

# Organizational Change Management

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**Course Length:** 2 days

**Professional Development Units (PDUs):** 14  
(7 Ways of Working, 7 Power Skills)

**Program Knowledge Level:** Intermediate

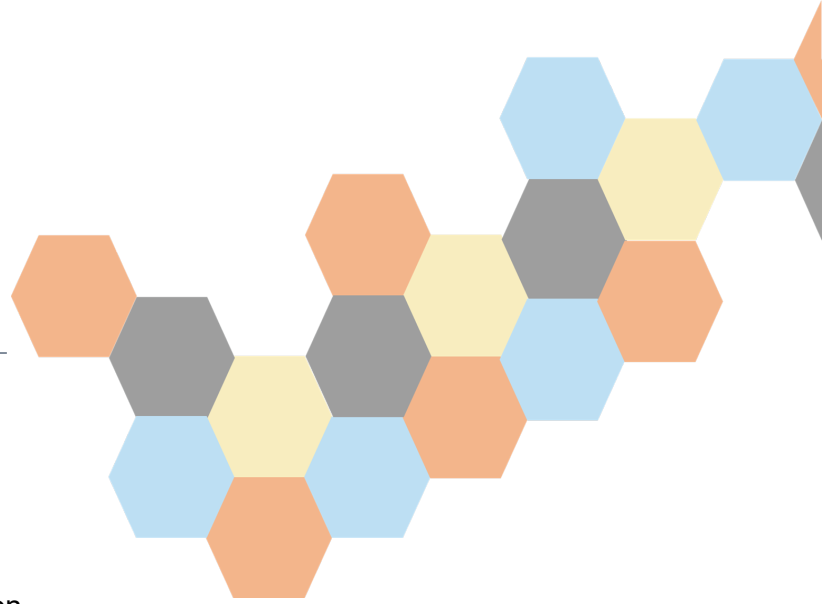
**Field of Study:** Business Management & Organization

**Prerequisites:** None

**Advance Preparation:** None

**Benefits:** Lead the organizational change management process

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## Course Overview

In today's dynamic business environment, organizations must continually evolve and change to meet the demands of the marketplace. How we adapt and help others to do so, is key to successful organizational change management (OCM). Not only are managers at the forefront of managing the change process, they are subject to the changes taking place. This two-day course is designed to guide managers through the organizational change process, provide them with techniques to guide their teams through the turbulence, and help them overcome the resistance to change. Learners will be able to apply these new skills to workplace challenges. The course is highly interactive with individual practice sessions, group exercises, discussions, and case studies.

## Key Outcomes

**Upon completion of this course, participants will be able to:**

- Identify the principles of change management
- Know why managing change is critical for an organization
- Understand the top 10 reasons people resist change
- Utilize tactics to deal with the resisters
- Learn their own tolerance for ambiguity creating a sensitivity for those challenged by change
- Evaluate *organizational* readiness for change
- Assess *individual* readiness and capacity to handle change
- Know the 4 stages of change that most people go through
- Recognize the top eight change management challenges and success factors to overcome them
- Establish change goals and metrics
- Create an optimal change communications plan
- Understand the eight tactics to embed change into their culture
- Know which tactics will help sustain a positive attitude towards change
- Create a four-step plan to manage change

## Course Outline

### Kicking off the Workshop

- Define organizational change management
- Discuss the reasons change is critical to an organization
- Be clear about what will change, what may not
- Share experiences with organizational change among peers

### Understanding Behavioral Reactions to Change

- Learn the 10 most common reasons people resist change
- Find out your own tolerance for ambiguity and increase your sensitivity to others challenged by change
- Become clear about the behavior associated with resisting change (they're not always what you'd expect)
- Review and practice the tactics to best deal with resisters

### Assess Change Readiness

- Create a stakeholder analysis; who will be affected by the changes and how
- Segment those impacted by change into Change Sponsors, Change Agents, and the Change Target Population
- How to leverage Sponsors and Agents to ease the change, convey the reasons and benefits
- Assess the readiness and capacity for change for individuals, departments, technology, and organizationally

### Common Change Management Challenges

Individual and “contagious” reactions to:

- Perception of change's need/ value
- Top management's involvement
- Reality of change working or being effective
- Culture that doesn't support trust resulting in fear
- Not enough resources to execute change effectively
- Proper training to onboard all with skills and understanding of changes
- History of change initiatives
- Sustainability of change

### Key Factors to Achieving Success in Change Management

- Nine principles of change management
- A leadership team that stays visible, accessible, and communicative
- A well-defined change management system is designed and implemented
- Each phase of the changes should have OCM-related tasks within it
- Specific people, budgets, and time should be allocated to the tasks needed to execute the desired change to support its importance
- Use PMs to facilitate the tasks of the change as a project(s)
- Include middle management and employees as often and at every level as possible
- Encourage and promote open two-way communications regularly
- Establish change goals and performance metrics against those goals
- Develop and follow a detailed communications plan

### **Communications Plan**

- Identify and distinguish communications strategies for Change Sponsors, Change Agents, and the Change Target Population
- Include timing, differing channels, and who the messages will come from
- Make sure communications are frequent, open, and of value
- Use to embed a positive attitude towards cultural change

### **Closing**

- Make sure progress and impact are recorded and shared
- Keep the team informed

## **How Instructor-Led Training Works**

This Instructor-Led Training (ILT) course is facilitated by one of our talented instructors at your location, creating a cooperative and collaborative, learner-centric “classroom.” Our top-rated instructors hold a variety of certifications and have delivered training to organizations in more than 40 countries.

### **On-site**

Participants attend this two-day in-person course, complete activities live during the training session, and participate in discussions focused on the pragmatic application of key concepts. Session materials are provided in PDF format for download and/or printing.