

Learning to LEAD CHANGE

...Using
the 5
Disciplines
to make
Change
Work



A 2-day
Change Leadership Forum

Developed & Presented by

Bill Cropper

Do you Need to...

- ? Sharpen your appreciation of the role real change leaders play?
- ? Become more adept at building in the elements essential to successful change?
- ? Acquire new models, tool and roadmaps to navigate your way through change?
- ? Get people more involved/committed and secure the buy-in to make change happen?
- ? Know how to design better change processes, frameworks and strategies?
- ? Convert your change plans into real implementation action?
- ? Learn how to handle the inevitable 'problems' that arise during change?
- ? Find out what to do to sustain a change effort once you get it started?

Leadership is Leading Change...

Leadership is largely about leading people through change. Each change may be different, but the general direction is clear. Change is no longer a 'choice' – a program we do on top of normal business. Change is now 'the norm' – and how we lead others through it is a core part of every manager's business.

Whether you introduce it or it's imposed, change means doing things differently. Organisations nowadays expect you to step out of your functional role and handle a formidable array of changes – with often minimal preparation. Whatever shape your change challenges take, people need tools, models and frameworks to help them do their change-work.

'...the simplest definition of leadership is "the ability to produce change" Peter Senge

One of the best workshops I've attended

"Thanks for a great workshop - one of the best I've attended over the years. Course structure and content was excellent. The program helped identify a change plan and I'm applying the tools right here and now. My workplace and my own development will gain from the time and money spent attending this program. Keep up the great work!" Anne Barradeen, The Bremer Institute of TAFE

No matter what your specific job, everyone now needs to be more change-adept. Learning how to lead change is one of the critical skills that underscore successful implementation – to have the ability to identify when change is needed, plan how best to go about it, manage to make it happen rapidly and, at the same time, reduce uncertainty and convert anxiety, denial and

resistance into constructive change energy. Equipping change leaders with tools, models and confidence to do these things is clearly one of the keys to keeping up competitive advantage.

What is this Workshop About?

Learning to Lead Change is one of 12 Modules in the Learning-Centred Leadership Series. This 2-day forum gives you a good grounding in some practical concepts, tools and frameworks to effectively initiate, design, plan, lead and monitor change. It will help you:

- ☑ Understand the different roles change leaders play and the common elements behind successful change processes
- ☑ Grasp some key ideas and principles about leading change and focus on the critical practice areas and steps you need to know about
- ☑ Design effective change processes, develop strategies to mobilise people for change, harness commitment and plan to get maximum involvement and contribution
- ☑ Reflect on the nature of change, how you manage it personally and equip you with tools, frameworks and processes to guide others through it
- ☑ Explore how the 5 Learning Disciplines can extend your change leadership capabilities and develop personal strategies to become a more effective change leader

I left wishing the course was longer
'A very positive experience. The learning process flowed well. I liked the case studies; the flexibility in structure was very good and the methods encouraged a lot of participation that worked very well. I left wishing the course was longer, because I had fun.' Sharon Rowe, Queensland Health

High quality leadership *linked to learning* is essential to meet the challenges of change. Learning-centred leaders thrive on change. They constantly build their own and other's capacity to learn, adapt and transform. They focus keenly on the role they play as change agents and their ability to integrate a range of change processes in designing down-to-earth change and improvement strategies. They communicate clearly about change in ways people can understand, shape a shared vision they can sign onto, build momentum and create commitment. They get people into action mode then facilitate them through change.

A Profile of the Program

While there's *no singular, all encompassing model for change*, this program looks at leading change through the lens of Senge's 5 Learning Disciplines – *Shared Vision, Mental Models, Personal Mastery, Team Learning and Systems Thinking*. It shows you a number of different models and roadmaps for change we've found useful in different ways for different situations and provides down-to-earth insights into some critical change management practices for facilitating change.

➔ **DAY 1:** Dissects the nature of change and your role as change leader...

➔ **DAY 2:** Features more in-depth practice of tools for change...

DAY 1 in detail...

- How people change – and why we hate to
- Perennial principles behind effective change
- Engaging with change: Models and strategies
- 5 Step planning Framework for change
- Why change is difficult: Facts, fears, fantasies
- Leading change with the 5 learning Disciplines
- Natural resistance: Why change efforts fail
- Guidelines for leading people through change
- Facilitating change: The change leader's role
- Shaping a personal change vision
- Changing concepts and challenging mindsets
- Systems thinking: Stakeholders and strategies
- Leveraging the cultural dimension of change
- Designing and mapping change processes

DAY 2 in detail...

- Preparing and planning for change
- Starting to change: Setting goals & priorities
- Situation analysis: Change environment scan
- Change readiness: Working out where to start
- Diagnostics: Finding change leverage points
- Mobilising the energy of change coalitions
- Participation and commitment-making
- Facilitating and working with change teams
- Communication: Change conversations
- Change relationships: Getting involvement
- Generating change ideas and options
- Implementing change and learning from it
- Evaluating and monitoring change
- Embedding change: Maintaining momentum

For this forum, everyone is given the option to bring along a real-life change opportunity to work on. During the program, you can systems map your change scenario, develop a change vision and design potential change processes and strategies for it. At the end of the program, you also develop a personalised action-plan for enhancing change leadership roles and capabilities and contract to carry out back-at-work activities.

An extremely useful toolkit....
'I was extremely surprised and impressed with the usefulness of this program. Well-paced with a good variety of activities and an extremely useful toolkit, that has already been well used within my faculty area. Thanks for running such a useful workshop.' Shirley Booth, Elanora State High School

Who is this Workshop For?

This leadership learning module can benefit anyone who wants to learn more about leading change – whether you're a hardened change veteran or a beginning novice.

Change leaders can come from anywhere in your organisation – line managers, team leaders, executives, HR professionals or committed and influential staff. They may not be part of the formal hierarchy, but they can still be instrumental in determining your organisation's 'change-ability'.

'If there is one single thing a learning organisation does well, it is helping people embrace change. People in learning organisations react more quickly when their environment changes because they know how to anticipate changes that are going to occur... and how to create the kinds of changes they want. Change and learning may not exactly be synonymous, but they are inextricably linked.'
Peter Senge et al 5th Discipline Fieldbook p. 11

When, Where & How do I Register?...

Dates for scheduled public events are advised when emailing this Brochure, on our website and in e-News updates circulated from time-to-time. Contact us direct to check upcoming event dates in your region. Venues confirmed on registration. Course fee (GST inc) covers program participation, lunch and refreshments each day plus a comprehensive self-coaching Toolkit to assist your ongoing learning back at work. Accommodation and travel are your own responsibility. Fee discounts are offered for early registration, schools and not-for-profit community organisations subject to advance payment. (Enquiries welcome for last minute registration.) Discount periods may vary from time to time – contact us to check. A Tax Invoice will be provided on registration.

Register on-line at www.thechangeforum.com/Registration.htm or complete the Registration Form at the end of this brochure and return by Fax or Email.

Your Change Learning doesn't end here...

Organisations don't change – people do. The first step in well-run change programs is preparing people for it. Many organisations fixate on planning tasks needed to implement the change itself - and often neglect the most important element: people. The way people respond personally to change is critical in determining how much, how well or even whether they'll change at all. **Preparing your People for Change** is a 1-2 day in-house clinic that can help pave the way for smoother change transitions and more positive change cultures across your workplace.



One of the biggest worries for most change leaders is "What do we do with the resistors?" Sometimes, this almost eclipses their ability to focus constructively on the change itself. Denial, hostility, resistance, frustration, a sense of loss of control and helplessness are normal change reactions everyone experiences to some degree. But prolonged feelings like this can spread and infect others, detract from personal/organisation change-ability and become a big block to change in the long run. **Challenging Change Resistance** is a 1-day clinic for change leaders that concentrates on the anatomy of change resistance and strategies for engaging with and managing it proactively.



Why Not Run Leading Change in-House?

For groups of 10 or more, you can arrange to transfer change leadership skills to key personnel through conducting **Learning to Lead Change** in-house. The clinic can also be tailored as part of an awareness-raising, planning or preparation phase in your own overall change program; and/or extend it with an awareness program for staff based on **Preparing your People for Change** – focussing on the personal side of change. To discuss in-house options call **BILL CROPPER** on **07-4068 7591** or **enquire on-line**.

Very relevant and practical...

'A very positive, interactive and participative experience... what set this (change workshop) apart was that it was very relevant and practical – providing the necessary knowledge and tools required for managers implementing change and managing the results of change. I'd recommend all managers take the opportunity to be involved in this program as part of their role.' Deb Ison, Disability Services Queensland

About The Change Forum...

We believe what sets successful organisations apart from the rest is how well they learn to lead and manage change. **The Change Forum** specialises in delivering creative change solutions that strengthen organisational leadership capability, deepen learning capacity at organisational, team and individual level and assist managers and leaders build vibrant work cultures and high-performing teams.

Bill Cropper, your session leader, is Director of The Change Forum. He has a wealth of practical experience in strategic change management, leadership learning, team reformation and work process redesign in federal, state and local government organisations throughout Australia. Working in collaborative and constructive learning partnerships with senior executives, managers, change leaders, facilitators and workteams, his change-work capitalises on the close connection between leadership and learning to help people engage with change and constructively navigate their way through it. A preferred learning consultant and leadership coach for a number of public sector agencies, Bill has highly developed process consulting, training, change facilitation and organisation development skills and proven capabilities for both managing the big picture, facilitating at the workplace and dealing with the practicalities to make it happen.

Bill promotes participative approaches to change, team-based work design and the application of Peter Senge's 5 Learning Disciplines to help strengthen leadership and learning capacity in organisations. He actively encourages conversational skills mastery, emotional intelligence and coaching leadership. For the past several years, he's been running extensive rounds of change forums, leadership learning programs and conversational and EI coaching clinics for thousands of managers, team leaders and other professionals around Queensland.

Inclusive, engaging style....

'Your style as a facilitator is very inclusive of all participants – you involve everyone, you build a good rapport with your participants, clearly explain the contents and engage with them on their level... Excellent – keep up the good work!' Norma Lukies Qld Health

Bill has a down-to-earth, out-going and relaxed style as a presenter; personal mastery of a wide range of facilitation tools, techniques and processes and works comfortably with people from all levels and backgrounds. He's also a prolific writer of practical guides, skill development manuals and toolkits to support workplace learning for teams, leaders and organisations. Bill's clients over the years have

included numerous public sector departments and agencies in *federal government; Queensland, NSW, Victoria and South Australian state governments; many local government and utility organisations; community groups and agencies; and Fiji Police.*

What more Participants Say about Learning to Lead Change...

"I'd certainly recommend this program. I enjoyed the conversational approach to the structure and content, which provided a solid overview of change- very relevant to current issues in my workplace. I thoroughly enjoyed your relaxed yet focussed approach. I will definitely be using some of the tools in my workplace" Jeremy Audas – Manager DSQ

"Enjoyed the course very much and the workbook is a good resource for me. The 5 Learning Disciplines are a good starting point for the concepts covered, which were excellent - easy to understand and apply. The tools can help anyone plan change projects and get moving on them". Nick Elliott Queensland Health

"Good structure. Good pace. Good variety. Good tools and a good intro to new concepts. I'd like to know more now. The guide is very comprehensive. I see myself using it as a reference tool now and in the future. It's easy to read and the kind of tool you can pick and up and put down when need be. Works well. Keep going for it." Mary-Jane Fry – Qld Health

"Well structured – a nice balance of information and activities to keep the blood flowing to the brain. Course material was and will remain very useful... helpful to determine which of my current practices I can nurture, weed out or adapt to achieve fruitful, positive change. I have begun to implement some of the learnings in my daily work..." Tamilyn Domain Assistant Director, Dept Employment & Training

"I found Learning to Lead Change very informative and useful and look forward to spending some time working my way through the manual and finding out the best types of exercises to do in the particular situation. Your easy presentation style helped ensure the learning was a fun and positive environment and the interactions with all members of the group through the various activities was also excellent." Jo Shambler - Department of Public Works


"Excellent method of delivery. The variety of activities kept us energised and the content was very applicable with plenty of relevant discussion. The workbook is brilliant – very comprehensive and full of useful tools to take home. The tools are great, and will be very useful and applicable in practice. Thank you for an interesting workshop. I like your engaging and relaxed style of presentation. A worthwhile two days spent. Very good value." Teresa Gaines – Disability Services Queensland

Change Services and Personal Coaching...

In addition to our range of public learning forums, we offer consulting and facilitation services to help your key managers and change implementation teams diagnose, design, scope and manage change projects. We provide change facilitation, coaching and process consultation at critical crunch-points, and create process guides and other change resources to support your particular change initiative and approach.

Individual managers seeking to fast-track their change leadership skills can take advantage of our **personalised coaching services** to achieve more powerful change outcomes. A typical coaching program consists of 5 x 2-3-hour coaching sessions every 4 weeks or so, with a blend (if you want) of individual and small-group coaching and on-line email/phone support (usually free-of-charge). For background to our coaching approach download our [Coaching Prospectus](#) or call **BILL CROPPER: 07-4068 7591 / 0429-687513**.

The Learning-Centred Leadership Series...

Learning to Lead Change is one of 12 core modules that form our **Learning Centred Leadership Series**. Each module covers a major learning, leadership or change arena and can be combined in various ways to fit particular change or development strategies. 

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| <input type="checkbox"/> LCL-1: The Learning-Centred Leader | <input type="checkbox"/> LCL-7: Leading Action Learning |
| <input type="checkbox"/> LCL-2: Leading with Vision | <input type="checkbox"/> LCL-8: Leading through Conversations |
| <input type="checkbox"/> LCL-3: Learning to Lead Change | <input type="checkbox"/> LCL-9: Learning to be a Coaching Leader |
| <input type="checkbox"/> LCL-4: Learning to Redesign Work | <input type="checkbox"/> LCL-10: Mastering Personal Leadership |
| <input type="checkbox"/> LCL-5: Leading through Teams | <input type="checkbox"/> LCL-11: Mental Models for Managers |
| <input type="checkbox"/> LCL-6: Learning Leaders as Facilitators | <input type="checkbox"/> LCL-12: Leading with Emotional Intelligence |

To Contact us...

For a detailed **Prospectus** on **The Learning-Centred Leadership Series**, individual program **Brochures** or more information on our leadership learning, coaching, facilitation and change consultancy services, please contact **Bill Cropper** on:

TEL: **07-4068 7591** MOB: **0429-687513** FAX: **07-4068 7555**

EMAIL: Leadership.Clinics@thechangeforum.com

WEB: www.thechangeforum.com

Also Register **ON-LINE** at <http://www.thechangeforum.com/Registration.htm>

Early Registration DISCOUNTS#: **21 Days+** \$726 per person **Then:** \$770 per person
NFP & Schools \$594 per person \$627 per person

All Fees GST inc. Fees due on registration, payable within 14 days of Invoice and prior to attending;
NFP = non-Govt Community-based organisations – available places may be limited or standard fee applies;
Fee transferable up to 14 days prior but not refundable; Substitute welcome up to commencement; See website for [full terms& conditions](#)
EFT & Credit Card payment preferred; Card processing fee applies; Purchase Orders not accepted as payment; Priority given to paid reservations;
Fee covers course attendance, guidebook, lunch and refreshments only – travel, accommodation and sundries not included.

▶ **YES! Please Register me for [] place/s to attend**

Event Title: [] **Learning to LEAD CHANGE**
(Please mark clearly)

AT Location: [] **ON: Day/s:** [] **Month:** []

Comprehensive self-coaching Toolkit for the course attending included at no extra charge

Lunch and refreshments included; Venue details provided on confirmation of booking

Please come along by 8.30am to meet others and be ready for an 8.45am start; approx 4.30pm finish
(Timing may vary occasionally please confirm this with us prior to attendance)

▶ **Here are my/our Details...** (Please complete all fields wherever possible)

	Participant 1	Participant 2	Participant 3
Preferred Name:	[]	[]	[]
Last Name:	[]	[]	[]
Position Title:	[]	[]	[]
Unit/Div/Dept:	[]	[]	[]
Email:	[]	[]	[]
Tel BH:	[]	[]	[]
Mob:	[]	[]	[]
Catering or other Needs:	[]	[]	[]
Organisation:	[]		
Postal Address:	[]		
City:	[]	State: []	PCode: []

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Signature:	[]	Tel:	[]

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ABN 52074816470 National Australia Bank BSB: 084-472 Acc: 67227-7221

~ SAVE or PRINT & Complete this form then EMAIL or FAX back to secure your booking ~

▶ **More Information?** **TEL: 07-4068 7591** **MOB: Bill Cropper: 0429-687513**
 EMAIL: register@thechangeforum.com **FAX: 07-4068 7555**