



# Change Management Training The Practitioners' Masterclass Series

## “The Human Side of Change”

*"The human side is much harder than the technology side and harder than the process side. It's the overwhelming issue..." [Mike Hammer - "Re-engineering the Corporation"]*

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### TARGET AUDIENCE

Managers and executives leading, managing or being impacted by change

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### COURSE

This course is focused on change leadership and management, and processes that directly address the human aspects of change.

- 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 is based on proven existing material, supported by our own original material that "plug the gaps" in existing models and approaches.
  - It is comprehensive and addresses the theory and the practice of change management and in a style and format that integrates with the disciplines of project and programme management.
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### DURATION & DELIVERY SCHEDULE

The course can be delivered over 3 or 5 days. The 5 day option allows more time for interaction with course delegates and application of the material to “real-life” situations that your delegates are currently involved with.

<u>3 days option</u>	<u>5 days option</u>
Day 1: Modules 1-3	Day 1: Modules 1-2
Day 2: Modules 4 –9	Day 2: Modules 3 -4
Day 3: Module 10	Day 3: Module 5 -7
	Day 4: Module 8- 9
	Day 5: Module 10

Details on the 10 modules are outlined below.

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## OBJECTIVES

- 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
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## STRUCTURE AND CONTENT

The broad structure of the material in each module is broadly as follows:

- An executive summary
  - A high level view of key concepts
  - Full supporting notes and documentation [paper & electronic]
  - Suggestions for practical application and personal action
  - Fully cross linked to our website and other quality sites for additional resources
  - Key point summaries, in bullet point note form, for each module
  - Reference to case studies and real life examples
  - Opportunities for questions and discussion and for applying the material
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## SET UP - BRIEFING AND FOLLOW UP

We will email you a requirements briefing document which contains questions and points for your consideration and email response.

Following receipt of your requirements briefing, we will hold a meeting or skype call with you to discuss with you in more depth, your specific requirements and the current issues and questions to be included in the scope of the masterclass training.

Approximately one week after the masterclass, we will hold a meeting or skype call with you to debrief, discuss feedback and the next steps.

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## INVESTMENT FEE

US \$8,888 nett for 3 days

US \$14,888 nett for 5 days

Agreed reasonable expenses (return flights from Singapore, taxis, accommodation and subsistence)

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## BOOKING

Email: [stephen@antonyconsulting.com](mailto:stephen@antonyconsulting.com)

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## CONTENT OF THE MODULES

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### MODULE 1 – INTRODUCTION

Overview of course material + the context of change + reasons for change failure

The course starts with a brief review of the change context and main reasons for failure. Topics include:

- What's in it for me?
  - Survival of the most responsive [to continuous change]
  - What is the appropriate response to change?
  - Lack of leadership and management failure
  - The appropriate response
  - Recognizing the difference between capabilities and benefits
  - The "Business As Usual" test: incremental change or step change?
  - The astonishingly high 70% failure rate
  - Research findings on process improvement and change management
  - Recurring themes in the literature of change management
  - What's wrong with the traditional approach to change management?
  - 3 big reasons for the failure rate
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### MODULE 2 - LEADERSHIP

The emotional realities - leadership priorities - leadership qualities - recognising and leading through transitions as well as the changes

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.

#### Key Point Summary

- The importance of the emotional dimension
- Two levels of change impact:
  - Organisational change - new processes, procedures and structures
  - Personal transition - emotional and psychological
- Most change methods ignore the emotional dimension of the personal transition
- Ignoring the transition is a major cause of change resistance and change failure
- Leading your people through this transition is as important as managing the organisational change
- Leadership requires high levels of emotional intelligence
- Your level of emotional awareness - and the extent to which you embrace and harness the emotional dimension of your organisation - is directly linked to change success and ongoing organisational performance

Contents:

#### Change leadership priorities

- Managing transitions
- The 3 transition phases
- Understanding the process
- 3 simple questions to start the process
- Implementing the transition - action points

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### Change leadership qualities

- The man in the mirror
- Change leadership or management?
- Burns - Transactional or Transformational Leadership
- Stephen Covey's Comparison of Leadership Styles
- What are the qualities of a transformational leader?
- The 5 practices of "Exemplary Leadership"
- Goleman - Emotional intelligence & Primal leadership
- The relevance of Primal Leadership to change initiatives
- The leader's emotions "infect" the organization – the importance of resonance
- Emotions are contagious - from the top down
- Acting as a leader in a way that primes positive emotions in people
- Kotter- Key tasks for change leaders
- Changing behavior
- Katzenbach - The importance of emotional connection
- Harnessing emotional energy
- "Workforce value proposition"
- Motivation in the workplace
- Motivation in the workplace is all to do with energy
- Axelrod - How to engage with people when you don't have time

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### Module 3 - Strategic Planning & Cultural Analysis

Understanding cultures their significance and how to change them - how to link strategy to practical implementation and how to achieve the anticipated benefits of the strategy

#### Key Point Summary

- Culture = how people behave within a group context Organisational culture is the single biggest determinant of how an individual will behave within an organisational environment
- Culture will over-ride education, intelligence and common sense
- You cannot make a successful step change [and realise the benefits] without changing your organisational culture
- To change the culture you need:
  - (1) To identify it and understand it
  - (2) A framework and language to communicate
  - (3) Tools and processes to change it



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## Contents:

- Setting the scene
- The significance of organisational culture
- The EEMap© cultural analysis and planning process
- Strategic questions
- Undertaking the Cultural Analysis
  - (1) Culture Type & Subcultures
  - (2) Summary Definition
  - (3) Evidence - The Characteristics of the Culture
  - (4) Key Issues Actions and Behaviours
  - (5) Major Areas of Focus - Areas of Impact

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## Module 4 - Change Models and Methods

Popular models and criticisms - pulling it all together & how to use them - critical success factors.

### Key Point Summary

Your whole approach to a change initiative is based on these simple, fundamental questions:

- Why am I doing this – how is it going to benefit the organisation?
- How is it going to be different when I've made the change?
- How will I know it has benefited the organisation?
- Who is it going to affect and how will they react?
- What can I do to help them accept it and to get them "on side"?
- What risks and issues do I have to face?
- What steps do I have to take to make the changes and get the benefit?
- How am I going to manage all this so that it happens and I succeed?

## Contents:

- Addressing Multiple Factors
- The fundamentals
- Lewin's "Freeze Phase"
- William Bridges 3 Stages of Transition
- Prosci ADKAR Model
- Kotter's 8 Step Change Model
- Programme based model
- A Composite Change Model



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## Module 5 - Programme Level Implementation -

The macro-level view applying a programme management model and tools - how to facilitate all the necessary complex processes that are required for a successful change initiative. This model is based on an expanded and holistic programme management based approach. This programme based change model 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.

### Key Point Summary

The Programme Based Model is designed:

- (1) To facilitate the key thought processes that are necessary for a successful change initiative
- (2) To support the leadership processes outlined by Kotter, Bridges Transition Model and to provide a framework and context for the project / task level ADKAR model

A programme level implementation has 5 main objectives:

- (1) To bridge the gap between vision and implementation
- (2) That the Cultural Analysis and Pre-Programme Review and Planning process takes place
- (3) Clarity about how and why things will be different after the change
- (4) To identify, assess and mitigate the impacts of the change on all those who will be affected by it
- (5) Ensure that the envisaged organisational benefits are realised

### Contents:

- Introduction
- Programme Organisation Structure
- Blueprint
- Benefit Statements + Management
- Stakeholder Analysis + Mapping
- Communication Strategy
- Risks and Issues Log
- Programme Plan + Project Portfolio

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### Module 6 - Task Level Implementation

The key steps for translating vision and strategy into actionable steps - key pointers and guidance for hands-on management to success. The emphasis here is on how to show, and assist, people with the specifics of exactly what is required of them.

#### Key Point Summary

The key steps for translating vision and strategy into actionable steps are as follows:

- Communicate - articulate your vision [in under 60 seconds]
- Define - set out in a logical way the steps needed
- Manage - the details - check regularly and frequently
- Consistency - in any changes or corrections
- Implement - follow-up + say "please" and "thank you"
- Integrate - allow for many repetitions to make it stick
- Adopt - make staff feel good about what they do

#### Contents:

- Translating vision and strategy into actionable steps
- 2 keys for setting up to succeed
- Recognising and working with individual differences
- Different strokes for different folks
- How to give negative feedback constructively
- Communicating the context of change

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### Module 7 - Summary Notes & Quick Guide Checklists

In this section we pull all the theory together and present it 2 simple easy to use documents that can be used for reference and application in the field.

These are working tools.

#### Contents:

- (1) Key Points Summaries - for Modules 1 - 6 in notes and bullet points - all in less than 20 pages. A useful tool for revision and applying the theory
- (2) Quick Guide Checklists - simple format document - based around comprehensive 7 fundamental questions that underpin this whole approach to change management - also in less than 20 pages. Includes:

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- The fundamentals
  - The EEMap© Process
  - Blueprint for change
  - Benefits of change
  - Impacts of change
  - Communicating change
  - Risks of change
  - Steps to change
  - Leading and managing change
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### Module 8 – Change Readiness/Risk Assessment

Having addressed the key foundational themes of successful practical change leadership and management in this and the following section we will address key points in two further important dimensions: strategies for assessing change risk and change readiness; and, strategies for dealing with resistance to change in organisations.

Contents:

- Change Management Risk Assessment - The Context - Risk vs. Readiness
  - Change Management Risk Assessment - The 2 Key Parameters
    - (1) Legacy assessment
    - (2) Present assessment
  - Change Management Risk Assessment – Key Reference Points and Metrics
    - (1) Maturity models
    - (2) Cultural assessment
    - (3) Benefit realisation
    - (4) Impact Assessment
    - (5) Project complexity
  - Change Management Risk Assessment - Hard and Soft Tools  
So how to turn 'soft' issues into hard financials?
  - Change Management Leadership Qualities - The "Renewable Leader"
    - (1) Reducing command and control
    - (2) Understanding and accepting that change is normal
    - (3) Demonstrating and building trust
  - Leadership Qualities – Create and Lead a Culture of "Readiness for Change"
    - (1) An informed workforce
    - (2) An empowered workforce
    - (3) An outspoken workforce
  - What are the leadership qualities that make all this possible?
  - Change Readiness Questionnaires [examples]
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### Module 9 – Resistance to change

Observations and suggestions on how to address this

Contents:

- Understanding the critical disconnects - where they are and how they arise
- The best change management approach
- 5 guiding principles
- Facilitative leadership in change management - what is it?
- 5 characteristics of facilitative change leadership
- Working with supportive sub-cultures to overcome it
- Overcoming it by working with informal networks
- Conflict resolution tips for change management teams
- Dealing with politics in resistance to change management
- Overcoming silos and turf wars in change management
- Influence without authority in change management

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### Module 10 – Change Management Templates

This is about the “how” of leading and managing change - these templates are practical tools that apply this course in real-life situations in “the field”.

Traditionally, change management books and courses are written from the perspective of someone who has the power and influence to initiate and implement.

These templates recognise that many people using these materials do not have much, or any, power or influence; and in many cases have change imposed upon them, by senior management who neither understand nor apply change processes that work for people.

To address this, there are templates from the following perspectives:

- Organisational Leaders
- Middle Management or Third Party Support
- First Line Management and Supervisors
- Non-Management Employees

These templates can be readily adapted to new and changing conditions.

These templates are completely compatible with traditional programme management and project management processes as they use a programme management based change model and methodology.



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### **Templates Structure**

Each of the 4 "Power and Influence" templates follows this structure:

#### **(1) Status**

The high level key events in the early life cycle of the change initiative that are specific to the power and influence profile and organisational role. (There are between 6 status points for the "Organisational Leaders" and "Middle Management or Third Party Support" templates, and 3 status points for the "First Line Management and Supervisors", and "Non-Management Employees" templates.)

#### **(2) Stalling Points**

Factors that are usually ignored or unacknowledged, and that undermine and significantly increase the likelihood of failure at each status point

#### **(3) Critical Actions Points**

The "one big thing" a specific action or event that if instigated at this status point has major positive leverage on the change initiative

#### **(4) Key Questions**

Questions to be addressed by the critical actions point(s) to reach the initial objective for this status point

#### **(5) Initial Objective**

The defined successful outcome of the critical action point at this status point

#### **(6) What is most likely to go wrong**

The attitudes and behaviours within yourself, your management peers and your organisation that will offer resistance and seek to undermine you at this status point

#### **(7) Quick Metrics**

Early informal feedback indicators



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## RECOMMENDATIONS

"This is an excellent reference for anyone involved in change management"

**Mike Pollard, Business Analyst, University of Dundee**

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Practitioners' Masterclass training provides an excellent roadmap for leaders who want to undertake change initiatives. It provides a comprehensive overview of the many challenges and practical strategies to effectively implement a change initiative."

**Ellis Katsof, Executive Director, Niagara Child and Youth Services**

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"...it illuminates why the majority of change initiatives fail, providing a clear guide for improving the likelihood of success. I found the content first rate and intend to use the approach when planning change initiatives..."

**Alan Geraghty, Change Practice Manager, Starfish Consulting, New Zealand**

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"The section on Task Level Implementation is a jewel in identifying the steps for an implementation process. This is a MUST HAVE resource for anybody or organization that is considering introducing change. "

**S.D. Policy Research Analyst, Provincial Government**

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"Practitioners' Masterclass is very comprehensive and does provide ... fantastic insight into the depth that is required for successful change management. "

**Libby Marshall, CEO Adlib Management**

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"An excellent training for those managing change. The list of strategic questions is excellent it provides a roadmap. I like how you've taken the best of each of the major change management models and come up with your own process that helps each level understand their role in the change. You've done a great job of that."

**M.B. President, Media Consultancy**

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"...used language and presented concepts in a manner that was simple to understand and apply."

**Leila Greenfield, Partner, GreenBlox - Organisational Psychology**

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