



Leading and Embracing Change

Introducing five change master classes that can combine to form a powerful change programme



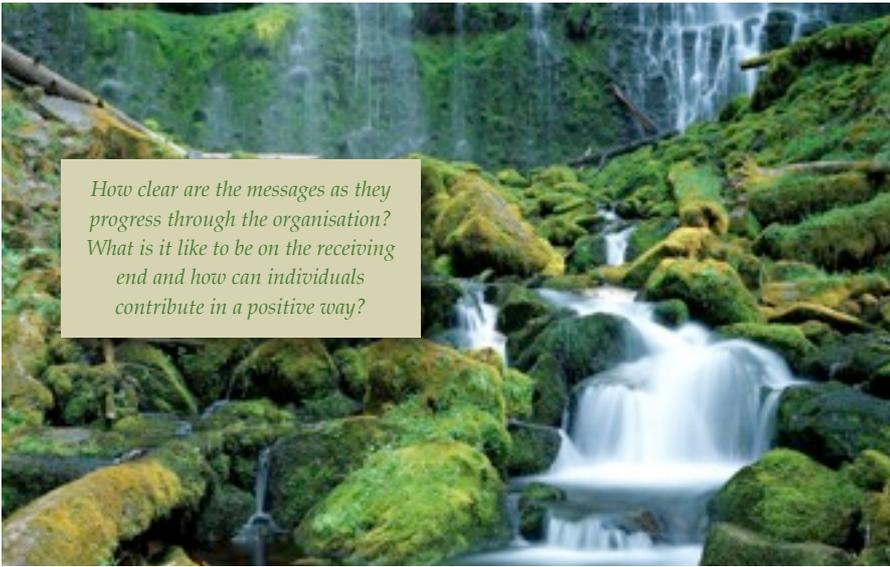
Masterclass 1 - Change leadership from the middle

Being in the middle of an organisation is a challenging but extremely important role. Many leaders and managers are not part of the Executive team and therefore are often on the receiving end of decisions and changes which they are expected to implement. We are all aware that involvement is ideal but we recognise that this is not always the reality! At the same time they have to deal with the very real operational problems that arise because of the changes that are being introduced. We have devised a programme that will help leaders in the middle of the organisation to:

- Feel confident in their ability to lead people through change with a positive outcome
- Understand how they react to change themselves and to use this to think through and anticipate the reactions of others
- Know why some people resist change and be able to develop some strategies to overcome this resistance
- Be able to use the Change Leadership Model to review changes that have taken place and to plan for successful change in the future
- Be aware of their own mindset and behaviours and how these might influence others in their response to change



The programme lasts half a day and is very practical. Participants are encouraged to use their experience of change to help identify successful and unsuccessful change strategies. Participants conduct a change audit to review a specific example of change leadership and we use this to extract lessons and ideas for the future.



*How clear are the messages as they progress through the organisation?
What is it like to be on the receiving end and how can individuals contribute in a positive way?*



Masterclass 2 - Coping with change - embracing change

In today's economy, change has become part of organisational life. The days when you could expect to have a regular job in a fairly static environment have gone from most industries. Pressure from changes in technology, customer needs, competitor pressure, legislative pressure, social change; (the list is endless) mean that we expect people to cope with ambiguity and uncertainty.

It means that it is rare for years, months, days or even hours go by without a change of some sort. It is also fair to say that some of the changes will make perfect sense and people will support them with enthusiasm whilst others may meet with strong resistance.

This programme can work at many levels; for those on the receiving end of change; those at

the sharp end of the organisation and for those who have to lead change in difficult circumstances. It deals with the reality of change for people in the front line and who can be a fair distance away from those making the decisions as well as for those who have to make it happen.

This programme will:

- Help people to understand the pressure organisations are under and why change is so vital to success
- Explain why people can resist change and to explore the impact this has on them and on the organisation
- Help people to develop a positive mindset towards change and to embrace the changes around them
- Provide them with a way to focus any negative feelings they have so that they are seen as constructive and not destructive
- Provide them with some models and ideas that will help them to build a positive change focused culture in their workplace

This is a half day programme and is suitable for anyone in an organisation. It works well with people from different parts of the business who can share their problems, stories and experiences. It also works well for a whole team to come along but clearly the style and feel of the event will change as the discussion inevitably focuses on the workplace and the changes that have taken place.





Masterclass 3 - How to engage people in change

We know that people will resist change. However, our research shows that resistance is a by product of not engaging people at an earlier stage. They resist often because they have been excluded from the decision making process and/or don't see why they need to change.

This programme is extremely practical and provides people with a couple of tools they can take away and use at work. The tools are proven methods that we have used time and time again to engage people in change. They are easy to set up and facilitate and participants will be able to use them to resolve problems and engage people back in their workplace. At the end of this half day workshop, participants will:

- Appreciate the level of motivation and engagement we get from people when we involve them
- Know how to set up and run a change lab - a group problem solving tool
- Know how to set up and run a reflective team process session which brings many perspectives to a problem
- Know how to set up and run a consultancy wheel session which enables an individual to quickly gain different perspectives from people around them.

The programme works well for all leaders of teams but is suitable for anyone in an organisation who wishes to engage people and collaborate with others on problems. It is a very full half day session.





*If it ain't broke
fix it*

Masterclass 4 - Thinking differently - challenging 'the way we do things around here'

This programme deals with the challenge of thinking differently and being creative at work.

We start the programme by recognising that there are often considerable pressures on us *not* to

change the way we do things. Routines and procedures can be comfortable and we can feel safe basking in the glow of familiarity. Organisations can get stuck in their ways just as people can slip easily into a pattern.

The trouble is we do need to think differently. As individuals we are often judged by our contribution and our ability to make a difference. Equally, organisations are judged by customers who get bored by 'routine customer service' or products or services that are simply average.

This programme has a very practical feel to it and at the end of it participants will:

- Realise that they need to think differently and why this

matters to them and the organisation

- Recognise the behaviours and actions that kill creativity at work and eliminate them from their own style and approach
- Know how to use a number of simple but effective techniques that they will be able to apply back at work to improve their creative thinking
- Have worked through a problem or an idea and have come up with some great ideas they will be able to take back to work
- Have had at least one breakthrough thinking moment

Style Of The Programme

Participants should come to the programme with one or two things to work on. These could either be problems, things they are stuck on. Or they could be things that are working well but that have the potential to be even better.

We will choose some of these challenges to work on during the workshop to see make sure the programme remains grounded in the very real challenges of he business world.





Masterclass 5 - Building a change plan

Stacking the odds in our favour

There are no guarantees in life. Whenever you are talking about change you have to deal with ambiguity and uncertainty. In most cases you won't know whether a change has worked until weeks or months after implementation. This session provides individuals with the opportunity to build a change plan from scratch and to have it challenged by our facilitators and other participants. We provide people with a structure for developing a change plan and will help them with hints and tips on how to present this in a positive way to people.

This is a half day session that focuses specifically on real issues. At the end of this session participants will

- Have produced a written summary of a change they wish to introduce
- Have worked through the change to think through the resistance they might receive and how to reduce this
- Have developed a project plan that manages the personal concerns of teams and individuals
- Have developed a plan that will deliver business benefits within a set time frame
- Have presented their change plan to a tough audience and will be able to tighten it up based on the feedback they receive
- Leave the session with a very clear change plan that is ready to launch

This session can work for people from different parts of an organisation. It can also work well for a team of people who are working on a change plan for their part of the organisation.



Some people are stuck 'between a rock and a hard place'.... Others are the immovable object confronting the immovable force...It can be tough out there!



Coaching support - for those with tough roles and tough challenges

People often talk about an organisation as if it is a person. They use words like 'the trouble with this organisation' or 'when the organisation gets its act together'. The trouble is that 'organisations' don't actually do anything; people do. Individuals are where the impetus for change begins. It is also where the true resistance to change resides.

Whenever anything interesting happens in an organisation, someone sits in the middle. The 80:20 rule applies here. A minority of people will drive the majority of the changes. Just as a minority of people will be responsible for preventing change happening.

That's where coaching comes in. And there are two places where it is most effective in the change world:

The Change Driver

We can work with individuals who are responsible for driving change through the organisation. We can help them to make sense of the challenges they face and to bring clarity to the confusion and conflict they may feel and experience.

We don't have solutions for these people but we do have challenging questions. We can hold one off sessions to work through a specific problem or a series of coaching interventions over a specific time period to help people through a major change project or difficult people issues. Even your most talented, most senior, most dynamic people can benefit from a confidential sounding board that will help them to succeed and outperform.

The Change Breaker

We have all met them. The person who has been in the organisation for years. They have seen it all before. For every reason you can think of for introducing a change, they can see a reason why not. They resist, they moan, they

complain and they bring the people around them down to their level. You can't fire them (not easily) and their boss has run out of ideas. These people are often unaware of the impact they have and the climate they create around them

We can offer coaching that is targeted to challenge and develop these people. Our aim is to get them on board and contributing to



the future.

We have tough questions for them and we will hold the mirror up for them. We will help them to see what matters, how they react, how they may affect others and what they might do about it. We can also build on the positive things they bring to the organisation.

Change Programmes - Fees and the small print

Topic	Max participants	Cost per session	Notes or additional fees
<i>Change leadership from the middle</i>	20	£1,000	<i>Change booklet at £9:00 per person</i>
<i>Coping with change - embracing change</i>	<i>20 with one facilitator</i>	£1,000	<i>Can take up to 50 people with two facilitators</i>
<i>How to engage people in change</i>	20	£1,000	<i>Can take up to 50 people with two facilitators</i>
<i>Thinking differently; challenging the way we do things around here</i>	20	£1,000	
<i>Building a change plan</i>	20	£1,000	<i>May require two facilitators to maximise feedback time</i>
<i>Customised change leadership programmes - You can combine any programme to provide a challenging development day or even create a two day programme. Bringing the topics together will result in a very powerful and immersive programme. If you have a significant change to introduce then these masterclasses can be timed over the life of the project to support and facilitate the process.</i>	<i>20 with one facilitator</i>	<i>£1,750 per facilitator per day</i>	<i>Can take up to 50 people with two facilitators depending on the need</i>
<i>Coaching Support - These are one to one sessions</i>	1	<i>£650 per session</i>	
<i>Other fees</i>	<i>We add VAT and expenses (at cost) to our bill</i>		
<i>Our guarantee</i>	<i>If the feedback from our work isn't impressive then you are welcome to change our invoices or not pay any invoice we send you. We will ask for an explanation that's all</i>		
<i>Our intellectual property</i>	<i>We have developed many models and ideas around this topic. The handouts and presentations have been designed with care and attention to make them interesting, useful and engaging. We are happy for clients to use our material and copy it. Put it on servers for people to use at other times. In fact pretty much do what they like with it as long as we are credited and the material stays inside the client organisation.</i>		





Andy Matheson - MD

Ann Akers

Consulting Director

About DTC and our people

Our consultants have all experienced life at the sharp end of an organisation.

We like our programmes to be fun engaging and challenging. We also like to see them resulting in real business benefits.

We live and breathe the things we talk about. You will find a passion in how we talk about the material that can only come from a genuine interest and love of the subject.

We have all worked at executive level in organisations

We divide our time between workshops, facilitation and executive coaching

Our customers

We have worked with many organisations and have experience in a variety of industry sectors.

Our clients include:

- Barclays
- Cofunds
- Duracell
- Egmont UK
- Fortis
- Gillette
- HCC
- John Lewis
- LCH
- Liverpool Victoria
- IBM
- MDSPS
- Peverel
- Post Office
- RIAS
- Rolls Royce
- Royal Mail
- Rockwell Automation
- Wolseley
- Wyeth
- Xyratex
- Zurich

Contact Us

We hope our ideas interest you. Please give us a ring and we can expand further and answer any questions. We are happy to send a **FREE** copy of our change leadership booklet to any callers. We are also happy to call in and see you and talk through things



informally.

Ring Andy or Ann in the first instance on (023) 92 831102

Or email andy@development-training.com