Course Title: Change Management Leadership

- **Duration:** 5 Days (approximately 35-40 instructional hours)
- **Course Goal:** To equip managers and leaders with the strategic understanding, practical frameworks, and essential leadership skills to effectively lead their teams through organizational change, proactively manage resistance, foster a culture of adaptability, and ensure that change initiatives achieve their intended outcomes and benefits.
- **Core Focus:** Leading teams through organizational change, managing resistance, and fostering adaptability.

Learning Objectives:

Upon successful completion of this workshop, participants will be able to:

- **Understand** the psychology of change and the predictable human reactions to it.
- **Apply** established change management models (like Kotter's 8-Step Process and the Prosci ADKAR® Model) to diagnose and plan for change.
- **Develop** a compelling vision and case for change that resonates with and motivates their teams.
- **Create** a robust change management plan, including communication, stakeholder engagement, and resistance management strategies.
- **Lead** with empathy and emotional intelligence to support their teams through the uncertainty of the change transition.
- **Master** communication techniques to build awareness, create desire, and provide clarity throughout the change process.
- **Identify** and proactively manage resistance by addressing its root causes.
- **Coach** team members to build the new skills and behaviors required by the change.
- **Reinforce** and sustain change to ensure it becomes embedded in the organizational culture.
- **Create** a personal action plan for leading a current or future change initiative.

Target Audience:

- Managers, team leaders, and supervisors at all levels.
- Project and program managers leading change-inducing initiatives.
- HR professionals and OD practitioners supporting organizational change.
- Senior leaders and executives responsible for sponsoring and driving strategic change.

Prerequisites:

- Experience in a leadership or management role is beneficial.

Teaching Methodology:

This is a highly interactive and application-focused workshop. The methodology includes:

- **Interactive Lectures:** Introducing core concepts, frameworks, and models.

- **Case Study Analysis:** Applying change management principles to complex, real-world scenarios.
- **Simulations & Role-Playing:** Practicing skills like communicating change, addressing resistance, and coaching employees in a safe environment.
- **Group Discussions & Peer Coaching:** Sharing experiences with change and providing feedback on change leadership strategies.
- **Practical Workshops:** Collaboratively developing elements of a change management plan for a case study or a real project.
- **Action Planning:** Developing personal and team-based plans to apply learning directly to their work.

*(For **Online Delivery**, this will be adapted using breakout rooms for group work, virtual whiteboards (e.g., Miro/Mural) for brainstorming, polls for engagement, and interactive Q&A sessions.)*

Materials Provided:

- Comprehensive digital or printed workbook with key frameworks, tools, checklists, and exercises.
- Templates for a Change Management Plan, Communication Plan, Stakeholder Analysis, and Resistance Management Plan.
- Detailed case study documents for analysis.
- Self-assessment tools for change leadership styles.
- A personal action plan template for leading change.
- Certificate of Completion.

Detailed Day-by-Day Curriculum

Day 1: The Nature of Change & Why It's Hard

- **Module 1: Understanding the Landscape of Change (Approx. 2.5 hours)**
  - Welcome, introductions, and establishing a safe space for discussion.
  - The constant nature of change in modern organizations (VUCA world).
  - Differentiating between technical change and adaptive change.
  - The critical link between change management and project success/ROI.
  - **Activity:** "My Best & Worst Change Experience" – Participants share and deconstruct past experiences to identify success factors and pitfalls.
- **Module 2: The Psychology of Change: The Human Reaction (Approx. 2.5 hours)**
  - Exploring the neurological and emotional responses to change ("threat vs. reward").
  - The Change Curve (based on Kübler-Ross): Denial, Anger, Bargaining, Depression, Acceptance, and the leader's role at each stage.
  - Understanding individual differences in change adoption (Innovators, Early Adopters, etc.).
- **Module 3: Introduction to Core Change Management Models (Approx. 2.5 hours)**
  - **Lewin's Model:** Unfreeze - Change - Refreeze.

    - **Kotter's 8-Step Process for Leading Change:** A high-level overview of the steps from creating urgency to anchoring new approaches.
    - **The Prosci ADKAR® Model:** An individual-focused model - Awareness, Desire, Knowledge, Ability, Reinforcement.
    - **Workshop:** Applying the Change Curve to a case study scenario to predict team reactions.
    - **End of Day 1 Recap & Q&A.**

Day 2: Preparing for Change – Vision & Planning

- **Module 4: Defining the Change & Creating a Compelling Vision (Approx. 2.5 hours)**
    - Clearly defining the "what, why, and what's in it for them" of the change.
    - Crafting a clear and inspiring vision for the future state.
    - Communicating the "why" behind the change to create urgency and purpose.
    - **Workshop:** Participants draft a compelling "change vision" statement for a case study.
- **Module 5: Stakeholder Analysis & Engagement Strategy (Approx. 2.5 hours)**
    - Identifying all stakeholders impacted by the change.
    - Using a Stakeholder Analysis Matrix (Power/Interest Grid) to prioritize engagement efforts.
    - Assessing stakeholder readiness and potential resistance.
    - Developing tailored engagement strategies for key stakeholder groups.
- **Module 6: Building a Guiding Coalition & Sponsorship (Approx. 2.5 hours)**
    - The critical role of active and visible sponsorship (Kotter's Step 2).
    - Identifying and recruiting a powerful guiding coalition of change champions.
    - The manager's role in supporting sponsors and working with the coalition.
    - **Activity:** "Coalition Mapping" – Identifying potential champions and influencers for a change initiative.
    - **End of Day 2 Recap & Q&A.**

Day 3: Communicating Change & Managing Resistance

- **Module 7: Developing a Strategic Change Communication Plan (Approx. 3 hours)**
    - The principles of effective change communication: Timely, transparent, consistent, and two-way.
    - Developing a communication plan: Key messages, target audiences, channels, and timing.
    - Crafting clear and empathetic messages for each phase of the change.
    - The manager's role as a primary communicator and sense-maker for their team.
    - **Workshop:** Developing key communication messages for different stakeholders in a change scenario.
- **Module 8: Understanding & Diagnosing Resistance to Change (Approx. 2 hours)**
    - Viewing resistance not as a problem, but as a source of valuable feedback.
    - Identifying the common root causes of resistance (e.g., loss of control, fear of incompetence, lack of information, past negative experiences).
    - Recognizing both active and passive forms of resistance.
- **Module 9: Proactive Strategies for Managing Resistance (Approx. 2.5 hours)**

    - Proactive vs. reactive resistance management.
    - Tactics for addressing different root causes of resistance.
    - Engaging with resistors to understand their concerns and co-create solutions.
    - The importance of empathy and active listening.
    - **Intensive Role-Play Workshop:** Participants practice having a conversation with a resistant employee to uncover and address their concerns.
    - **End of Day 3 Recap & Q&A.**

Day 4: Enabling & Implementing Change

- **Module 10: Empowering Action & Removing Obstacles (Approx. 2.5 hours)**
    - Identifying barriers that could hinder the change (e.g., outdated systems, conflicting priorities, lack of skills).
    - The leader's role in removing obstacles for their team.
    - Empowering employees by giving them the autonomy and resources to contribute to the change.
- **Module 11: Building Knowledge & Ability Through Training & Coaching (Approx. 3 hours)**
    - Assessing the new skills and knowledge required for the future state (ADKAR's K & A).
    - The role of formal training in building new capabilities.
    - The manager's critical role as a coach: Providing one-on-one support, encouragement, and guidance as team members learn new skills and behaviors.
    - **Role-Play:** Coaching a team member who is struggling to adapt to a new process or technology.
- **Module 12: Creating Short-Term Wins to Build Momentum (Approx. 2 hours)**
    - The psychology of "quick wins" in long change processes (Kotter's Step 6).
    - Identifying and planning for visible, unambiguous, and meaningful short-term wins.
    - Celebrating and communicating these wins to build morale and demonstrate progress.
    - **Activity:** Brainstorming potential short-term wins for a major change initiative.
    - **End of Day 4 Recap & Q&A.**

Day 5: Sustaining Change & Your Leadership Action Plan

- **Module 13: Reinforcing & Anchoring the Change (Approx. 3 hours)**
    - Why change often fails in the final stages.
    - Strategies for reinforcing the change (ADKAR's R):
        - Aligning performance management, recognition, and rewards with the new ways of working.
        - Sharing success stories and data that demonstrates the benefits of the change.
    - Anchoring the change in the culture (Kotter's Step 8): Making it "the way we do things around here."
- **Module 14: Building a Culture of Adaptability & Resilience (Approx. 2 hours)**
    - Moving beyond managing a single change to building an "change-ready" team.
    - Fostering a growth mindset and a culture of continuous learning.
    - The leader's role in modeling resilience and optimism during uncertainty.
- **Module 15: Your Change Leadership Action Plan (Approx. 2 hours)**

    - Reflecting on key takeaways and personal change leadership strengths.
    - **Action Planning:** Participants select a current or upcoming change initiative and develop a practical, high-level change leadership plan using the frameworks from the course.
- **Module 16: Course Review & Commitment to Action (Approx. 1 hour)**
    - Review of key change leadership models and skills.
    - Open forum for final questions and sharing key insights.
    - Participants share one key commitment from their action plan.
    - Course evaluation and closing.