Facilitating and Leading Change 3 days

As agents of improvement and transformation, Black Belts need expertise in engaging teams and individuals to understand their requirements and harness their business knowledge and ideas, as well as motivating buy-in for the resulting changes and sustaining this commitment among the stakeholder population.

When change management is done well, people feel engaged in the change process and work collectively towards a common objective, delivering results and realising benefits. This course will help enable you to be an effective facilitator and leader of change so that you achieve the full potential of the projects and programmes you lead and effectively influence the development of the continuous improvement culture and associated behaviours in your organisation on a daily basis.

Who is the course for?

- You are a Project Sponsor, Black Belt, Green Belt, Lean Practitioner, Continuous Improvement Practitioner, Project Manager, Deployment Leader or Change Agent and you want to develop your knowledge and core skills to be an effective workshop facilitator as well as effective influencer and manager of change in your organisation
- You would like to refresh and develop previous Change Management learning and acquire additional tools on how to effectively win and maintain commitment for your initiatives in a way that seamlessly integrates with business change frameworks
- You would like to become proficient at maximising the productivity of the meetings, workshops and one-to-one interactions you lead
- You would like to practise how to overcome resistance to change from others to implement initiatives and best practices in a safe environment
- You would like to learn how to apply the key techniques of enhancing your project communication with stakeholders in the workplace, as well as experiment with other approaches
- You work in a service, transactional or manufacturing function or business
- You are seeking a highly participative programme that will provide you with a breakthrough approach to managing change in supporting the execution of business projects and programmes

Learning Outcomes

This course provides you with a unique combination of change tools and skills targeted at business improvement practitioners. The course teaches you to:
- Understand how change happens in organisations
- Understand the culture of your organisation and how you need to manage change within this context
- Understand your role as a change agent
- Get the best out of team sessions
- Understand your preferred styles and those of others. Build your ability to use appropriate interpersonal skills to engage with, influence and help others to accept change

Outcomes for Your Business

Delegates are equipped with the knowledge and fundamental skills to be an effective facilitator and leader of change in their organisation and thereby maximise the effectiveness and financial returns of improvements.

Outcomes for Your Personal Development

Following successful completion of this course, you will possess a comprehensive set of facilitation and change management tools to enable you to effectively manage a Change Initiative and so contribute to your career advancement opportunities.

How can I take this course?
- As an instructor-led course through our open programme or onsite in your company
- Either of the above face to face or virtual classroom
- As a video-based online self-study programme

Support Pack

All classroom delegates receive:
- 12 months access to Catalyst's online Business Improvement Zone – over 100 short videos recorded live in the classroom covering the entire Facilitating and Leading Change course content
- Printed and pdf copies of the course slides
- The book "Persuasion - the art of influencing people" by James Borg*
- The Managing Change Pocket Guide
- Downloadable Leading and Facilitating Change Tools and Templates

*online self-study delegates will need to purchase this book **ISBN-13:** 978-1292004495

Follow-on Options
Courses which follow on directly include:
- Business Black Belt and Lean Six Sigma Black Belt
- Lean Six Sigma for Innovation & Design (Design for Six Sigma)
- Strategic and Operational Improvement
- Business Agility Foundations

Course Contents

Introduction & Goals of the module
- The case for Managing Change

Change Process Overview & Types of Change
- J Kotter – 8 Steps in Managing Change and the XLR8 Model
- Our Elements of Change and Transformation Model
- How it fits with DMAIC and other methodologies

Basic Skills for leading change
- Profile of a Facilitative leader
- Effective meetings
- Team Roles/Stages
- 5 Dysfunctions of a team

Diagnosing the culture(s)
- Culture diagnostics
- Culture web

Step 1 – Establish the Need
- Creating a sense of urgency
  - Threats and opportunities matrix
  - 3Ds

Step 2 – Build Stakeholder Engagement
- Stakeholder Analysis
- Understanding resistance to change
- Forcefield
- Understanding the change environment
  - Schein & Lewin's States of Change
  - Kubler-Ross Cycle

Step 3 - Develop the Vision and Plan
- Visioning
- Backward Visioning
- More of/Less of

Step 4 - Communicate, Communicate, Communicate
- Communications Plan
- Elevator Speech
- De Bono's Hats
- Rapport/Body Language
- Active Listening/Questioning

Step 5 – Make Change Happen
- Self-awareness Emotional Intelligence
- Preferred leadership styles
- Managing conflict

Step 6 – Embed the Change
- Systems and Structures/Culture Web
- Training & Development
- Reward & Recognition Planning

Step 7 - Monitor and refresh
- Monitoring/ Culture Audit
- Change Skills self-assessment

Next steps
- Preparing for re-entry action planning