

Leading Change

Mobilize the Power of People to Drive Strategic Change

Of the many challenges facing today's leaders, managing change is often the most difficult. Integrating successful change involves a complex process that balances strategic requirements with human behaviour and responses.

Designed for executives, managers, supervisors and senior leaders, this program looks at organizational change from a human perspective. Learn how change impacts people and what leadership behaviours are needed to manage the upheaval. Sustain momentum for change while applying a disciplined approach to communicate clearly, support your people and facilitate the transition process.

Online Program Format

Each day of the program includes facilitator-led online sessions in real time. Sessions are delivered in the morning and afternoon with ample breaks provided. The sessions are highly interactive, enabling you to network with peers, brainstorm ideas, engage in skill-building activities, and receive constructive feedback.

You will also have access to self-directed resources (readings, videos, self-assessments etc.) that you can review at any time.

Takeaways

- Articulate the impact the change initiative will have on your division or organization, and its stakeholders
- Build a shared vision of success by embedding a communication plan into the change strategy
- Encourage desired attitudes and behaviours, and assist people in adopting new initiatives
- Communicate a convincing message that facilitates change by involving others
- Provide your people with the insights, skills and inspiration needed to do things differently
- Help team members cope with feelings of victimization, insecurity, frustration and cynicism

Audience

This program is designed for managers, directors, executives and supervisors whose people are being asked to do things differently.

Please note that the program's managerial focus makes it unsuitable for non-managerial administrative staff without direct reports.

Program Content

Communicating the Need for Change

- Delivering a convincing message to establish urgency
- Explaining how the organization or division is responding to the forces that drive change, and ensuring that your communication aligns with what the company is trying to achieve
- Clarifying expectations, promoting responsibility and accountability, ensuring fairness
- Involving teams and employees from the outset: helping people to buy into the initiative and communicate throughout the change process
- Identifying behaviours that need to be encouraged or eliminated
- Supporting a new direction by mobilizing relevant aspects of organizational culture

Optimizing the Key Components of a Change Management Plan

- Communicating a vision beyond the change
- Helping people acquire the training and skills they need to adopt, and have confidence in, the new way of doing things
- Developing internal branding of the change as a way to capture interest and commitment
- Identifying change management responsibilities and best practices (at all levels) to influence people's perspectives, attitudes and behaviours in positive ways

Supporting People through Change

- The sources of anxiety and doubt associated with change, and why people often struggle with it
- Avoiding a "victim" mentality by preparing people in advance
- Responding with empathy and reducing discomfort by involving people in the initiative
- Minimizing and/or dealing constructively with resistance

Special Features

The action-learning format features interactive discussion, group workshops and individual reflection and planning time.

Program Leader

Tracey Gurton is a faculty member at the UBC Sauder School of Business. She has more than 18 years of experience teaching MBA, MM and BCOM programs in the areas of organizational culture, leadership, emotional intelligence, managing change, and trust on teams. She also delivers professional development programs to executives and managers in private and public organizations, with the objective of helping companies be a better place to work. Recognized for teaching excellence, she believes that a paramount responsibility in teaching, speaking, facilitation and consulting is to bring theory to life with practical examples and experiences.

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