

Leading People to Embrace Change

Course Overview

The Challenge

Technology is, by its nature, a change agent. Anyone who introduces technology into a workplace, whether as business software, communication tools or computing devices, also lays the foundation for change in reporting relationships, work patterns and job titles. As we all know, change is seldom welcome and is often fought. Many technology projects, although planned and executed flawlessly, have nonetheless gone down in flames due to the unwillingness of the intended audience to accept the accompanying change. Attempts at organizational change unrelated to technology frequently fail for similar reasons.

The Solution

This course explains specific strategies and actions that help ensure that the intended targets of change are able and willing to embrace it. Participants are led through a series of exercises, each of which contributes to an understanding of how to develop and execute a plan for organizational adoption. This includes completion of an organizational readiness assessment, development of a marketing campaign and establishment of governance structures designed to oversee and institute the change. Participants are shown how to leverage the good intent and high standards that are common in most people, and convert resistance to change into acceptance of management's plan. Learning Objectives include:

- When Organizational Adoption should be considered
- How to define the scope of change
- How to conduct stakeholder identification and analysis
- Management roles and responsibilities in an Organizational Adoption project
- Techniques useful for gaining stakeholder alignment with intended change
- Planning for Organizational Adoption
- Enrolling stakeholders in the transition
- Maintaining change in the long term

Who should attend

This course is extremely helpful to anyone responsible for the successful implementation of Organizational Change including Executive teams, Functional Managers with project responsibility, Project Management Office staff, Project Managers and Managers of Project Managers.

Prerequisites

This course assumes some experience with implementation of change. Familiarity with project management principles is helpful but not required.

Course Information

- **Duration:** 2 days. (Can be customized to 1 or 3 day formats)
- **Typical class size:** 6 to 20 attendees
- **Participants receive:**
 - PMP®-certified instruction
 - Participant Guide
 - Certificate of Participation
 - 7 to 21 PDUs / Contact Hours in project management education (1 to 3 days)
- **Course I.D. Number:** 3045

Course Outline

Section 1: Introduction

- Managing Organizational Change
- Reasons for change
- Resistance to change
- Defining project success
- Organizational Change Management
- Logistics and Introductions

Section 2: Overview of Organizational Change

- Reasons for change
- Benefits of change
- Barriers to organizational change
- When change is not managed well
- How not to manage change
- Useful strategies
- Five Step Approach

Section 3: Understand the Change

- Know where you are going
- Methods
- Business Case and Project Charter
- Key questions to answer
- The organizational change project

Section 4: Know the People

- Build alignment with project goals
- Change depends on people
- Management's role
- The Organizational Adoption Team
- Stakeholder analysis
- Stakeholder misalignment
- Methods for reversing opposition

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- People make change happen

Section 5: Plan Organizational Change as a Project

- Key steps
- Expand stakeholder analysis
- Readiness Assessment
- The Organizational Adoption Plan
- Team Structures
- The Marketing Campaign
- Project Plan: Strategy for Change

Section 6: Lead the Transition

- Bringing about change
- Execute the marketing campaign
- Empower broad-based action
- Quick Wins
- Address core concerns
- Work with resistance to change
- Get the message across
- Implement structural changes
- Monitor and report status

Section 7: Maintain the Change

- Resolve post-implementation issues
- Strengthen organizational adoption
- Make Business Value visible
- Record Lessons Learned
- Course Summary
- Discussion and Close

Learning Approach

- A highly experienced instructor will use interactive lecture format, numerous hands-on exercises, team activities, group discussions, individual discovery and other techniques to drive home the essential points of this material
- We will build on your prior experience in this topic, while providing you with a structure and vocabulary to use in future organizational change engagements.
- If you have modest change management knowledge, you will find that the clarity of the material and direct presentation style of the instructor will make the subject matter easy to understand.
- You will receive a Participant Guide which will help you follow the material, take notes and retain what you learned so that you can apply it on your job.

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Why should I take this course?

- This course will help you to plan the Organizational Change component of your technology project.
- You will take home a whole new set of tools and techniques to help you deal with resistance to change and other organizational change issues.
- Take this course and learn what you can do to ensure that the technologies you introduce are accepted the first time so that your project delivers on its promise of Business Value.

Cost and Availability

We can arrange onsite training to suit your requirements. See our website for the latest pricing information:

<http://www.cvr-it.com>

What Students have said about this course

"A really great course that focuses on an area that could use some improvement when implementing department or agency-wide change."

"I intend to read the manual cover to cover. There is so much useful information in it that I'm not familiar with. Excellent resource!"

"It was extremely valuable time spent. I wish more could have attended to get the same experience."

Licensing

This course is available under license to qualified Training Providers. We deliver a full set of courseware materials including instructor slides, instructor manual and student guide. Train the Trainer instruction is available to ensure that all providers adhere to the same high level of course delivery. For more information, see

<http://www.cvr-it.com/CoursewareExpress/>

or contact us at

info@cvr-it.com