

Change Management Foundation and Practitioner Course Outline

Overview of the course

People who attend this course find it thought-provoking and well researched. Their exposure to so many ideas and concepts enables them to navigate their way through their own change situations in an informed and confident way, increasing their own chances of success and reassuring those around them that change has been well conceived and planned and is being implemented with care.

This is a comprehensive course, covering all aspects of the change management experience including human reactions, our ability to plan change, its impact on existing working practices and culture and the need for perseverance until change has become embedded and is the new norm. It is based on The Effective Change Managers Handbook (Kogan Page 2014) which in turn is based on the Body of Knowledge from the Change Management Institute.

The course is a mixture of theory and practice. It includes a comprehensive set of the most well-known theories and models associated with change, which provides an excellent fundamental understanding of change. This is coupled with practical application using a range of scenarios and situations to illustrate what can be achieved and the possible challenges and difficulties and how these might be overcome.

Structure of the course

The course is divided into 4 sections:

1. Change and the Individual

In this section we examine how individuals react to change, as an understanding of these reactions enables us to devise suitable strategies for creating participation in the change whilst minimising resistance to it.

There is a review of how individuals take on information about new ways of working including Kolb's learning styles; Conscious competence and the Learning dip; and the factors that create the pressure to learn.

The emotions that people experience during change is explained through the use of the transition curve, referencing Kubler-Ross; Adam, Hayes and Hopson Bridges model of Endings; Neutral Zone and New Beginnings.

To encourage people to engage with change there is an explanation of the theories of motivation including intrinsic motivation, expectancy theory, reward and punishment and how personality preferences affect reactions to change.

2. Change and the Organisation

This section looks at how organisational culture is shaped and communicated including behaviours, symbols and systems. It then examines how models of organisational change including Kotter and Lewin can be applied to different cultures.

Increases in the pace and scale of organisational change have had an impact on the effectiveness of these traditional models, so there is a review of the theories of emergent change including chaos theory; complex adaptive systems and complex responsive processes.

There is practical guidance about what makes a good change sponsor, a good change agent and the important role that line managers play in making change happen. This section also includes an explanation of the relationship between change initiatives and portfolio, programme and project management and practical guidance on how to write a vision for change, and the relationship between change and benefits management.

3. Communications and Stakeholder Engagement

This section of the course provides a step by step guide to communicating with all stakeholders according to a set of communication principles that ensure messages are not only given, but that those affected are consulted and involved. Emphasis is on generating ownership of the change at every level throughout the organisation, ensuring change is seen as a collaborative, shared initiative.

There is a review of techniques for identifying, segmenting and mapping stakeholders including the CPIG (customers, providers, influencers, governance) stakeholder segmentation model and the Stakeholder Radar and use of the AIDA model. There is an explanation of lean and rich communication methods including social media and how these methods form part of the communications strategy and plan.

4. Change Management Practice

This material is very practical and forms the practitioner part of the syllabus so is trained after the Foundation examination. It includes a review of the McKinsey 7S Model, the Beckhardt and Harris Change Formula as ways to assess and prepare for the impact of change.

There are ideas for how to build a change agent network, the Tuckman stages of team development and the Glaser and Glaser team effectiveness model. There is a review of the required contents for a comprehensive change management plan and how to deal with resistance to change using a psychological contract and appreciative enquiry techniques.

This section also looks at how to apply levers to make change happen, and how to assess the levels of adoption of change. There is also information about how to plan the training needed to support change.