

Change Management Master Class

Introduction

Change management training is become an important element for staff development, as organisations seek to increase the number of people that can implement changes. There is so much change taking place in organisations, that there is a shortage of capacity for those members of staff who feel they have the tools and techniques to successfully lead change initiatives.

This change management is in the form of a master class for supervisors and middle managers who have the responsibility for managing change within their own areas of the business. This change management training is also suitable for Subject Matter Experts from the business who are called upon to create new ways of working as a result of projects that deliver new systems, products and services.

This change management training is completely tailorable to your needs, covering the key issues that I know staff are most worried about when they first take responsibility for changing the ways of working in their business unit.

I have run hundreds of these change management training sessions, and the feedback is excellent. Often the participants thank me for giving them the confidence to undertake their role, especially as I am able to align their experience to the subject, pointing out that they have been managing change for a long time, they just didn't know all the theories and models that they had been using!

I continually update the content to reflect the most current challenges and whilst I prepare lots of materials to share during the master class, I am also happy to respond to questions throughout the class so that participants can raise their concerns and work with me to find potential solutions.

Below is a suggested outline, that forms the basis of the master class. Depending upon the depth of understanding and the amount of time to practice the different techniques that you want to offer the participants, the duration of the session can run from half a day to two days. I am happy to take from 6 to 25 participants and will provide everyone with customised follow up materials to support them as they get started on their own change management tasks.

Learning objectives

At the end of the change management training, participants will be able to understand how to manage a change initiative from initial idea to successful implementation. They will be equipped with templates and checklists and will have had a chance to practice some of the techniques on their own change initiative with support from me.

Contents of the change management master class

I find that whatever the duration of this change management master class, it needs to cover 5 key elements of change management:

- Explain what change management is and how it differs from project management
- Provide an overview of the impact of Agile approaches on change management
- Explain what behavioural change is and how to help people adapt to new ways of working
- Provide a simple lifecycle for leading a change initiative with suggested measures for tracking progress

- Walk through an example change plan and the techniques used at each stage of the plan to make change a reality.

Introductions, objectives and ice breaker activity

Activity – post it note exercise for everyone to participate in:

- a. What are you most worried about?
- b. What are you most excited about?

Explain what change management is

- Look at definitions of change management from the various professional bodies (Change Management Institute and Association for Change Management Professionals).
- Ask participants to define what change management means to them.
- Give examples from other organisations for how they have defined the scope of the change management discipline.

Explain that change management is different to project management.

- Draw naive diagram of single change and separate to project.
- CM route to realising benefits and change management is a risk management activity – minimises the risk of wasting the investment in the project.
- Therefore, CM is becoming strategically vital for organisations leading to decision to invest in building the capability for change.

Provide an overview of the key challenges when managing change

- Agile approaches generate high volumes of change - do a quick introduction of an Agile world – impact of Agile practices on business change is to increase the volume so show slide of differences between waterfall and agile
- Innovation cultures generate high volumes of change - VUCA world, multiple interdependent changes experienced by stakeholders so give them holistic picture by explaining your change in the context of the other changes they are experiencing. This makes it authentic and doesn't ignore risk of Change fatigue.
- Managing high volumes of change - useful techniques include Portfolio Management, the MoSCoW prioritisation technique, and use of Kanban as a visual progress tracking tool.

What is behavioural change?

- Explain transition curve – emotional transition, creation of new neural pathways and how humans build new habits and create unconscious competence
- Show the Kubler Ross and Satir models of change and challenge participants to think through the leadership actions needed to help support staff through each of the emotions associated with change.
- Show the video from Professor Robert Winston on the development of neural pathways in the brain as a way of understanding how humans adopt new ways of working.

Simple lifecycle for leading a change initiative

- Give simple lifecycle of awareness, participation and adoption with example measures.

- Give examples of activities needed for each of these 3 phases.

Example Change Plan and techniques for managing change

- Run through the structure of a typical change management plan
- Lead a discussion of the type of activities that need to be included, based on the session on behavioural change earlier in this master class
- Explain the use of techniques for creating the urgency that motivates staff to change their ways of working, a technique for assessing the level of impact of the change and how to check that the business unit is ready to work in new ways.