Facilitating and Leading Change 3 days

When change is implemented well, people feel engaged in the change process and work collectively towards a common objective, delivering results and realising benefits. Central to accomplishing this is being able to understand the behaviours and emotions that people experience when faced with any change, and have a positive impact on this.

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.

This programme may be taken on its own, or as part of our Black Belt or Business Black Belt programmes.

Who is the course for?

- Those who are Improvement Practitioners (perhaps through Continuous Improvement, Agile, Lean Six Sigma, Project Management, Deployment Lead or as a Change Agent) and wish to develop knowledge and core skills to be an effective workshop facilitator as well as effective influencer and manager of change in their organisation
- Anyone seeking to refresh and develop their previous Change Management learning and acquire additional tools on how to effectively win and maintain commitment for initiatives in a way that seamlessly integrates with business change frameworks
- People who would like to become proficient at maximising the productivity of the meetings, workshops and one-to-one interactions they lead
- Individuals who would like to practise how to overcome resistance to change from others to implement initiatives and best practices in a safe environment
- Those who want to learn how to apply the key techniques of enhancing their project communication with stakeholders in the workplace, as well as experiment with other approaches

Learning Outcomes

This course provides you with a unique combination of tools, skills and applicable knowledge in the following areas:

- Understand how change happens in organisations
- Understand the culture of your organisation and how you need to manage change within this context
- Understand you role as a change agent
- Understand your preferred style and those of others. Build your ability to use appropriate interpersonal skills to engage with, influence and help others to accept change

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

Course Delivery
We will use a combination of:
- Discussion and opportunity for people to input their own experiences of change
- Exercises to practise some of the areas covered
- Self-diagnostic questionnaires (we ask for these to be completed in advance)
- Short videos to illustrate concepts

Support Pack
All attendees will 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 Managing Change Pocket Guide
- Downloadable Leading and Facilitating Change Tools and Templates

Course Contents
We strive to be flexible and adapt the course coverage to meet the needs of those attending – for example, with how much time we spend on particular areas. As a guide the following sets out the outline of the Facilitating and Leading Change course.

Our introduction sets the scene with understanding your context for change and your learning outcomes from the course:
- VUCA Environment
- The case for Managing Change
- Change tools and Improvement matrix

We will discuss and practise some fundamental aspects of facilitation and leadership in the context of change, which is built upon as the course progresses:
- Profile of a Facilitative Leader
- Effective workshops
- Rapport/ Body Language

The framework we use is an adapted version of Kotter's change model to explore and practise various elements associated with leading and managing change, including the following:

Establish the Need
- Role Model Behaviours
- Servant Leadership
- Creating a sense of urgency
- Culture diagnostics
- The Golden Circle
- Big Opportunity Statements

Build Stakeholder Engagement
- Stakeholder Identification
- Team Roles/Stages
- 5 Dysfunctions of a team

Develop the Vision and Plan
- Visioning
- Backward Visioning

Communicate
- Communications Plan
- Learning Styles
- Elevator Speech

Make Change Happen
- Sources of Resistance
- Fixed vs Growth Mindset
- Transition Curve
- Psychological Safety
- Managing Conflict

Embed the Change
- Self-awareness and Emotional Intelligence
- Preferred leadership styles
- Coaching

Monitor and Refresh
- Measuring and Rewarding Performance
- Reflections

Towards the end of the course we will reflect on what we have covered, what you have taken from the 3-days and what you plan to put into action in the near future:
- Learning Log
- Action Planning for returning to the work place