

# CHANGE MANAGEMENT

## OVERVIEW

Today only one thing is constant, and that is change itself. Waiting for things to settle down and "get back to normal"? Forget it! This is normal or as normal as things are ever going to get.

The Chinese Proverb says that, "I cannot control the wind, but I can learn to trim the sails". Our effectiveness as managers is largely dependent on our ability to take hold of and manage change. The Proverb is a good illustration of this.

In offering various training programs which address the implementation and management of "Change", we start from the premise that, in order to manage organisational change, we must first learn to manage change within ourselves. The program is therefore heavily based on experiential learning.

Depending on course duration and client preferences, some elements of the program may make use of use of adventure learning techniques. No special level of fitness is required, however, and equal opportunity principles ensure that activities are accessible to all participants.

## AIMS

The aim of Change Management program is to:

1. Equip participants with an understanding of the nature of change and the ingredients which must be present if an organisation is to manage change effectively.
2. Provide them with practical and proven methods and techniques for changing organisational culture to meet strategic objectives.

## LEARNING OUTCOMES

At the conclusion of the program, participants will:

- a. Understand the nature of change and the driving forces for and restraining forces against change.

- b. Understand why effective change managers must know their personal strengths and weaknesses and their own capacity for change if they are to manage it effectively.
- c. Understand their own personal management style and how they impact on others.
- d. Recognise effective leadership styles and behaviours and know how to behave and be seen as a leader of change.
- e. Perceive the effect of change on and within an organisation and on the individuals which constitute it; what is it and how can we use it?
- f. Be equipped to develop and lead effective change processes within their own organisation; strategies, commitment and communication.

## PROGRAM CONTENT

The program is structured generally around the following elements:

1. Understanding how change occurs and the obstacles to its effective management.
2. Knowing and appreciating the participants' own personal management styles, including their strengths, weaknesses and comfort zones.
3. Understanding the interdependence of individuals and smaller units within the larger organisational framework; appreciating how this interdependence can be positively harnessed to win acceptance and ownership of change by people within the organisation.
4. The role which effective change agents play within an organisation and the approaches necessary if an individual is to adopt such a role successfully.
5. Developing an initial change strategy to enable participants to commence the process of organisational culture change.
6. Understanding the range of options, including options for timing, available to organisations if an effective process of change management is to be put in place.

Every effort is made to tailor the precise program content to reflect the major needs and interests of individual participants and their organisations.

The program uses a blend of classroom sessions, interactive group work and experiential learning activities, including possible adventure learning strategies as mentioned earlier.

## EVALUATION

Participants themselves are always invited to provide their responses to the program that provides an indication of participant "comfort level".

However, over time the only real determinant of program success is the extent to which the program may be seen to have impacted upon participant performance.

Our approach is to provide the participant, or a nominated manager or supervisor, with an evaluation instrument for completion several weeks after conclusion of the program. This is essentially an in-house tool for use by the client. However, we encourages organisations to return a copy of the instrument for use in the future review, development and general improvement of the program.

## DURATION

Two basic versions of the program are usually offered:

- The first and preferred approach is residential, usually based on a 48 hour program, from 5.00 pm on "Day One", until 5.00 pm on "Day Three". With this arrangement, an intensive program is conducted, from (relatively) early morning until around 10.00 pm at night
- The second, non-residential, version is also usually offered over two days, but fitting the more conventional "9 to 5" model on each day.

In practice, the residential version has been successful held over different time periods, from two days/one night, through to six days/five nights, depending on the size, seniority and needs of the client group. Similarly, the program has been run in non-residential one, two and three day formats.

The Change Management program should therefore be seen as a flexible course, offering substantial potential for individually customised programs.