

# Managing Change Competently

## 2-Day Masterclass

29 & 30 October 2019

9.00am – 5.00pm

SCCCI Conference Room  
 9 Jurong Town Hall Road,  
 #04-01, TA Hub, S609431

Members - \$30 /  
 Public - \$60

### Learning Objectives:

1. Understand how to manage the types of changes effectively as a leader and manager
2. Apply the type of interventions and process needed during the change process
3. Manage the emotional and people side of change during change and transition
4. Identify and manage the resistance and barriers to change
5. Enhance staff's agility and resilient towards change through a Growth Mindset
6. Obtain buy-in and engagement for multiple stakeholders especially the subordinates
7. Plan and manage the change communication process and institutionalise the change
8. Design and implement change effectively

### About this program

In an increasingly Volatility, Uncertainty, Complexity, Ambiguity (VUCA) global landscape, individuals leaders and organisation face more complexity, challenges and changes. Being “future-ready” and “change-ready” is a necessity and a competitive advantage for the organisations. The Organisations have to anticipate and be pro-active, to drive and implement change rather than being reactive towards external circumstances.

Franklin Roosevelt, the American President, once said that it “is a terrible thing to look over your shoulder when you are trying to lead and you find no one there.”

As leaders, managers and professionals, have you experienced having no one behind or alongside you when you are the change champion of your organisation, despite having communicated or involved the stakeholders in the change journey? Why do employees and at times, even the leadership and management team, resist organisational changes? What are the root causes of their resistance, and how can we overcome or mitigate such resistance as change leaders and change champions?

Change can also bring about positive outcomes in terms of continuous improvement, innovation, transformation, success and growth for the individuals and organisations. As the future becomes more complex and diverse, Leaders and Managers must have the change agility and the ability to inspire, lead and manage change effectively especially the “People Side of Change” to achieve organisational and business goals and success.

### Program Outline:

#### Day 1

#### **Session 1: The Future World of Work**

- Identify the types of changes and the impacts to organisational goals, outcomes, and personal change agility and development
- Discover how we can better manage, anticipate and adapt the changes arising from the future world of work

#### **Session 2: Transform For A Better Future through AWARE™**

- Understand the three phases of Kurt Lewin's change model - Unfreeze, Change and Transition, and Refreeze
- Identify and manage the “Hard” and “Soft” changes in the organisation
- Use AWARE™ to manage culture change through the people

#### **Session 3: AWARE™- Align (The necessity for change)**

- Under Unfreeze stage, identify the rationale and reasons for the changes and link to organisational goals and outcomes
- Craft out the compelling change message to staff and increase their awareness about the change
- Explain the reasons of why, what and how and what if organisation does not change

#### **Session 4: AWARE™- Want (Increase staff's motivation to change)**

- Use design thinking empathy map to understand how the culture change impact your staff in terms of thinking, feeling, hearing, saying doing, the pains and gains of the change
- Identify the types of resistance to change and the reasons against the change
- Under the Unfreeze stage, identify the reasons and benefits for the changes from the staff's point of view - what's in it for them?
- List down the intrinsic and extrinsic motivation for the change for staff
- Craft and communicate the change message to get their buy-in, support and commitment through “What's in it for Me”?

## Day 1 (continue)

### **Session 5: Manage Change and Transitions**

- Under the Change and Transition stage, understand and manage the phases of transition from the past, present and future
- Identify the change curve and emotions experienced during change
- Anticipate and prepare for natural reactions and resistance towards change
- Apply ways that enhance the process for people to let go and bring the best forward to the future
- Lead people through the phases of transition
- Launch a new beginning

### **Session 6: AWARE™- Ability (Acquire the right mindset, knowledge & skills)**

- Apply the circle of influence and circle of concern to better manage challenges and difficulties in culture change
- Manage change resistance through mindset change using Learned Optimism (Adversity-belief-consequences)
- Reframe negative beliefs of staff from a fixed mindset to a growth mindset
- The role of the leader and manager in having a growth mindset to overcome challenges in culture change
- Enhance staff's agility and resilient towards culture change and digital transformation

## Day 2

### **Session 7: Leverage on sources of influence**

- Apply the 6 sources of influence for culture change and how can we harness the 6 sources for organisation change
- Source 1 – Personal Motivation – whether you want to do it.
- Source 2 – Personal Ability – whether you can do it.
- Source 3 – Social Motivation – whether other people encourage the right behaviours.
- Source 4 – Social Ability – whether other people provide help, information or resources.
- Source 5 – Structural Motivation – whether the environment encourages the right behaviours.
- Source 6 – Structural Ability – whether the environment supports the right behaviours.

### **Session 8: AWARE™- Relationship (Win the Hearts, Minds & Acts)**

- Win the hearts, minds and acts people through trust and relationship building
- Overcome challenges face during change through the 5 Languages of Appreciation in the Workplace- words of encourage & affirmation, quality time to understand and coach their staff, provide acts of service to support & remove obstacles
- Coaching your staff who is resistant to culture change or facing obstacles
- Craft out a Leader's action plan to leverage on interpersonal relationship for culture change

### **Session 9: AWARE™- Enroot (Sustain the changes)**

- Under Refreeze staff, identify what must start and change to sustain the effective implementation and application of the organisation change
- Sustain the change through organisation culture, vision, mission, values, norms and artefacts
- Sustain the change through people alignment and motivation towards change
- Sustain the change through organisation structure, system and processes
- Sustain the change through performance measures, rewards, appreciation at work and recognition

Day 2 (continue)

**Session 10: Overcome the resistance and barriers to change**

- Apply the Force Field Analysis to manage resistance to change
- Experiential activity to identify the forces for change and forces against change and action plan to increase forces for change and decrease forces against change

**Session 11: Implement the Change effectively**

- Using Project Management to plan, lead and execute tactical change
- Apply SMART\* targets setting to plan and achieve change strategies
- Use RASCI to allocate roles and responsibilities for change to take place

**Session 12: Institutionalise and sustain the change**

- Craft and share Our Leader's Commitment on what and how to sustain organizational culture change and digital strategy transformation