

## MAKING CHANGE HAPPEN

### LEARNING FORMAT: CLASSROOM

We hold leaders responsible for the "break-throughs" that will catapult the business forward despite the increasing competition. But how can leaders lead change if they're not ready for it or bought into it themselves? Leaders learn the ability to drive change by understanding the importance of stakeholders, multiple viewpoints, communication, and buy-in.

### DO YOU FACE ANY OF THESE ISSUES?

- Are associates feeling de-motivated as a result of shifting strategies, shifting structures, and fewer resources?
- Do your leaders lack the strength, energy, and skills to drive change in today's environment?
- Are your leaders unaware of their personal preference toward change, and their team's preference at each step of the change process?

### PERFORMANCE OBJECTIVES

#### Helps leaders:

- Develop their ability to drive change by understanding the importance of involving stakeholders, dealing with resistance, communicating, and building buy-in.
- Improve their understanding and ability to leverage insights from the Change Style (c) or CSI.
- Enhance their skills in leading and motivating others through organizational change initiatives.

#### Primary Competencies Developed:

- Facilitating Change 3.0
- Leading Change 3.0
- Engagement Readiness
- Navigating Complexity

### COURSE OVERVIEW

- **Session Opening:** An experiential activity illustrates how leaders must consistently pay attention to their environment so that they know when and how to act. They discuss the challenges associated with driving change, particularly as it relates to mid-level leaders.
- **Driving Change:** Participants use the Change Analysis Worksheet to explore the change initiative they identified in their course preparation. They analyze their situation leveraging peer consultation.
- **Change Styles:** Participants complete the Change Style Indicator (c) or CSI, which measures three individual styles of approaching and managing change: Conservers, Pragmatists, and Originators. They explore how each style is perceived by others.
- **The Change Process:** Participants learn the four-stage change model: Acknowledging, Reaching, Investigating, and Implementing. They consider people's reactions, as well as leadership enablers and detailers at each stage.
- **Summary and Call to Action:** Participants discuss what they will stop, start, and continuing doing regarding change initiatives.

### COURSE DETAILS

- **Target audience:** Mid-level, operational, and senior-level leaders
- **State-fundable:** Yes (some positions may be ineligible for state funding)
- **Course length:** 4 hours.
- **Facilitator Certification:** Senior-level certified facilitator required
- **Prerequisites:** None
- **Optimal Group Size:** 8 to 16. 20 maximum.
- **Course Prep:** Yes. 15 minutes to identify a change initiative.
- **Notes:** Suitable for all environments.

### RELATED COURES

- Driving Change
- Influencing for Organizational Impact
- Instilling a Culture of Innovation
- Mastering Emotional Intelligence