



DRIVING CHANGE

LEARNING FORMAT: CLASSROOM (onsite & public), VIRTUAL, & WEB COURSE

In today's complex and competitive environment, it's no surprise that 70 percent of workplace change initiatives fail. For workplace change initiatives to be successful, organizations need leaders who are able to turn resistance into commitment and inspire team members to take ownership of change.

This course provides the skills and resources leaders need to accelerate the process of implementing change with their team members and to create an agile work environment where people are more open to change.

DO YOU FACE ANY OF THESE ISSUES?

- > Do leaders fail to hold employees accountable and allow them to slip back into the old way of doing things?
- > Are your leaders able to identify the aspects of change they can control and influence?
- > Do leaders fail to gain the buy-in or support of team members to implement change?
- > Are your leaders a positive model when it comes to embracing change, or do they fail to use new approaches themselves?

PERFORMANCE OBJECTIVES

Helps leaders:

- > Accelerate the process of making change happen.
- > Minimize the potential negative effects change can have on productivity, morale, and collaboration.
- > Turn resistance into commitment and inspire team members to take ownership of change.
- > Clearly communicate the business rationale and benefits of change for the team and the organization.

PRIMARY COMPETENCY DEVELOPED

- > Facilitating Change

SECONDARY COMPETENCIES DEVELOPED

- > Adaptability
- > Gaining Commitment

COURSE OVERVIEW

- > **Your Role in the Business of Change:** Teams find and identify best practices for implementing change. Facilitator leads a discussion about why change initiatives fail. Learners are introduced to three Change Accelerators. Participants discuss the business rationale and expected benefits related to their change situations.
- > **Reactions and Resistance:** Facilitator introduces four common reactions to change and the importance of moving people toward embracing it. Facilitator leads a discussion about the benefits of drawing out resistance and the importance of seeking reactions and feelings (a Change Accelerator).
- > **The Personal Needs of Change:** Facilitator explains the critical role of Key Principles in meeting personal needs during change, particularly Empathy and Involvement. Learners practice using these skills to respond in real time to people resisting change.
- > **Regaining Control:** Learners identify an aspect of their change situation that can be controlled or influenced in an effort to help their team members gain control (a Change Accelerator). With a partner, they determine how they can influence a no-control factor using one of the Change Accelerators.
- > **A Model for Change:** Facilitator leads a discussion on how leaders can use the Change Accelerators with the Interaction Guidelines to meet people's practical needs in change discussions. Participants watch a two-part video and discuss how the leader uses these skills to move team members toward embracing the change.
- > **Skill Practice:** Learners prepare for and conduct three rounds of skill practice using their own change situations.
- > **Plan to Accelerate:** Participants complete an action plan for helping their teams move closer to embracing change, using the skills and tips from the course.

VIDEO SEGMENT SUMMARIES

- > In the first part of the positive model video, three team members discuss a change implementation happening in their workplace.
- > In part two, the team leader discusses the change with the team members and helps move them toward embracing change, particularly a team member who is resisting.

COURSE DETAILS

- > **Target audience:** Informal, frontline and mid-level leaders.
- > **State-fundable:** Yes (onsite and public only).
- > **Course length:** 4 Hours (onsite); 3.5 hours (public); 3 hours (virtual), 2 hours (web).
- > **Facilitator Certification:** Certified facilitator required.
- > **Prerequisites:** Communicating for Leadership Success.
- > **Optimal Group Size:** 8 to 16. 20 maximum.
- > **Course Prep:** Yes. 15 minutes.
- > **Notes:** Module 9 of 10 in the Leadership Academy. Suitable for all environments; however, a healthcare and industrial version is available. Onsite training available in Spanish.

OTHER COURSES TO CONSIDER

- > Embracing Change (for non-leaders)
- > Fostering Innovation

TALENT DEVELOPMENT TIP: Consider training non-leaders on **Embracing Change** well before a change initiative is implemented!