

Change Management Training

Principles of Training

Nowadays, providing executive staff and “high potentials” as well as employees and project managers with training in the ubiquitous subject of “change” is becoming increasingly crucial. It is often the same mistakes that are made, large or small, generally in the field of communication or quite simply due to a lack of understanding of the psycho-emotional principles of the change process.

This is why we have developed an extremely practical training concept, based on more than 25 years project experience we have had with change management, that helps to provide greater **skills** with this **expansion of change management**.

The reason is that many of those responsible for implementing a change topic are increasingly faced with situations that originate from **resistance from within the organisation** – e.g. when implementing useful process changes that are strategically necessary. Consequently, they are confronted with the professional and also personal challenge of having to tackle this resistance **“without hierarchical authority”** (that is, internal project managers or internal “consultants” in a classic “lame duck” situation) and still implement the project(s) successfully.

Our focus is therefore the **work “within the system”** (partially still necessary and somewhat classic) as well as the (more modern and long-term) **transformational approach “to the system”**. The professional **combination** of these two approaches to change, and an awareness of the differences and **methodical consequences**, in conjunction with the need to ability to differentiate in daily activities, therefore plays an important role in this support measure.

Moreover, virtually all companies are in any case currently shaped by **increasingly overlapping “waves” of reorganisation**, management changes and sometimes paradigm shifts. Given that the organisation, its processes and cost structures are under scrutiny and, as is natural in times of an active and strategic focus on organisational development responsibilities, the role of internal change managers becomes more important, the **quality of internal change skills** gains increasing significance.

Our training focuses on truly crucial topics and 'pain points', based on our experience, and has a **modular structure**. It comprises three (and an optional fourth) **2-day modules** as well as optional **1-on-1 online coaching** for participants as an additional option.

Focal Points

We **focus primarily** on 4 clusters that mirror the **contents in the 3+1 modules**:

- Structure / Expansion of internal **change management skills** (methods and consequences of professional **organisational development (OD)**, organisational and personal approach to **change, models** and principles, **OD implementation without hierarchical authority**, change process design, change manager's personal impact (effect, manner) etc.)
- Expansion of necessary **communication skills** (generating **commitment** in **project communication, communication** in **project management** as the basis for successful implementation, activating **problem-solving skills, commitment** and know-how of internal stakeholders, professional and above all clear **follow-up** in change (based, for example, on both methods and personal standing, etc.)
- Developing **conflict-resolution skills** (addressing organisational and personal/human **resistance in the system**, establishing **conflict management** and/or arbitration/**moderation skills**, necessary basic psychological knowledge, etc.)
- **Optional 4th module**: The **Change Manager as a facilitator of innovation** (Interrelations change, OD, Innovation, Trend, organizational consequences of the different types of innovation, **"best practices"** on organizational development regarding disruptive and radical change, etc.)

Continued focus is placed on **developing personality and behaviour at the same time** – as the basis for successful professional / methodical implementation. It is frequently not a lack of methods or a lack of "great" models that causes problems with the implementation process but instead **how they are applied** – an **inner "approach"** not conducive to attaining the goal, **non-empathic behaviour** or simply a **lack of standing**.

When planning and conducting training, we are guided by the idea of a **fully integrated approach**. For dealing with internal stakeholders successfully, **personality**, attitude and motivation, personal impact, relationship and social skills are, as we have mentioned, just as important as the **tools and methodical expertise**.

We attach particular importance to **practical application** in which theory is immediately put to practice in many **practical exercises, based on participants' examples**, from day one, making the training graphic and perceptible from a participant's perspective. As a result, the methodical and behavioural core of an internal consultant/ change manager is quickly understood and the desire to apply skills in a practical situation grows.

Structure

An internal change manager often has to be an example of combined intelligence, social adaptability, communication skills, professional skills, creativity and playful efficiency. Our modular curriculum aims to expand these very change skills.

Training didactics are principally based on **two pillars**:

1. “Tools for Change Managers” (method level), e.g.

- Fundamentals of OD
- Change process models and their application
- Counselling methods and techniques
- Communication “practices” in a change process context
- Differences between hierarchical leadership and development mandates
- Social media in change
- Generating commitment even in the face of resistance – Types of resistance – Addressing / Dispelling resistance
- Methods for conflict resolution – Addressing resistance in the OD process
- Project management with change projects

and

2. “Change Managers as a Tool” (personality level), e.g.

- Personal impact
- Own ability to change
- Inner attitude and understanding of roles
- Personal style of communication (strengths/ weaknesses)
- Personal standing in change processes
- Clarity, commitment, perception and impact
- Reflection on self-perception and how one is perceived by others

“**Tools for Change Managers**” addresses the methodical skills level for **manageable intervention and tools**. On this level, the training aims to improve participants’ social, communication, conflict-resolution and counselling skills in their daily activities by providing the necessary **methodical know-how**.

We assume that, in addition to project skills, **change managers** have to develop (or already have) additional expertise – for instance, they must be able to intervene, often without hierarchical authority – in order to be authentic and successful in their role and with their projects within the organisation and as such **to advance the organisation in an implementation-oriented and result-oriented manner**.

“**Change Managers as a Tool**” introduces the aforementioned **personality level**, without which the acquired tools would be blunt. The ability to reach people is a fundamental basis for **success** and is based on personal and social skills. At the same time as methodical know-how is acquired, a **modular** and **gradual process** is initiated that gives participants the opportunity to reflect on their own **skills** and **personality, focusing on “role and inner attitude”** and to autonomously initiate and effect the desired changes in suitable areas.

In addition to group interaction, frequent **feedback sessions** provide scope to work (sometimes even in **evening sessions**) and have plenty **fun**. Additional **1-on-1 personal online coaching** is also available to participants between training modules; a further proven tool for improving sustainability are **stable learning partnerships** (established in the 1st module).

Based on our experience, the high level of impact and as such the “charm” of this approach is that the process focuses on **participants** using their own **practical examples, case studies and problems, using and applying the relevant methods**, with the result that the **expansion of their methodical skills supports and drives their personal development**.

Content, Methods, Set-Up

Content

Module 1 – Principles of Organisational Development – Internal Consulting in the Context of Change Processes (2 days)

In this basic module, participants examine, understand and acquire select methodical know-how about **"change" (types and structures of change processes, change management, models and principles, Organizational Development (OD) implementation without hierarchical authority, change process design etc.)**, in particular from a change manager's perspective.

The following **training topics** are addressed in detail:

- Comparison: Basics of organisational development – Understanding and actively designing change processes
- Basic strategies of organisational change
- Top-down vs. bottom-up approach and the effects on project communication (e.g. providing credibility for decisions made on hierarchical basis)
- Relevant models of organisational development
- Importance of paradigms in change processes
- Development processes in organisations and for people – Change management "wave" model; Recognising, understanding and managing principles, type and cycles
- Getting to know the wave model as a practical counselling and coaching tool
- Developing and agreeing concrete consequences for own strategic projects
- Input from practical change processes / Case study
- Increasing participants' awareness of their ability to shape their role as change managers
- What does "taking responsibility" mean for change managers who mostly do not have hierarchical authority?
- Improving feedback and communication skills
- Getting to know and practising ways to increase personal impact (in the role as a change manager)
- Identifying the strengths and weaknesses of one's own personality as potential

Module 2 – Achieving Commitment and Reliability with Internal Customers – Expanding Communication and Management Skills (2 days)

This module was created to provide change managers with training in professional communication and as a result management skills as well as the ability to develop the know-how and tools to design and implement projects on the basis of improved communication, cooperation, conflict-solving expertise and improved personal efficiency. The following content will be addressed:

- Generating commitment in project communication as a basis for successful implementation
- Optimising project communication: e.g. establishing a communication plan, using focus groups, communication oriented at each target group and typology-based, communication cascades etc.
- Personal style of communication (strengths/weaknesses)
- Modern social media technologies such as chat rooms or forum discussions
- Activating internal partner's problem-solving skills and know-how
- Defining roles and responsibilities in a project as a basis for sustainability
- Professional and above all clear follow-up in projects
- Methods and techniques for controlling discussions
- "The Art of Story Telling" – Core messages in a nutshell – 5 "P" method
- Methods and personal attitude towards other's higher motivation for implementing change
- Specific leadership approach as a change manager

Module 3 – Maintaining Authority in Difficult Situations, Addressing Resistance, Personal Approach and Standing as Basis for Success, Conflict Management Skills (2 days)

Participants work on the basic skills that are crucial to any change process: developing **authority and skills in difficult (discussion) situations, their conflict management expertise and standing.**

The following content will be addressed:

- Tackling organisational and personal/human resistance in a system
- Establishing conflict management and arbitration/moderation skills to meet resistance
- Practising how to address objections regarding resistance in an OD process
- Staging conflicts/ escalation and clarification
- Strengthening personal conflict-resolution skills and personal standing – Increasing ability to reflect
- Developing a better understanding of change processes and getting to know tools to solve them
- Conflict-resolution tools for teams
- Improving personal impact, self-confidence and flexibility
- Improving personal impact, self-confidence and flexibility

Optional Module 4 – Understanding and Skills for disruptive Change and Innovation. The Change Manager as a Facilitator of Innovation (2 days)

Module 4 goes beyond the present change understanding and shows how to foster sustainable solutions for the future. Today we cannot handle or organize change anymore as in the past, following the model "Freeze – Change – Freeze". For that reason change managers have to develop new, additional competencies in the fields of innovation, radical technology development and organizational change. In addition their personal knowledge and attitude towards taboos, disruption, ambiguity and other challenges in the field of radical change (as a core leadership quality), has to be state of the art and professional.

Hence **module 4** provides for the participants the following **competencies** and **knowledge**:

- Understanding of the interrelations between Change, Organizational development, Innovation and Trends.
- Understanding the core qualities of the three fields of innovation. (Kaizen-Innovation, StageGate-Innovation, Emerging-Innovation)
- Organizational consequences of the different kinds of innovation.
- Classical "blind spots" of organizations regarding innovation - especially the emergent type of innovation.

- Categorization of methods to ensure reaching innovation objectives. Understanding organizational development as one type of innovation.
- "Best practices" in organizational settings regarding innovation types.
- Understanding current trends and radical game changers in relation to the "leaps" of complexity in our world, in the pharmaceutical industry and in consequence of that in the management and project portfolio of the company.
- Enhancing consciousness concerning personal experiences, individual behavioral and emotional patterns, fears and taboos regarding radical/disruptive change. Development of self-awareness and skills for the stages of "seeing", interpreting and representing the new competencies.
- Understanding of the most important models and "best practices" in the field of radical change. (Underlying theory, methods, necessary effort to use, framework)
- Deduction of consequences for organization of innovation and change. Direct application to the projects of the participants (case studies).

Optional: 1-on-1 online coaching between modules

Between modules, time slots for online coaching (Lync, Skype etc.) are available on a 1-on-1 basis to help **stabilise and consolidate** skills.

The trainer will reserve a day that can be booked by approx. 3 participants, generally in 2-hour sessions, for individual support and consolidating what they have learned.

Optional: Establishing a change community in the organisation

If so desired, we can also provide assistance in **establishing an internal change community**, in which participants (possibly from various training sessions) can get together and share ideas/opinions/experience (e.g. in an informal coaching setting, moderated by themselves or by an external coach).

Methods used in modules

- Interactive, experience-oriented and extremely practical
- Working with concrete objectives, problems and practical cases presented by participants
- Role-playing
- Practical case coaching in group / small groups / supervision, Online Coaching
- Practising communication sequences
- Feedback from group, trainer and video training
- Tools to create an understanding of individual personality
- Group work and work in pairs, group exercises
- Interactive input from trainer(s) regarding primary topics
- Personal 1-on-1 feedback, if required
- "Buddy-System" – building learning partnerships with the participants for the mutual follow up between the training sessions

Services

Our training services include the following elements:

- Preparing, conducting and documenting the training
- Comprehensive colour documents for participants (in seminar ring binders)
- All exercise material (worksheets, case studies etc.)
- Travel to training location for trainer

Length of training: Training modules are scheduled to last 2 days

Location: Suitable conference hotels - offsite

Group size:

Ideally, approx. 6 participants in a group (small learning community, intensive support); training will be conducted in **German or English**, depending on the composition of the group.

If a **group comprises 12 participants**, a **second trainer** may be added; experience has shown that this serves to increase the liveliness and transfer of know-how.

Trainer(s)

Steffen Neiß (Managing Partner, Senior Trainer / Coach at **ChangePartner AG**)

Optional: Klaus-Peter Esser (Managing Partner, Senior Trainer / Coach at **ChangePartner AG**)