

## Defining and Managing Organizational Change

**Course Length: 2 Days**

### **Course Abstract:**

In a workplace environment that is characterized by high stress, constant demands for service-level enhancements, the need to reduce costs, and reduced resources, it is difficult for organizations to define the changes necessary for organizational health and survival. Though the need for change is obvious, the direction of the necessary change is often hard to identify.

Similarly, once a change in direction is identified it may be difficult to engage the organization in the change initiative and build strong momentum. In addition, organizational change causes stressors on the organization and its stakeholders. Managing change presents a host of challenges, and if those challenges aren't met, organizations and the people in them can:

- Become paralyzed by competing demands and fail to prioritize the most important activities
- Retain their focus on existing activities that they are comfortable with and create a “bunker mentality”
- Fail to take the risks necessary for effective change based on the adage that “the raised nail gets hammered down”
- Become increasingly isolated and reinforce a “silo mentality”
- Fail to respond to the needs of customers and stakeholders, which can, in turn, threaten organizational survivability

Often, the overall result is the failure to make changes that are necessary and increasingly strident communications within and without the organization. Those challenges are made more difficult by the fact that today's organizations are becoming more international and more dependent on outside vendors and partners, which makes communications even more challenging. In today's organizational environment, critical resources and strategic projects are often provided from outside the organization. In fact, the best organizations are discovering that the four walls of the organization create an impediment to innovation and client service. They are reaching outside the organization to develop strategic partnerships with the best providers and thinkers and developing creative relationships to harness the value they offer.

This two-day workshop is designed to approach organizational change from two complementary directions:

- The identification of effective change strategies
- The deployment of those strategies and engagement of the enterprise in them.

It is also designed to give managers a set of communications skills and strategies for improving organizational communications and communications with vendors and international project teams in the face of change. .

### **Target Student:**

The target student for this workshop is a manager responsible for operating units, project teams or support functions who is operating in an environment of change and who is required to effectively communicate with diverse groups and partners.

### **Prerequisites:**

None

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### The Goals of this Workshop are to:

- Identify the challenges faced by organizations as they change to adapt to new conditions and requirements
- Engage in exercises designed to identify high-outcome change strategies
- Identify the levers of change that managers can employ to help their units make effective change
- Describe the challenges in a time of high organizational turbulence of cross-functional communications and communications across diverse groups including international teams and partners
- Identify skills and techniques for improving those communications
- Provide participants with skills in change management and communications\

### Course Outline:

#### Day 1

- Module 1: Introduction to the workshop
  - In this module, we will detail the course objectives and schedule and identify participant interests and concerns. We will also engage participants in an exercise designed to elicit their opinions and feelings about organizational change.
- Module 2: Identifying directions for organizational change
  - In this module, we'll identify the types of changes being required of individuals in the workplace and their typical responses to those necessary changes. We'll examine a model of organizational performance and the levers for convincing employees and others of the need for change and improving their buy-in to changes. We will engage in an exercise designed to identify directions for change likely to produce good outcomes.
- Module 3: Building a change management plan
  - In this module, we will use the concepts of project management to build a plan for creating effective organizational change. We'll identify the scope of the change effort, its stakeholders and their needs, and the risks conditions that could derail our changes. We'll identify the constraints impacting our change initiative, the assumptions we are making, and the resources we will need to mobilize.
- Module 4: Building buy-in for the change effort and developing strategies for improving communications about that change across the organization
  - In this module, we'll examine some of the challenges of building support for our change efforts and identify some levers for changing minds and attitudes. We'll explore some difficult types of communications and develop strategies for improving communications and interactions with other units. We'll identify effective strategies for communicating effectively and getting and keeping the attention of those we are communicating with. We'll identify the specific challenges crafting messages that respond to the specific interests of the person or group we are communicating with.

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### Day 2

- Module 5: The changing workplace and the challenges of managing vendors and international partners in our change initiatives
  - In this module, we'll examine how the workplace has changed and why the management of vendors and outsourced services is so critical to effective organizational change and the management of enterprises overall.
- Module 7: Managing expectations about our change initiative, resolving conflict and creating win-win solutions
  - In this module, we'll describe methods for managing expectations about our change initiative. We'll describe and practice a conflict management method that can help us craft good, workable relationships and optimize outcomes in the face of the conflict that will accompany any attempt to create effective change.
- Module 8: Workshop wrap-up
  - In this module, we'll wrap up the workshop and review what we've learned. We'll build an agenda for each participant for improving how they communicate across the organization and a set of agreed-upon best practices for managing organizational changes.