
Strategic Planning & Cultural Analysis - Executive Summary.....	56
Setting the scene	57
Strategic questions	65
Undertaking the cultural analysis	70
Strategic Planning & Cultural Analysis - Resources	78
Change Models & Methods	79
Change Models & Methods – Executive Summary	80
Addressing multiple factors.....	81
Change Models	83
Change Models & Methods - Resources	101
Programme Level Implementation.....	103
Programme Level Implementation - Executive Summary.....	104
Introduction	105
Programme Organisation Structure.....	106
Blueprint	109
Benefit Statements + Management	111
Stakeholder Analysis + Mapping	114
Communication Strategy	116
Risks and Issues Log	118
Programme Plan + Project Portfolio	120
Programme Level Implementation – Resources	124
Task Level Implementation.....	125
Task Level Implementation – Executive Summary	126
Translating vision and strategy into actionable steps	127
Task Level Implementation – Resources.....	135
Summary Notes	137
Leadership – Summary Notes	139
Strategic Planning & Cultural Analysis - Summary Notes	143
Change Models & Methods – Summary Notes.....	146
Programme Level Implementation - Summary Notes	151
Task Level Implementation – Summary Notes.....	153

(1) How to use this Masterclass

Overview

The Practitioners Masterclass has been created specifically for the non-expert manager or director.

In summary, it has been created to:

- To educate you and challenge you to ask the right questions
- To stimulate you and provoke your thought processes
- To facilitate discussions with colleagues [up and down the line]
- To challenge prevailing assumptions
- To show the relative strengths and weaknesses of popular change models
- To help you articulate sensitive issues
- To enable you to health check your own plans for a change initiative
- To provide tools and processes to deal with all the messy stuff

It is called “Practitioners Masterclass” because it takes a holistic view of the key areas that need to be addressed for a successful change initiative – and shows you how to put all this into practise.

It includes some of the proven existing material, pulls it all together along with some of my own original material that "plug the gaps" in existing models and approaches. I would estimate that approximately 50% of the material in this Masterclass is my own original material.

Change context

The Masterclass starts with a brief review of the change context and main reasons for failure.

Leadership

This is followed by an outline and review of some of the most important and neglected material on change leadership. This is an important place to start, because although we traditionally and by convention speak of "change *management*", it is far more accurate to think and speak in terms of “change *leadership*”.

In this section, we recognise the emotional dimension and what it takes to lead the people impacted by the change through the stages of personal transition – noting that the bigger the change the greater the need to address this dimension.

Second, we examine how to provide the energy and inspirational motivation that builds and sustains momentum.

Finally, we look briefly at how to ensure a balanced alignment of organisational needs and the personal needs of all those stakeholders who are impacted by the change.

This is accompanied with suggestions for personal review and application of this material.

Change models and method

We look briefly at several of the main change models, at the specific aspects that they each address, and the relationship of each model to an overall composite view.

This is the first of the two *management* aspects of a change initiative. We emphasis the need for a change model, and change methodology, that bridges the gap between the high level “big-picture” strategic vision and a successful implementation at the front-line.

In this context I outline my own simple programme based change model that seeks to address the necessary but ignored areas within the existing models. This is broader in scope than a typical “project led”, "task oriented" approach, as it addresses the human factors and deals directly with the commonest causes of failure.

The programme model suggested is based on an expanded and holistic programme management based approach.

The section concludes with the presentation of a simple composite change model that brings together all of the models discussed.

I am a firm believer in “proper preparation and planning”, and I firmly believe that it is worth making the investment of leadership and management time at the outset of a change initiative, to save an inestimable amount of time and resource with a rushed and ill-considered initiative.

For this reason, there is a complete section on strategic planning and cultural analysis that shows you how to do it using my own simple EEMap© process and, even more importantly, how this process identifies and addresses the big problem areas experienced by most change initiatives. Then, I show you how the EEMap process generates the necessary inputs for a successful programme based change initiative.

Action management

The Masterclass concludes with the second of the two management aspects of a change initiative - namely the translation of the vision and strategy into actionable steps.

In practise this may or may not include project management. However as the discipline of project management is well covered elsewhere, the detail of project management is beyond the scope of this Masterclass. The emphasis here is on how to show, and assist, people with the specifics of exactly what is required of them.

Masterclass structure and format

The Masterclass material is presented in 5 Modules:

1. Leadership priorities and leadership qualities
2. Strategic planning and cultural analysis
3. Change models and methods
4. Programme level implementation
5. Task level implementation

The broad structure of the material in each module is that it is presented with an executive summary followed by a high level view of key concepts and, where appropriate, suggestions for practical application and personal action, links to and suggestions for additional material for further study.

There is also a section at the end of the document comprising key point summaries, in bullet point note form, for each module.

The style and nature of the presentation of the material in each module varies as the Masterclass progresses through the modules, and becomes more “instructional” and less “discussion based” in the application of the cultural analysis, programme level implementation and task level implementation.

This Masterclass is definitely not a theoretical document and it is not an academic essay or thesis, rather it is pragmatic and practical document that can be, and needs to be, applied and implemented.

It is recommended that you do not attempt to read and absorb this material in one reading. You won't – there is just too much to take in!

This is a working document to be read and discussed with colleagues and, most importantly, it is to be put into practise.

Creating PDF format extracts from this Masterclass

To save, copy, print or email specific extracts or combinations of pages of this Masterclass in PDF format, I recommend that you consider using the free PrimoPDF available from NitroPDF at: <http://www.nitropdf.com/free/index.htm>