



Discovery Change & Benefits Management

Change management programmes require the involvement of many layers of the organisation and as the project progresses, change champions are needed at all levels.

In order for key Managers and Change Leaders to be fully committed and involved in leading and driving change they need to understand the principals and mechanisms used in managing change. Effective change programmes use a participative approach and a vital stage prior to implementation is the training and buy-in of those key Managers. It is them who will act as a role model and change champion within their own business areas and will own and communicate the key benefits, activities and benefits realisation during the next pivotal phases.

Workshop(s) designed for:

Key stakeholders, Project Managers, Management Team members and implementation Team Leaders who are involved in the role out and implementation stages and whose key role is to communicate the vision, elements, processes and benefits involved in the Polaris project and to be instrumental in the 'go-live' phase.

Case studies and contextualised workshop exercises

The choice always exists to select theoretical models and situations that have the benefit of desensitising any group work during the workshop(s). If possible we would like to use an 'active' project so that the training has direct benefit on the operational performance and will make the situations real and therefore more transferable to the workplace.

Workshop (s) Objectives

Participants will have a better understanding of:

- Their role within the project and how vital their contribution is.
- The potential benefits and how those will and can vary across different business areas.
- How their management style and leadership can positively affect the project.
- How they can transfer their confidence, knowledge and approach to others and to make the project implementation stick.
- How they can be a role model and how they can help people through the change curve.
- How to start making things happen straight away and not leave any 'problems' till later.
- How to create an action plan to facilitate and communicate

Duration

The potential content list is significant and in light of the operational constraints the programme has been designed as a 1 day programme to tackle the priority subjects. Day 2 therefore would be an option to act as a potential reminder and flesh out some of the areas introduced in day 1.

Broad areas of content are interchangeable between day 1 and day 2 providing the flow and main messages can be maintained.

Course Content – Day 1

As a standalone day this session is very much a confidence builder; leaving people with the message that *'this is going to work but it needs you to be a positive role model'*.

As day 1 of a 2 day programme it is a foundation that will ask lots of questions and provide some of the answers. Those answers and a detailed action plan will be provided in day 2. The two days don't need to be back to back.

- What is change?
- Why change at all?
- Why change now?
- You asked for this 2 years ago.
- The change model.
- Its here!
- Experiences of the process leads – what can we learn from them?
- This is the first step of the journey.
- All the journeys will be different.
- Kotters 8 steps
- Creating an action plan.
- How we implement the 16 week model and beyond.
- Your role in all this – as a role model.
- How can we measure the benefits?
- Steven Coveys Circle of Influence
- Change curve.
- Where are your people on the curve?
- Where are you on the curve?
- Overcoming resistance.
- Communication goals and processes.
- Change related communication methods.
- BRM (benefits realisation management) process.
- Balanced score card.
- Benefits map.
- Execution plan.
- Measuring the benefits.
- Information graphics messages and how it affects you and your people.
- What next? – The next immediate steps. But don't wait to fix problems that are there now.

Day 2

This optional day would start with an overview of day 1 (that overview would have slightly more content if the days are not consecutive).

Action learning is an option on day 2 - potential elements are highlighted by *, with the further options of setting up follow-on sets back in the workplace for the Implementation Team to facilitate.

- How we got here and the lessons learnt so far?
- The project picture.
- Fleshing out the action plans. *
- What are we hoping to achieve? *
- What have other people got from doing a similar thing?
- What are the Change Leaders saying?
- Where are your people – acceptance, wait and see – sceptics?
- Map them.
- Force Field analysis.
- What resistance are you expecting – see resistance matrix. *
- Where are you culturally? *
- What are your people like?
- Mini Insights Discovery - will identify their primary energy preference.
- Managing the transition through the people based on their style and through the business.
- Dealing with people on their journey through the curve and looking at interventions.
- Leadership intervention model. *
- Knowing doing gap.
- Fight flight response
- The power of business benefits.
- What is a benefit... really?
- Lessons from BRM history.
- How to BRM.
- Baselineing.
- Getting buy in to the benefits.
- Meeting your people and explaining the benefits and changes. *
- How to make the case compelling for different types of people.
- Dealing with difficult people.
- Action learning in practice.

Once the content of the days are firmed up we will undertake detailed planning and creation of the content for the workshop(s) with selected members of the project team.