



CHICAGO
Training & Consultancy

CHANGE MANAGEMENT

18 - 22 May 2008



Dr. John P. Wilson has more than thirty years experience of learning and development in a wide range of public and commercial organisations. He currently works for both Oxford and Sheffield universities, and also as an independent consultant and researcher. He has wide experience of change initiatives, knowledge management and learning. He spent two years working in Sweden, and four years in Saudi Arabia for an oil company. He has directed a MEd in Training and Development program which ran in the UK, Ireland and Singapore.

John was previously the Continuing Professional Development Manager at the University of Oxford, supporting existing qualification and short courses, as well as developing new programmes which encourage knowledge transfer between the University and external organisations.

He has worked as a consultant with a wide range of organisations including: American Express, Associated Newspapers, Barnsley College, BUPA Hospitals, BNFL, Ernst & Young, Ethiopian Telecommunications Corporation, European Commission, Ghanian Civil Service, Global Training Consulting, Instituto Tecnológico Autónomo de México, Joseph Priestly College, Rolls Royce plc, Novartis, Magistrates Courts, NHS, Nigerian Economic Summit, Ordnance Survey, Tomsk State University, Training Australia, Trent Regional Health Authority, Sheffield College, Unilever, University of Naples, University of Lille, University of London Senate, University of Wales (Lampeter, Cardiff, Bangor), Woolwich Building Society, Yorkshire Traction.

He has published widely and has edited *Human Resource Development: Learning and Training for Individuals and Organisations*, and jointly authored *Experiential Learning: A Best Practice Handbook for Trainers and Educators*. He is currently editing a book on learning and development in call centres.

Managing and Leading Successful Change

This programme will address the fundamental theories, principles and practical tools which will support and encourage organisations to develop and grow in positive and effective ways. In addition, it will consider the essential areas of knowledge, behavioural skills and emotional factors which can make or break the success of change initiatives. It will do this in the context of diverse and multi-cultural workforces operating in a fast moving global environment where competition is fierce and first-movers often gain a competitive advantage.

Program Objectives

- ◆ Understand the core theories underpinning change.
- ◆ Understand the core theories of managing change.
- ◆ Understand the effects of change in individuals, teams and their organisations.
- ◆ Identify competencies which enable individuals and groups to support the organisation.
- ◆ Effectively communicate the benefits of change across cultures.
- ◆ Recognise and use emotions in a constructive way to support change.
- ◆ Develop a culture in the organisation which recognises the value of change and seeks out opportunities.
- ◆ Design an operational system which anticipates, supports and manages change.
- ◆ Understand the principles of involving people in the change process.
- ◆ Develop an organisation which is continuously learning and adapting to changes in the operational environment.
- ◆ Understand the value of building momentum for change.
- ◆ Develop practical strategies to lead / support / administer / advise on change initiatives.
- ◆ Build a key strategic team to support the change process.
- ◆ Identify and evaluate stakeholders and map their suitability to support the change process.
- ◆ Identify and handle causes of resistance.
- ◆ Develop positive mental attitudes among employees towards change.
- ◆ Build an organisational culture which supports continuous improvement and change.
- ◆ Develop foresight, planning, risk analysis capabilities to minimise the potential for freak incidents which may damage the organisation.
- ◆ Measure and evaluate performance.

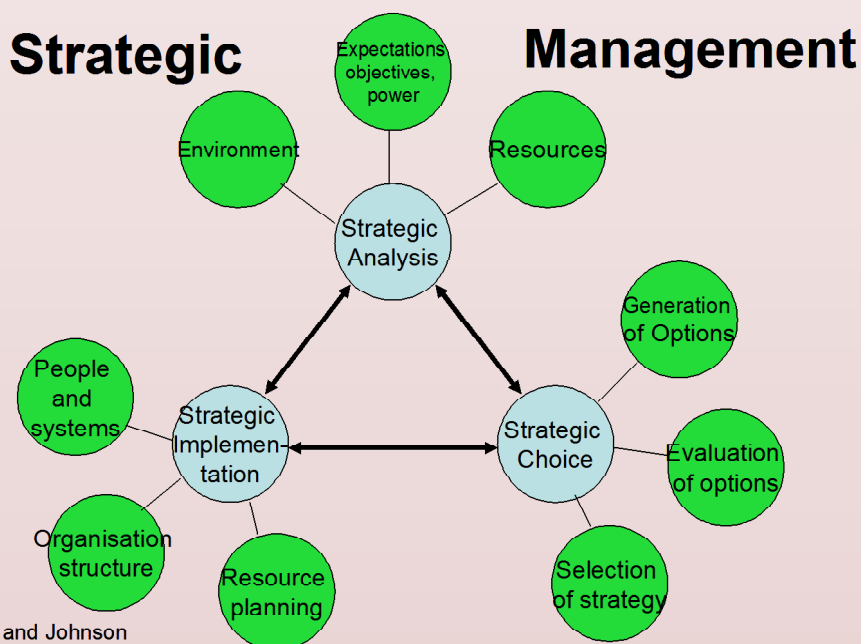
Managing & Leading Successful Change

The only organisations and individuals which do not change are those which are extinct or dead! On the surface it may appear that things stay the same but, in reality, most things are changing if only at a slow rate. Sometimes, however, external change happens quickly as in the case of powerful market forces and technological innovations which can rapidly create or destroy markets. As a result, internal change must be swiftly introduced to manage this turbulence.

Yet, successful organisations are those that do not wait for external change to occur. Instead, they anticipate economic, political, environmental, technological and social changes and benefit from this planning and foresight.

Niccolo Machiavelli said, "There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things." Centuries later the accuracy of this statement is still true; research suggests that as many as 60% of change initiatives fail. Fortunately, this figure can be significantly reduced by careful planning, involvement of personnel; clear communication; and accurate evaluation.

Charles Handy the management guru said, "I am more and more sure that those who are in love with learning are in love with life. For them change is never a problem, never a threat, just another exciting opportunity." This programme is designed to encourage learning and provide the fundamental theories and practical tools necessary to identify and manage the change process. In particular, it is designed to encourage people to acknowledge the fundamental principles of change and develop an attitude which recognises the benefits of change. It challenges the inertia which can exist in people and organisations and presents them with an understanding that times of change are also times of opportunity.



Scholes and Johnson

Who Should Attend

The programme is designed to be applicable for all those working in commercial, public sector and not-for-profit organisations. It will draw upon practical examples from all of these areas in order to facilitate the learning of best practice across multiple sectors.

This course will address the essential knowledge, behaviour; emotional considerations and practical tools required by directors, managers, development professionals, HR personnel, and all those supporting or involved with a change intervention or planned intervention. In particular, it is designed to benefit:

- ◆ Managing directors and chief executives.
- ◆ Human resource specialists.
- ◆ Line managers with people responsibility.
- ◆ Team leaders introducing change initiatives.
- ◆ Project planners.
- ◆ Production managers and general managers who will be supporting those delivering change interventions.
- ◆ Administrative employees.
- ◆ All those people who are or will be at the receiving end of change initiatives.

Benefits of Attending

All delegates attending this programme will be provided with the underpinning theories, best practices, personal skills and tools to immediately apply in their workplace.

All delegates will have the opportunity to bring with them an organisational challenge and this will be examined in an organisational problem solving clinic.

Day 1: Strategy and Competition – Why Change is Necessary

Globalisation has created a world which changes rapidly as a result of events perhaps thousands of kilometres distant. Similarly, inventions and innovation quickly disseminate across geographic, social and organisational boundaries affecting the ways in which we live and work. Therefore, to be successful we must learn to ride these waves of change and consider them as opportunities rather than negative challenges. Day One will examine:

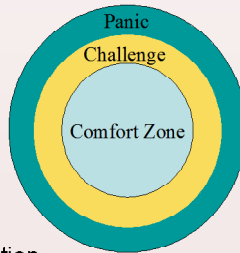
- ♦ Strategy and competition.
- ♦ Developing efficiency and effectiveness.
- ♦ Vision and mission.
- ♦ The philosophy of change.
- ♦ The impact of change on organisations.
- ♦ Practical illustrations of change in a number of organisations.

Day 2: The Challenges of Change

All organisations need a clear and well communicated vision and sense of direction. By having this purpose and clarity it becomes easier to manage the internal and external challenges which constantly face us. Strategies and practical tools will be investigated which will be used to address strategic gaps. Day Two will address:

- ♦ Gap analysis.
- ♦ Developing a vision.
- ♦ The types of change.
- ♦ Strategies for different forms of change.
- ♦ Selecting an appropriate business strategy.
- ♦ Practical tools for managing change.
- ♦ The different forms of perceiving images of the organisation.

Comfort Zone

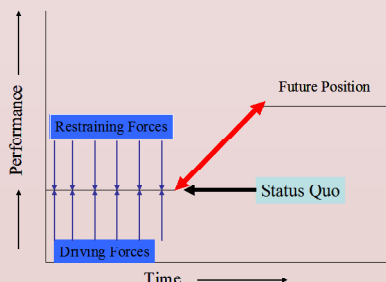


Day 3: Managing Resistance and Handling People's Emotions

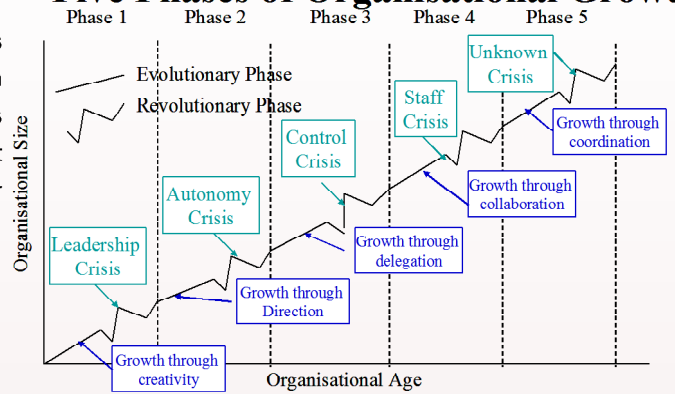
Managing technology and systems are generally simpler propositions than managing people. The main reason for this is that people do not come in standard boxes, they are individuals with their own thoughts and feelings. Therefore, for organisational change to be successful there needs to be a careful consideration of all employees and their emotional and physical wellbeing. Not all people will welcome change and they will need to be carefully managed, and if necessary, isolated. Understanding personal emotions and the emotions of others will significantly help support successful change. Day Three will examine:

- ♦ Identifying support and resistance for change.
- ♦ Developing constructive rather than destructive mindsets and philosophies.
- ♦ Addressing emotions.
- ♦ What is emotional intelligence?
- ♦ Communicating effectively using a variety of media.
- ♦ Managing stress.
- ♦ The skills of assertive behaviour.
- ♦ How to think differently.

Status Quo



Five Phases of Organisational Growth



(Greiner, 1972)

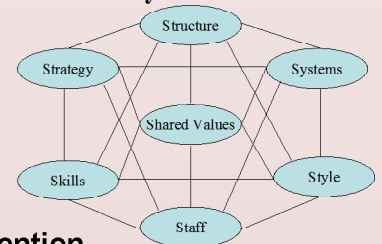
Day 4: Building an Organisational Culture which Supports Continuous Improvement

Developing a capability to manage change is only part of a successful organisational strategy. It is also essential to build competencies within the organisation which enable it to be inventive and innovative so that yesterday's strategies can be replaced by the solutions for tomorrow. Day Four will address:

- ♦ Creating a responsive and flexible organisation.
- ♦ Managing and harnessing the mavericks in the organisation.
- ♦ Recognising and managing innovation fatigue.
- ♦ Building an outward looking organisation.
- ♦ Developing competencies for continuous improvement.
- ♦ Mapping stakeholders.
- ♦ Evaluation.

This programme will be delivered through a variety of approaches which will ensure a lively, interactive and learning enabled environment. In particular, theory and practice will be integrated through: group exercises, questionnaires, videos, team challenges, detailed notes, case studies, lectures, and problem solving exercises.

McKinsey Seven 'S' Model



Day 5: Developing and Planning a Change Intervention

The philosopher John Ruskin said, "What we think, or what we know, or what we believe, is in the end of little consequence. The only consequence is what we do." As the programme has progressed delegates will have discussed and examined a detailed case study of change in a complex operating environment. In order to be successful all delegates will participate in developing and planning a change intervention. Day Five will focus on the main areas of:

- ♦ Building a culture which acknowledges and supports change.
- ♦ Reviewing and applying the main principles of change.
- ♦ Examining how they will introduce change.
- ♦ Mapping the change process.
- ♦ Analysing a presentation delivered by delegates on their strategy for managing a change intervention.

Change Management

May 18 - May 22, 2008

REGISTRATION FORM

Three Easy Ways to Register



Fax: Complete this Registration Form and fax to:
+97 12 626 8050. Be sure to fill out the form completely to ensure prompt registration.



Mail: Mail this Registration Form to: Chicago Training & Consultancy, P.O. Box: 109631, Abu Dhabi, UAE.



Phone: Contact us at **+97 12 626 0599** to reserve a place.

Payments

A confirmation letter and invoice will be sent upon receipt of your registration. Please note that full payment must be received prior to the event. Only those delegates whose fees have been paid in full will be admitted to the event. You can pay by company checks or bankers draft in UAE Dirhams or US\$. Please note that all US\$ checks and drafts should be drawn on a New York bank and an extra amount of US\$ 10 per payment should be added to cover bank clearing charges. All payments should be in favor of Chicago Training & Consultancy.

Cancellation Policy

Substitutions of attendee may be made at any time. Cancellations made 7 or less business days prior to the course date will result in forfeiture of the course fee. Cancellations 7-10 business days prior to the course date will result in a credit for attendance at a future scheduled training session. A service charge of \$250 is applicable for cancellations more than 10 business days prior to the course date. Chicago Training & Consultancy reserves the right to cancel or reschedule classes at any time, in which case the attendee is entitled to full reimbursement of tuition.

Workshop Schedule

May 18 - May 22, 2008; 8:00 AM - 5:00 PM

Training Venue & Hotel Accommodation

Beach Rotana Hotel & Towers

Tourist Club Area

P.O. Box 45200, Abu Dhabi, UAE

For Room Reservation:

Tel: +971 2 6443000

Fax: +971 2 6442111

E-mail: beach.hotel@rotana.com

Name: _____

Job Title: _____

Organization: _____

Mailing Address: _____

City, State, Zip: _____

Country: _____

Email: _____

Phone (Mobile): _____

Phone (Office): _____

To assist us with future correspondence, please provide the following information

Contact Person for Training: _____

Job Title: _____

Email: _____

Mailing Address: _____

Phone Number: _____

Mailing Address: _____

Registration Fee: US\$2950

Fee include documentation, lunch, refreshments, and a Certificate of Attendance.

Payment Method

Company check made payable to Chicago Training & Consultancy

Credit Card:

_____ Visa _____ MasterCard _____ American Express

Card Number: _____

Cardholder's name: _____

Signature*: _____

*By entering your credit card information and signing, you are authorizing Chicago Training & Consultancy to charge your card for the amount noted.



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