



2013 Directory of Public Programs Extracts

Conversations
Culture
Teambuilding
Change
Connectivity

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Leadership, Culture & Change

We all know what leaders are supposed to do. They come up with strategies, co-ordinate resources, plan changes, schedule activities and keep an eye on how people perform. Fewer of us know how to really lead:

- How to infuse enthusiasm and inspire commitment
- How to shape shared vision and mobilise energy
- How to have connective conversations that motivate
- How to be culture-creators, team-builders, perspective-takers, meaning makers, coaches, facilitators and change-makers

Leadership, culture and change all go hand-in-hand. Our approach to developing leader capability centres on understanding the intrinsic linkages between these arenas, and then being able to act on them.

- **Learning-Centred Leadership:** Learning is central to being an effective leader. More and more leaders now connect success to their ability to keep learning new roles, skills and tools that differ dramatically from old mental models of managing. We call these people '*Learning-Centred Leaders*' and they play a pivotal role in creating high-performing teams and constructive work cultures.
- **Leading Change:** Leadership is largely about change. Successful change starts with learning how to lead it. Leaders need to navigate their way through change in often turbulent, uncertain contexts and lead others through it in ways that lessen anxiety and promote positive purpose, energy and focus.
- **Culture Change:** Culture profoundly affects every facet of any organisation: how people think, behave and operate. For leaders, a healthy culture is critical to unleash potential, build capability, optimise teamwork and capitalise on opportunities. It's also an often overlooked, yet crucial, ingredient for change success. Without the culture to support it, change often comes unstuck.

The notion leaders are born, not made, is a false but powerful myth that works against leadership learning. Good leaders are not born knowing innately how to lead. They gradually acquire the skills, tools, experience and capabilities that make them what they are.

Not only can leaders be made – leadership can be learned. And that's where Change Forum's leadership clinics come in. Since 2005, we've dedicated ourselves to developing leaders through our *Learning-Centred Leadership Series* – a set of 15 dynamic action-learning modules we use to design tailored in-house leadership development programs, as well as public leadership programs derived from these.

Whether part of the formal hierarchy or not, leaders play a pivotal role in creating constructive work climate, productive teams and vibrant work cultures that continually learn from and improve on what they do. In other words, they lead through learning...

Learning Solutions
for Leadership & Change

Learning to master change management, revitalise culture & elevate your leadership

- Laying Foundations for Leadership
- Leading Change Management
- Leading Teams through Change
- Preparing People for Change
- Leading Culture Change



Learning to Lead: Laying Foundations for Future Leaders

What's this about?

Looking out for emerging leaders is an essential investment in your organisation's future. This 2-day practice-intensive clinic isn't about co-ordinating, planning and organising. It's about the fundamental roles, capabilities and relational skills you need to develop on the path to excellence in leadership.

A fast-track for new or aspiring leaders, it focuses on crucial lessons that can really make a difference and the 8 key roles real leaders play – shaping shared visions, mobilising, facilitating, coaching, culture-creating, climate-setting, systems thinking, relationship-managing and change-making.

You'll learn how to...

- Differentiate between just managing and real leading
- Apply 8 roles that are the real essence of leader success
- Raise your level of personal mastery and self-awareness
- Use the conversational nature of leadership to connect better
- See leadership in the context of culture, coaching & change
- Identify what you can do to mature faster as a leader

What we cover...

- Managing or leading – what's the difference?
- Leadership lessons: the 8 roles of real leaders
- Leading through shared vision and values
- Thinking leadership – seeing situations systemically
- Personal Mastery – matter of mindfulness
- Self-management, self-responsibility, self-control
- Linking leadership to Emotional Intelligence
- Leadership & followership – expectations
- Leading through conversations
- Leaders as culture-creators and coaches
- Leading change & facilitating team-work

Is this right for you?

Whether you're new to leadership, aspiring to be, or a current leader with more technical knowledge than leadership know-how – you can benefit enormously from practising crucial concepts, versatile tools and critical role-capabilities all evolving leaders need to develop to build better relationships and handle the responsibilities of leading people with more mastery, mindfulness and maturity.



Learning Solutions
for Leadership & Change

“Learning to Lead was a good experience – thought provoking, with a focus on some valuable tools to help improve the way we manage. I liked your approach and the non-threatening interactions. It was a very productive session for us all. The staff are finding it very useful in their day to day work.” Mike Charles, Queensland Health

Course Features...

- Based on our dynamic model of the 8 interconnected roles real leaders play
- Take-away a 3rd edition 140-page self-coaching guide with 33 tools
- Stock-take your leader skills with our *Learning to Lead Inventory* based on the 8 roles
- Begin work on your own leadership challenges and develop a personal leadership learning plan

Course Details...

Duration: 2 days

Fees: \$825 per person – Discounts available

Locations & Dates: See our 2013 Course Calendar attached and on-line

A fast-track tour of crucial lessons that really count to develop, renew or revive leadership talent...



Leading Change Management

What's this about?

Leading change well is critical to success. Leaders are instrumental in communicating a change vision, getting commitment to it, moving people to action, then guiding them through the change. Many change efforts fall flat because leaders fixate on the steps, systems, structures and schedules to 'roll' it out, and fail to take account of often more crucial and complex systemic factors such as culture, context, people and the impact of their own behaviour.

This down-to-earth 2-day clinic explores the people side of change, not just the mechanics of managing it. It focuses first on designing change management processes then turns to what it takes to lead people through them. It gives a solid grounding in critical practice areas and practical tools to design and lead change management; to get people engaged, reduce uncertainty and convert anxiety, denial and resistance into constructive change energy.

You'll learn how to...

- Deepen your insights into the role real change leaders play
- Use track-tested roadmaps & tools to design more people-centred change management processes
- Build-in factors that are proven keys for change success
- Navigate your way around the complexities of change
- Deal better with inevitable change dilemmas that arise

What we cover...

- Change management: proven success & failure factors
- Engaging with change: roadmaps, strategies & tools
- Leading change with the 5 learning Disciplines
- Shaping a shared change vision: challenging mindsets
- Systems thinking – coping with complexity
- The "PIECERS" model to design people-centred change
- Change readiness: working out where to start
- Mobilising coalitions & working with change teams
- Implementing change & getting involvement
- Change conversations – forging relationships
- Leveraging the cultural dimension of change
- Embedding change: maintaining momentum

Is this right for you?

Whether you're a change-veteran or beginner, this clinic is highly beneficial for leaders at any level responsible for designing, leading & implementing change management – executives, line managers, HR professionals, team leaders or even committed staff working on change teams. It takes a wide-angle design view of change. For a more targeted, team-level focus, try *Leading Teams through Change*.



Learning Solutions
for Leadership & Change

"Loved the course. I came away inspired and enthused. Great change management tools and principles: and I can see the guide being a much-used reference. You have such an easy manner, prepared to take the group where it needs to go. Your skills as a change agent and trainer allowed you to be flexible and adjust to our needs as learners. I'm fired-up." Elske Shaw Crime & Misconduct Commission

Course Features...

- Looks at leading change management through the lens of Senge's 5 Disciplines
- Uses our unique 'PIECERS' change model to take a people-centred, systems-thinking approach to designing change management processes with
- Take-away a totally updated 150-page Leading Change Management guide with 37 tools and bring along a real-life change-challenge to try out the tools on
- Complete the change-leader's scorecard and develop a personalised action-plan to help you get started on real change back-at-work.

Course Details...

Duration: 2 days

Fees: \$825 per person – discounts available

Locations & Dates: See our 2013 Course Calendar attached and on-line

2-days on strategies, tools and frameworks to run people-centred change management processes



Leading Teams through Change

What's this about?

Whether it's new structures, members, workroles or procedures, teams are constantly changing. While it's inevitable, change in a team can distract from work focus and upset good teamwork. A common challenge all leaders face is how to get teams to accept and make changes with minimum fuss and disruption to workflow. Unless you can get teams onside, your change is highly likely to come unstuck.

This 2-day clinic (1-day fast-track in selected regions) gives a good grounding in practical actions to effectively initiate and lead team change – to get more buy-in and committed support to make your attempts at team change more trouble-free – whether big or small.

You'll learn how to...

- Get more commitment & buy-in to make team change work
- Use the dynamics of how people react to change to manage it
- Work on the personal and emotional side of team change
- Get teams to engage with change more constructively
- Create a culture where teams embrace change more readily

What we cover...

- Positive role leaders play in team change
- Perennial principles of effective team change
- Natural resistance: why team change efforts fail
- Change-ability – taking your team's change temperature
- Preparing people & planning your approach
- How teams respond to change – attitudes & reactions
- Applying the PIECERS model to team change
- The emotional side of change: fact, fear or fantasy
- Change conversations – participation & communication
- Dealing with individual and team concerns
- Strengthening change opportunities, reducing threats
- Change relationships: getting involvement
- Getting team ideas on how to implement change
- Reinforcing positive change behaviours
- Change resistance, prickly personalities & power plays

Is this right for you?

Targeted at leading team level change, this clinic is for supervisors, team leaders and mid-level managers. If you want to take a broader strategic view of change process design, we suggest *Leading Change Management*.



“An engaging experience that challenged my thinking and provided useful practical tools for my workplace. I liked the pace and focus on our own real work situations. You were responsive to everyone in the group and kept the energy levels high. The guidebook is very thorough with some very useful tools and the way they were presented was active and engaging.” Martha Goldman, Manager Education, Training & Innovation TNQ TAFE

Course Features...

- Bring along your own team change to work on
- Practice a 5-step strategy to lead team change
- Take-away a 100-page team-change toolkit and coaching guide with 20 tools.
- Stock-take your team-change skills and plan to put team change strategies into action

Course Details...

Duration: 2-days in major centres
(1-day fast-track in selected regions)

Fees: \$825 per person (Or if 1-day – \$495)
Discounts available

Locations & Dates: See our 2013 Course Calendar attached and on-line

A clinic for leaders to take a closer look at how to make their team change-work more trouble-free...



Preparing People for Change

What's this about?

Systems and structures don't change unless people do. The first step in any well-run change program is preparing people for it. It's often glossed-over but when asked what they'd do differently if they had their change-time over again many leaders say: "prepare people better for it."

One reason change efforts fail is we don't consider change from a recipient's perspective and address their concerns. This 2-day clinic (1-day in regions) looks at the personal side of change and what leaders can do to handle the emotional dynamics behind change and better prepare people as a prelude to leading them through it.

You'll learn how to...

- Pave the way for smoother change transitions & take-ups
- Engage with the personal, emotional dynamics of change
- Help people mindfully manage their change reactions
- Encourage people to respond to change constructively
- Tap into tools to increase personal 'change-ability'
- Convert anxiety & reluctance into constructive change energy
- Better prepare people & create more positive change cultures

What we cover...

- How people change – and why we hate to
- Why change is difficult: facts, fears, fantasies
- Personal attitudes: how people respond to change
- Change-ability: personal factors & challenges
- Preparedness: taking the change temperature
- 'PAVERS' model – change preparation steps
- Thinking change – impact of mental models
- Change limiting and empowering beliefs:
- The emotional side: feeling around change
- Dissecting reasons for resistance/reluctance
- Getting engagement: models and strategies
- Change conversations: part they play to engage
- Changing mindsets – unblocking the culture

Is this right for you?

This clinic is for leaders who want to do a better job of preparing people for change. It doesn't deal with implementing change or actions to take to lead people through change once it's underway. It also only touches on handling change resistance. These topics are explored in full in 3 other Change Forum Clinics: *Leading Change Management*, *Leading Teams through Change* and *Challenging Change Resistance*.



"Added value to my learning as a leader of services going through significant change. Very challenging and well structured for adult learning with excellent content and activities to compliment learning – with a good combination of activities and theory."

Leuwin Ferguson – Gold Coast Health Service

Course Features...

- PAVERS Model for preparing people for change
- Take-away a 110-page self-directed with 30 tools and change preparation activities to apply
- Goal setting with the change-leader's scorecard
- Develop your own personal preparing people for change strategy checklist

Course Details...

Duration: 2-days (or 1-day fast-track)

Fees: \$825 per person (Or if 1-day – \$495)
Discounts available

Locations & Dates: See our 2013 Course Calendar attached and on-line

Steps and tools for leaders to pave the path for smoother change transitions and take-ups...



Leading Culture Change

What's this about?

Leaders are often told 'getting the culture right' is the most critical facet to focus on for sustainable results. Culture's the X-Factor in change success. It impacts strategy, performance and behaviour. Most leaders are acutely aware of how constructive cultures encourage healthy high-performance while dislocated ones breed bad behaviour, toxic climates and under-performance.

This unique 2-day clinic unpacks the components that make up culture and equips you with practical tools to handle culture change better. either as part of a specific culture change effort or an adjunct to support other changes you need to implement.

You'll learn how to...

- Identify what makes up culture and what you can change
- Scan for signals of constructive or destructive cultures
- Diagnose your current culture and ways to revitalise it
- Use our 8-stage model to plan positive culture change steps
- Revitalise culture, reconnect people and reduce toxicity

What we cover...

- Unpacking the components of culture
- Signs of constructive & dislocated cultures
- The CLEVER dimensions for cultural revitalisation
- Culture scans: characterising current culture
- Unearthing cultural patterns and layers
- Thinking culture – tacit assumptions
- 8 stages for carry-out of culture change
- Develop a vision of the culture you want
- Applying systems thinking to culture
- Leading culture change – tips and traps
- Creating space for culture conversations
- Undiscussables and real cultural values
- Encountering and countering cultural resistance
- Replacing habits of thought & behaviour
- Working out where to start with culture change

Is this right for you?

Whether you're lead a team, direct a division or manager an entire enterprise, the extensive array of useful concepts and tools this clinic provides can assist any level of leader to get started in earnest on developing strategies and plans to tackle a culture change challenge. Many organisations have found it useful to send along their whole management team to learn about and work on culture together...



Learning Solutions
for Leadership & Change

"I'd thoroughly recommend this clinic to anyone who wants to learn about leading effective culture change. It was well structured, logical and I found the practical tools and discussions about their use extremely insightful. Excellent resources." Louise Barrett – Director Corporate Services, Queensland Studies Authority

Course Features...

- An 8-phase culture change model and our CLEVER Dimensions for scanning culture
- Design culture scans & create culture change plans
- Substantial 100 page guide and additional 55 page toolkit to start putting culture change plans into action back at work

Course Details...

- Duration:** 2-days in major centres
(1-day fast-track in selected regions)
- Fees:** \$825 per person (Or if 1-day – \$495)
Discounts available
- Locations & Dates:** See our 2013 Course Calendar attached and on-line

A 2-day clinic for leaders who are serious about renovating their culture to improve performance...