Practical Change Management – Course Guide

AMBR Consulting Limited

A Guide to Practical Change Management

Welcome

Whether you have opted for personal development or have identified a need within your organisation for additional Change Management skills, welcome to 'AMBR Practical Change Management.'

It is our aim to help you navigate this course, developing new skillsets and identifying tools that are immediately applicable to help drive successful business change. During this development program, you will be encouraged to think critically, challenge what you see and apply your experiences to ensure that you get the most from your learning.

Your trainer will be available to support you during this 4-day journey so please reach out and ask any questions you may have.

During this course, you will learn the skills you need to become a Change Management Practitioner.

Your trainers

Ashley Birrell-Riley,
During my career I have supported organisations with change management, training, communications, and employee engagement. I have also had the pleasure of working across a variety of industries including transport, education, government, construction, and financial services.

In all my interactions with clients, I aim to bring change management to life, sharing my experiences, knowledge, and enthusiasm for the practice. I am passionate about learning and supporting people to achieve their goals and reach their potential. I look forward to helping you navigate the complex world of organisational change management and providing the coaching and support you require.

Scott Parkinson

I have worked in change management, training, and programme management for over 20 years. My experience ranges from sales team training, recovery programmes, centralisation projects as well as ERP implementations and global Salesforce implementations. I bring a wealth of change management experience from my time in finance, government, construction, telecoms, and health service sectors.

With a focus on practical application, I bring change management and training into focus. Through engagement and real-world experience, I aim to ensure that the change management training experience is tailored to the needs of the learner as well as being specific, effective, and measurable.

About the materials

This document contains useful information, ahead of your training session to ensure you know what to expect. Please use this document to support your understanding of what the course will deliver and the activities you will be expected to undertake.

AMBR Practical Change Management - course syllabus
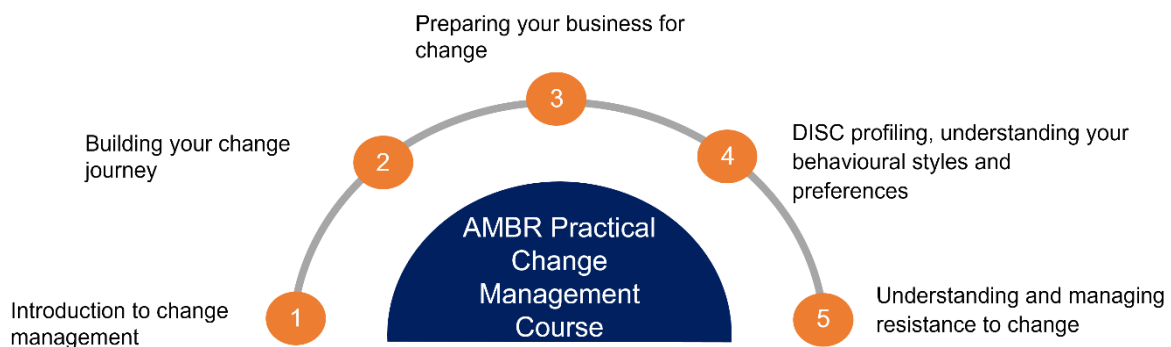
To successfully complete this course and attain ITOL accreditation as a Change Practitioner, you must complete the following modules:

- Introduction to change management
- Building your change management journey
- Preparing your business for change
- DISC profiling, understanding your behavioural styles and preferences.
- Understanding and managing resistance to change

Module 1: Introduction to Change Management

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Purpose

This module aims to introduce you to industry recognised change management models in order to give a basic grounding in the theoretical and academic aspects of Change Management. It is through an understanding of the principles of change management that you can start to apply your knowledge to the delivery of change management strategy and tactics.

Module objectives

On completion of this module:

- You will be able to demonstrate an understanding of change management principles and associated business models.
- You will understand and recognise how change is categorised in businesses.
- You will understand the business change lifecycle and how this theory is applied to change projects and programmes.

Module outline

This module balances change management and business theory with practical activities to bring industry models to life. During this module you will be required to absorb theories and apply critical thinking to when and how change management models can be applied.

This module covers the following topics:

- Introductions and an overview of the course and what the learner can expect.

- Understanding organisations and when change is needed.
- What is change management and why is it critical that change is managed?
- Understanding change management models and how they apply to different types of change programmes.
- The theory of what happens to people in times of change.

During this module you will complete the following assessment / session activities:

1. Considering change in context. You will explore changes happening within your organisation and in groups categorise the change type. You will also explore what was successful about the change initiative and where there were any lessons that can now be learned.

2. Compare and contrast organisational change management models. The learners will work in small groups to compare two change management models and present their findings to the group. In their analysis they will consider; similarities, differences, benefits, limitations, personal preferences and whether the type of change/ organisation impacts the model a manager should use.

Module 2: Building your change journey.

2

Purpose

This module will introduce you to the key activities needed to build a successful change journey. We will explore the actions needed to develop and begin the change in your organisation.

Module objectives:

On completion of this module:

- You will be able to demonstrate an understanding of the tools used by change management professionals and the sequence in which they are applied.
- You will understand the importance of and how to execute; a vision statement, roadmap, stakeholder analysis and business impact assessment.
- You will be able to apply your knowledge of the foundational tools and execute these activities in a change project.

Module outline

This module brings to life the key activities needed to start a change programme, from defining the programme vision, to identifying the changes that will happen, who they impact and how severe they are. During this module you will perform a host of activities that cover all the key aspects of starting the change process.

This module covers the following topics:

- Developing a vision statement for change.
- Understanding what a change roadmap is and how to create one.

- Understand how to map stakeholders, analyse the outputs, and develop a stakeholder plan.
- How to plan for and conduct a business impact assessment and what the output is used for.

During this module you will complete the following assessment/session activities:

1. You will work in small groups to develop a vision statement for either a project of your own or one of the template projects that are available.
2. You will work in small groups to identify all the tasks that should take place on a change initiative and sequence them out in order.
3. Individually or in small groups you will list all the stakeholders that are relevant to your change journey and plot them in a matrix. Stakeholders that are not in the desired position will be identified.
4. Individually or in a small group you are required to group your stakeholders. Then, select 2 individuals or groups of stakeholders and create a 3-month stakeholder plan.
5. As a group you will identify the key areas of information that you need to capture during a business impact assessment session.
6. In small groups you will perform a business impact assessment on a sample process, capturing and ranking the changes. Outputs will then be discussed as a whole group.

Module 3: Preparing the business for change.

3

Purpose

This module aims to introduce you to the concept of business readiness and the activities undertaken by Change Practitioners to help ensure that an organisation is ready, able, and willing to accept the changes to be implemented. This is a practical module where you will gain first-hand experience performing readiness tasks, supported by your trainer.

Module objectives

On completion of this module:

- You will be able to demonstrate an understanding of the key components of business readiness.
- You will understand how to create a basic business readiness approach and the key components it must entail.
- You will be able to apply your knowledge of business readiness interventions to your own organisation.

Module outline

This module considers the tools and techniques used by Change Management professionals to ready the business for the implementation of changes. In this module we will cover the following topics:

- What is business readiness?
- The tools and activities used to support businesses in preparing for change.
- Building a business readiness plan.
- Creating your readiness network.

During this module you will complete the following assessment/session activities:

1. In groups you will discuss the dimensions of business readiness and consider which dimensions would be easiest / most challenging to action against in your organisation. Findings are presented back to the group.
2. Align appropriate tools and techniques to each of the readiness dimensions, building a business readiness toolkit for future use.
3. Create a business readiness network map, considering who would be most appropriate to help support you in the delivery and adoption of a change in your organisation.
4. Starting in the session and completing it at home, you will be required to create a business readiness plan. This must be submitted, for review 1 month post completion of the training session.

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Module 4: DISC profiling, understanding your behavioural styles and preferences.

Purpose:

This module will help you to better understand your communication style and preference, helping you to enhance how you communicate and interact with others to drive the right outputs in support of your change. To do this, we will use DISC profiling, giving learners an individual profile and analysis to support their personal development.

Module objectives

On completion of this module:

- You will understand the principles of DISC Flow and the definitions used within the report to help define typical behaviours found in each quadrant.
- You will understand your natural style and preferences and how that can be perceived by others.
- You will have an appreciation of how other styles require communication and engagement.
- You will be able to apply your knowledge and adapt your communications style when interacting with others.

Module outline

This module focuses on you as an individual. By completing the DISC profile survey ahead of attending this course you will be given a detailed personal profile.

This profile will outline your personal preferences, potential strengths and weaknesses and allow you to consider goals and objectives that will support your future development.

The model also allows you to explore different personas and how you can adapt and adjust to ensure your communication is both clear, engaging and accepted by another.

In this module we will cover the following topics:

- What is DISC?
- Understanding your profile.
- Setting clear goals and objectives to drive personal development.

During this module you will:

1. Receive and review your personal profile.
2. Consider what aspects you believe align to your preferences and where you would disagree.
3. Set goals and objectives for personal development.
4. Consider how you can apply your new insight to your change management role.

Module 5: Understanding and managing resistance to change.

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Purpose:

This module will introduce you to the reasons people resist change and the strategies we can use to manage and mitigate this resistance.

Module objectives

On completion of this module:

- You will be able to demonstrate an understanding of why people resist change and how to identify the associated behaviours.
- You will understand the strategies you can implement to manage and mitigate resistance to change and when they should be used.
- You will be able to apply your knowledge of managing resistance to change in your organisation.

Module outline

This module explores the reasons people resist change, how we can identify the behaviours that signify resistance to change, and what activities we can put in place to overcome resistance. We will reference back to theories covered in day one and consider how the models suggest we overcome resistance.

In this module we will cover the following topics:

- What is resistance to change and how can you recognise it?
- Theories on managing resistance to change.
- The role of leaders and managers in managing resistance to change.

During this module you will complete the following assessment/session activities:

1. As a group we will discuss the drivers for resisting change.
2. Collectively, we will then discuss the behaviours that you may see that indicate resistance to change.
3. In small groups we will explore the ADKAR model and how it pertains to managing resistance to change and present your conclusion back to the group.
4. In small groups we will explore the Kotter and Schlesinger theory and how they pertain to managing resistance to change and present conclusion back to the group.
5. As a whole group we will discuss the role of leaders and mangers in resolving resistance to change and what skills they need and how you mobilse leaders to support.