

FREE TO GROW

Change and Transformation

Change holds potential for innovation and improvement. However, change also always contains uncertainty and an element of risk. It is therefore not surprising that most change initiatives fail and that many organisations and individual employees have become change resistant, as they have seen many changes 'come and go' with very little lasting impact.

In *The Dance of Change*, Peter Senge says: "Profound change combines 'inner' shifts in people's values, aspirations and behaviours, with 'outer' shifts in processes, strategies, practices and systems. It is not enough to change strategies, structures and systems, unless the thinking that produces those strategies, structures and systems (and we'd like to add, have to implement the same) also change."

Making the outer changes in organisations may be challenging, but are relatively easy compared to making sure that the required 'inner' changes take place. Successful change management is about taking people with you. Most change initiatives that fail, do so because people issues are not adequately taken care of.

Free To Grow contributes to helping organisations successfully implement change initiatives by facilitating the 'inner shifts' required and translating that into constructive action. We do this on two levels:

Leading Change for Managers

Helps leaders:

- * speak with one voice as far as the nature and scope of the change is concerned
- * effectively communicate the business reasons for the change and create a shared vision of life after the change
- * engage people in dialogue about the change to increase acceptance and commitment
- * drive the change and model the expected new behaviours related to the change
- * embed the change and make sure that it sticks

Changing Course for Employees

This programme has three focus areas:

1. **The Heart:** Strengthening the underlying emotional requirements that enable people to readily adapt to and embrace change viz self-esteem, self-efficacy and personal resilience.
2. **The Head:** Enhancing the understanding of the nature, scope and reasons for the change so that they can make sense of the change.
3. **The Hands:** Helping people understand what they need to contribute personally to make the change successful.

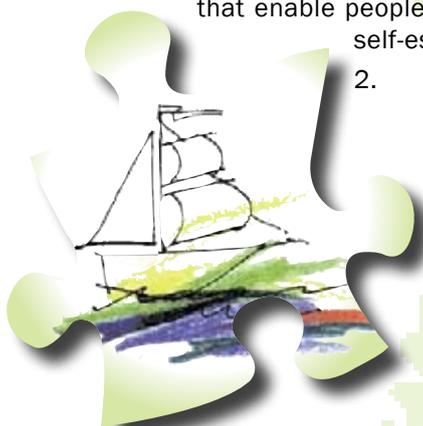
"The office has grown and changed over the past year in numerous ways. FTG has been a key change agent in this process. The various sessions from the smaller group sessions through to the retreat have had a significant impact on all staff members and the office has a whole. The results of the latest global staff survey reflect this hard work and commitment. It reflects very different perceptions and staff morale from before. I would personally like to thank you for your commitment to our staff throughout this process. Your support and assistance has facilitated a continued change in this office."

Heimo Laakkonen
Country Representative,
UNICEF Tanzania

"The training was extremely useful. We'd also like to thank Free To Grow for your professional consultancy contribution to the BINUB change process. Your reports and recommendations are highly appreciated."

Terbish Tsendsuren,
Training Officer,
United Nations Burundi

Accredited with
Services Seta (Decision
number: 0101)



Leading Change

Programme overview

1. Introduction

- * Surviving and thriving in times of 'permanent white water'.
- * Why most change initiatives fail.

2. The changes this company is facing

- * The business reasons for the change.
- * The nature, scope and time frame of the change.
- * The expected impact of the change on staff.
- * The formula for change: how your organisation currently scores.

3. The change journey

- * The change curve and phases of this journey: endings, transitions and new beginnings.
- * Typical responses, signs and symptoms of each phase.
- * Why some people get stuck in the transition phase.
- * What is required to adapt to the change and move on to the beginnings phase in a time that is acceptable to the organisation.

4. Leaders and change

- * The difference between change management and change leadership.
- * Four leadership styles and how they apply to leading change.
- * Leading people through different kinds of change.
- * Leading people in different phases of the change journey.
- * Different roles the change leader needs to fulfil and what is required of each: the Salesperson, Pathmaker, Nurturer, Negotiator, Connector and Confessor.

5. Communication in times of change

- * Moving from worst to best communication practices.
- * Knowing WHEN to communicate WHAT to create maximum buy-in.
- * Critical elements of change communication: how to ensure that communication is Credible, Clear, Consistent and Constant.
- * The use and value of different communication channels to share information, from leadership presentations to bulletin boards and email: Matching the communication channel to the level of commitment and change required.
- * Creating opportunities for dialogue about the change.
- * Using team versus individual meetings and oral versus written communication: when each is most appropriate.

6. Working with resistance

- * Understanding resistance: the Power and Resistance model.
- * The sources of individual and group resistance.
- * Different ways to deal with responses to resistance and the impact of each.

7. Coaching people towards change (extra module for middle and junior leaders)

- * The role of coaching in different phases of the change journey.
- * When and how to educate, counsel, confront, stretch and sponsor.

8. Critical success factors in change

- * Looking at the full picture: Identifying factors that can affect the success and sustainability of the change.
- * Working out a strategy to ensure success.

Target group

From supervisors to senior managers.

Duration

2 days

Group size

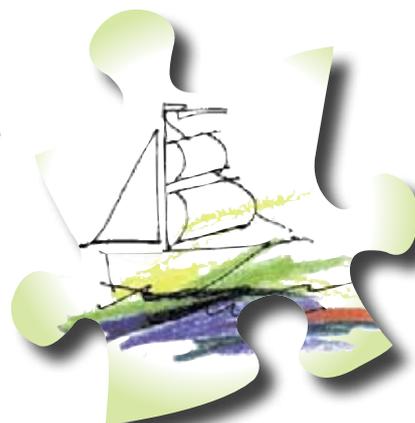
Ideally 16, maximum 20 learners.

Customisation

We can customise this programme to align to your organisation's specific context, culture and challenges.

"As part of a comprehensive change management process for our country office, presented by Free To Grow, we presented Leading Change to our Country Management team. The programme went very well. We came together as the CMT as we have never done before! Everybody is now on board, which is exactly what I needed."

Lotta Sylwander
Country Representative,
UNICEF Vietnam



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Changing Course

Programme overview

Module 1: **Your personal journey**

- * Personal transformation: A building block for organisational transformation.
- * The role of self-esteem:
 - How you see yourself and the value you put to yourself, and how this affects your ability to adapt to change.
 - How to grow so that you become stronger in yourself.
- * The need for a positive attitude:
 - What ownership, optimism and resilience are about.
 - Why these attitudes are especially important in times of change.
 - How to develop these attitudes so that you can increase the quality of your life and make a more positive contribution in the workplace.

Module 2: **Change**

- * The change cycle:
 - The goodbye, muddling and hello phases.
 - Signs and symptoms of each phase and how to recognise this in yourself and others.
- * Why people get stuck in the muddling stage.
- * How this affects the results they achieve, their team and the organisation.

Module 3: **Your organisation's journey**

- * Where the organisation is coming from (history).
- * Where it wants to be (vision)
- * Where it currently is in this journey
- * Changes in the broader environment and how they affect your industry and organisation.
- * How the organisation is responding to these changes to ensure it survives and thrives and realise its vision.
- * What exactly the changes are about:
 - What remains the same: What is NOT changing.
 - What IS changing.
 - What this requires from you in terms of attitude, knowledge, skills and processes.
- * The cost/price you are paying for changing and the cost/price of NOT changing: Weighing up the price against the benefits on the short and long term.
 - * How to become a positive role player in the organisation's journey of change instead of a passive passenger.

Additional modules

Additional modules focusing on different aspects integral to the change, can be added to the above. Examples of such modules are Customer Care, Relationships and Team work.

Target group

Employees in non-leadership roles.

Duration

2 days

Group size

Ideally 16, maximum 20 learners.

"The impact of the programme was absolutely **tremendous** ... I am damned **impressed** ... far **exceeded my expectations.**"

Arthur Mzimela
NPA, HR Manager, Durban Port

"Many of the staff are still raving about the workshop. I sincerely believe it was an **important event in the history of the office**, which gave impetus and trust towards addressing our issues. This was a good investment for UNICEF as it opens the way for real change and improvement."

Stephanie Schwartz
Child Protection Specialist,
UNICEF Uganda

"I must **congratulate you** on the material and on your methodology. The moments of truth were handled with sensitivity and participants grew in confidence."

Dr Murray Hofmeyer,
Convenor: Committee for Conferences, Workshops and Seminars, University of Venda

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