

How can you lead your team through change without losing sight of your performance objectives?

How can you engage your team members in change and maintain collective drive throughout the process?

Demonstrate your leadership qualities and draw up your change-management road map.

Who can benefit:

- Line and cross-functional managers
- In companies that are:
 - currently going through a period of change
 - and want to rapidly implement changes either locally or internationally.

If you want to...

- **Find out about** your own profile as a change leader and identify your team members' profiles
- **Clarify** the objectives behind the decision to change and explain them to your team
- **Engage** your team members and nurture a proactive approach to change
- **Build** a productive network in a changing environment
- **Succeed** in your 'first steps' towards change

... Then this course is for you.

By the end of this course, you will see...

- **Tangible benefits for you:**
 - Confidence in your role as change leader
 - Solutions rather than problems
 - Increase your power of influence by building an effective network of allies
 - Accelerate your professional development by becoming more adaptable and more agile
- **Tangible benefits for your company:**
 - Greater strategic alignment
 - More dedicated and motivated teams
 - Teams that achieve objectives (productivity, deadlines, quality, etc)
 - More proactive teams to deal with an ever-changing environment.

Your five talents for successful change



- 1] Your ability to embody change
- 2] Your clarity in choosing a strategy
- 3] Your ability to create the future, i.e. anticipate and deal with people's reactions, communicate and persuade
- 4] Your social capital, i.e. creating and using networks
- 5] Your first steps: roll out change for quick wins

Lead change in tense times such as today

- Incorporate the changes into your management: change is a constant!
- Move from a classic 'revolt, mourning, acceptance' pattern to an 'opportunity, driver, action' pattern
- Change happens fast, so move faster: change management calls for instant action and agile responses

Highlights: experience the five talents first-hand

Explore your leadership style

Peer coaching and self-assessment:

- > Bridges the gap between understanding the different styles to applying them in your everyday management role.

Making a clear-sighted, sound choice of strategy

Work in sub-groups on participants' own experiences:

- > The problems that arise during change do not compromise your chances of achieving your objectives.

The metaphor game

This game will help you learn how to convince people and spur them into action:

- > Motivate and engage your team members or other project stakeholders

Analysis and diagnosis

Your network of allies:

- > Make the network part of your change-management strategy

Achieving change

Peer coaching, and personal action plans discussed in sub-groups:

- > Plan the next change and take the first steps now



Your training path



One 30' e-learning module >>



Managing change: identifying your profile

- Defining a change leadership style.
- The four main leadership styles.
- Identifying your style.

>> Three-day classroom course >>

1_ 1st talent: YOU embody change

- The four change-leadership styles

2_ 2nd talent: your clarity in choosing a strategy

- Five principles for clear thinking
- Being resilient and preparing to change and create change
- Objective-based strategy
- Being clear about the advantages of not changing and the negative consequences of successful changes
- The seven criteria for an achievable change objective

3_ 3rd talent: your ability to create the future

- Metaphors supporting change
- The table of purposes

4_ 4th talent: your network of allies

- Three principles for building a network of allies
- What are networks for?
- Identifying allies in the team or project group
- Network types
- Which network to choose?
- What to expect in the change assimilation process

5_ 5th talent: your fist steps

- Quick wins improve chances of success
- Planning your progress: changes achievable within the timeframe

>> Four 30' e-learning modules



Managing change: process and tools

- Change in terms of objectives.
- Defining objectives and context.
- Identifying the appropriate solutions for successful change.
- Change accelerators and constraints.
- Anticipating consequences.



Creating a vision of the future

- Proactiveness in building the future.
- Learning about desired states.
- Fielding questions.
- Adopting the table of purposes.
- Using metaphors.



Managing change: strategic alliances

- Building networks.
- Using different networks.
- Identifying key players to push for change.
- Recognising and managing fears.
- Conflict strategies during change.



Triggering the dynamics for change

- Thinking globally and acting with precision.
- Assimilate the theory of commitment.
- Focusing on details and the first steps for change.
- Best practices and pitfalls.

Personalised support throughout your course

- > At each stage of the course, you will receive an Outlook invitation and an email reminder
- > You can track your progress through the course on the web platform
- > A technical hotline is available 9am-6pm weekdays to make sure your course runs smoothly
- > As an optional extra, a tutor can provide coaching at your workplace before and after the classroom training