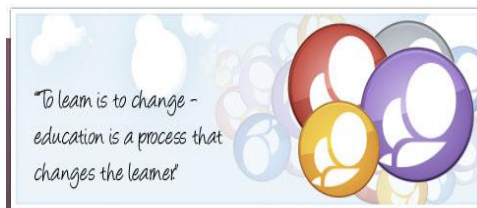


# Change Management

## Fiona Magee

### ChangeAhead FZ-LLC

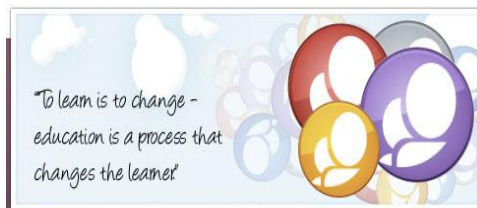
Best Practice User Group  
Middle East, 12<sup>th</sup> November 2007  
Portfolio, Programmes, Projects



# Change Management



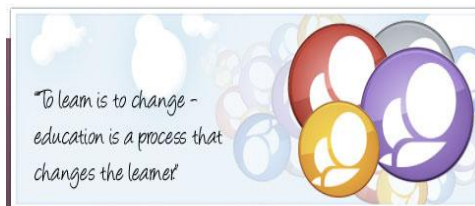
**1/3 of the world's cranes are currently in Dubai**



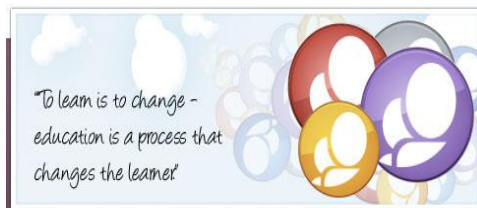
“Nothing endures but change”



**Heraclitus – Greek philosopher**  
**535 – 592 BC**



- Why is Change Management important?
- Principles of Change Management certification
- Certified Change Leader qualification



# Why is Change Management important?

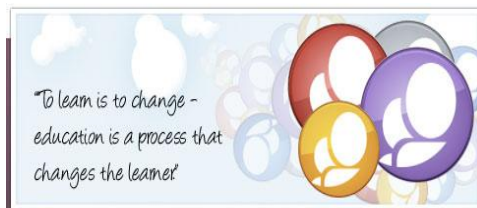
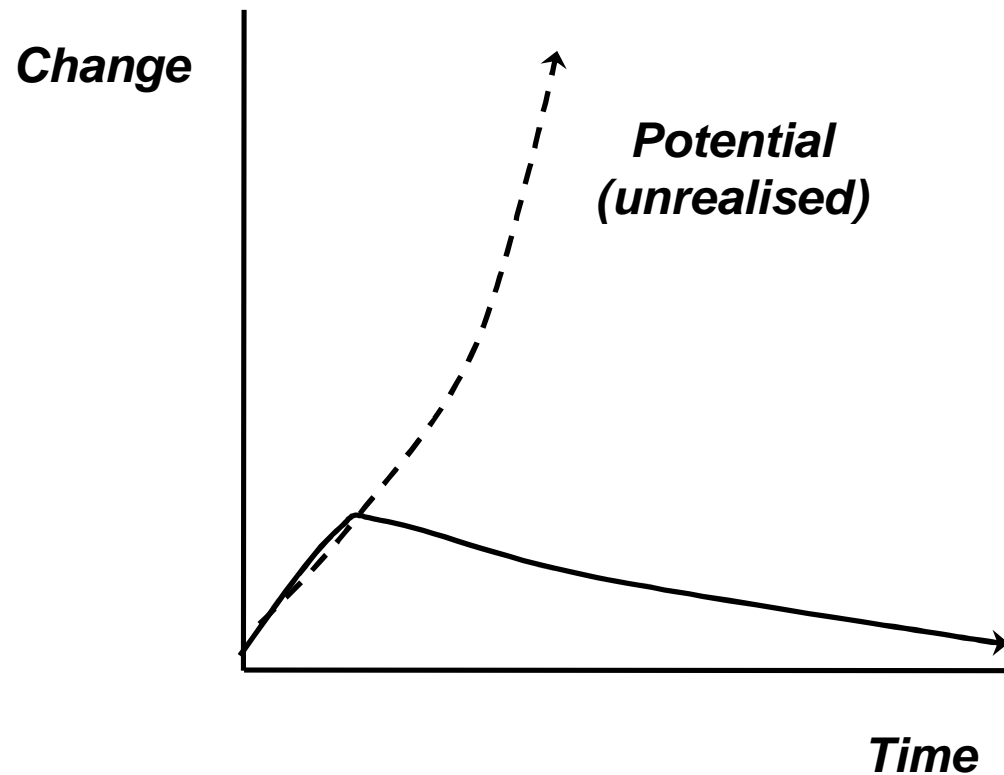
---

“The art of progress is to  
preserve order amid  
change”

**Alfred North Whitehead**  
**19<sup>th</sup> century philosopher**



# Why is Change Management important?



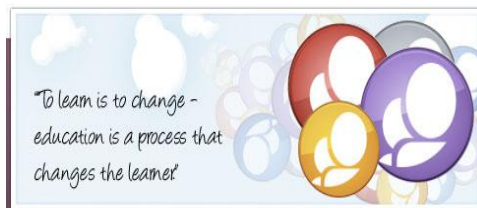
Peter Senge – Dance of Change

# Principles of Change Management

---

## What is it?

- a 4 day Foundation level certification
- aimed at providing guidance on the principles and practice of managing change within organisations
- the syllabus is based on the book “Making Sense of Change Management”

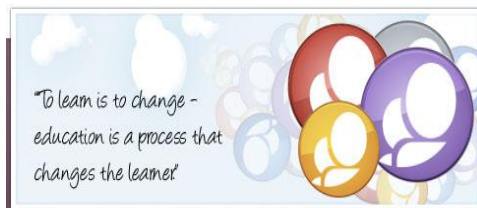


# Principles of Change Management

---

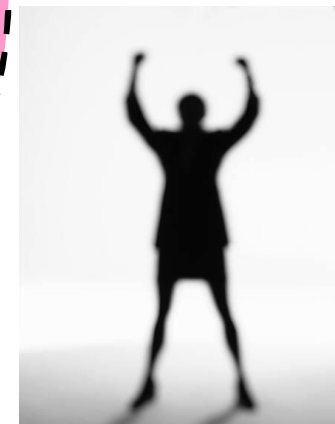
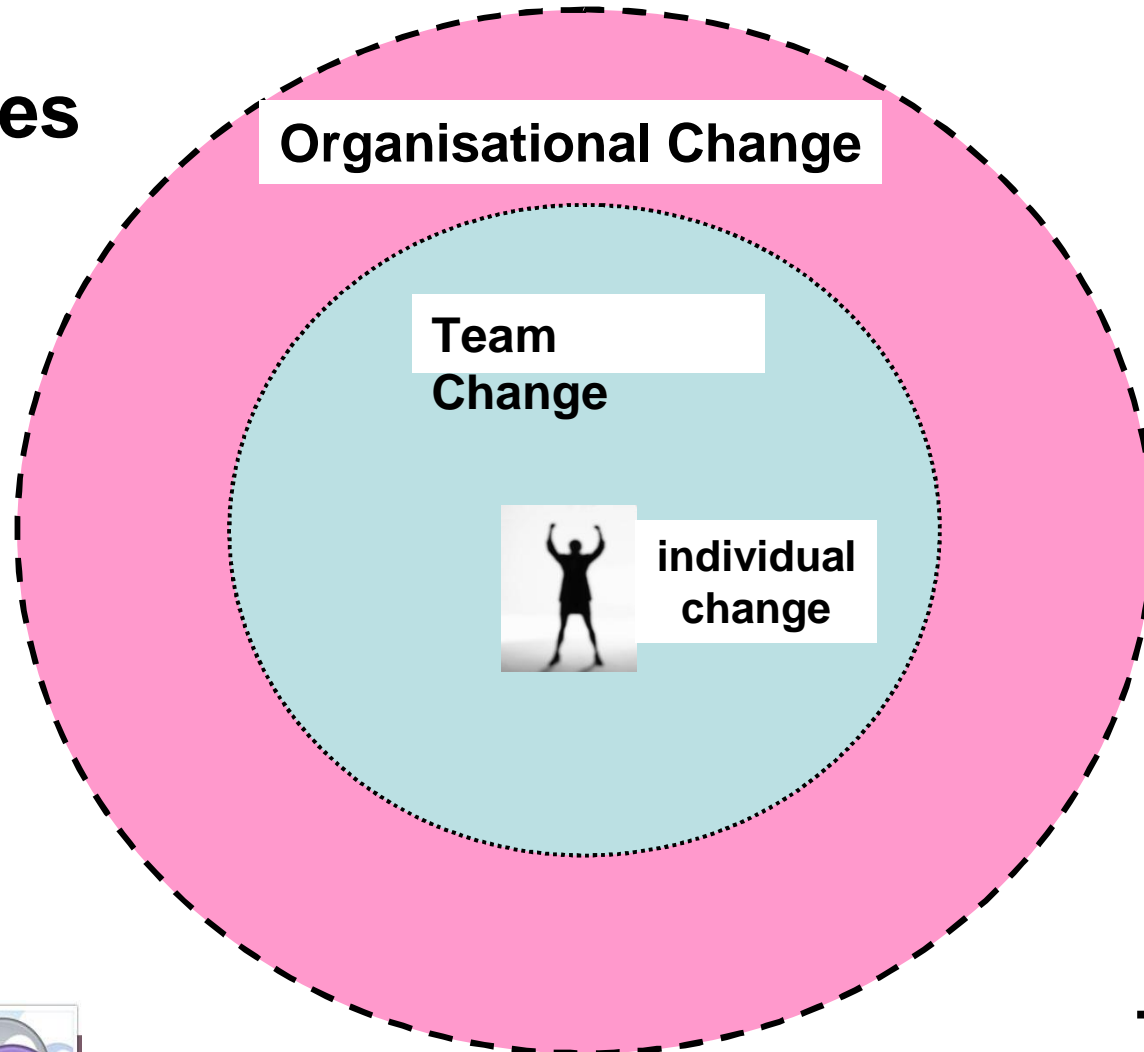
## What is in it?

- 4 modules – each a one day workshop
- case study/exercises – can be tailored
- one exam – multiple choice

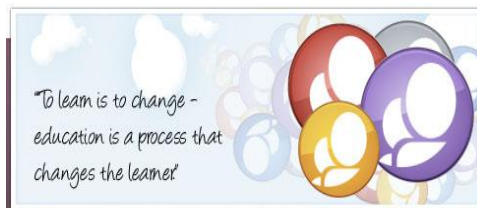


# Principles of Change Management

**4 modules**



**The Leader**



# Principles of Change Management

---

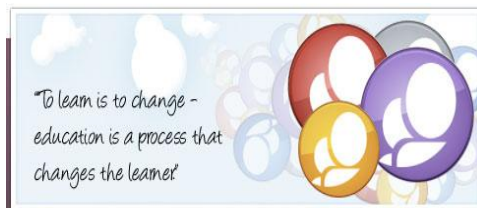
What will you learn?

## **Individual Change module:**

- what happens when people experience change
- what factors affect people's response to change
- four different ways of seeing individual change
- how personality affects a person's relationship with change
- how and why people resist change
- how you can assist people through change

“Change happens one person at a time”

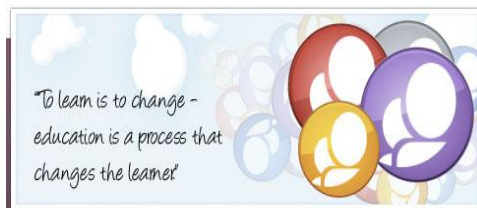
Virginia Satir



What will you learn?

## **Team Change module:**

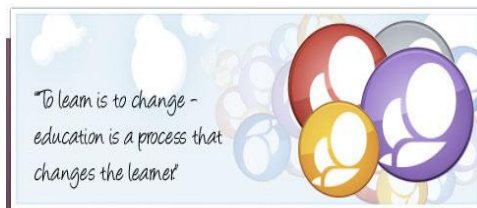
- why teams are important in change
- different types of team
- how to improve team effectiveness
- how teams change and develop
- how team change impacts organisational change



What will you learn?

## **Organisational Change module:**

- the 4 key metaphors of organisational change
- how organisations work and how change happens
- critically evaluate different models of organisational change
- the use of a From To map

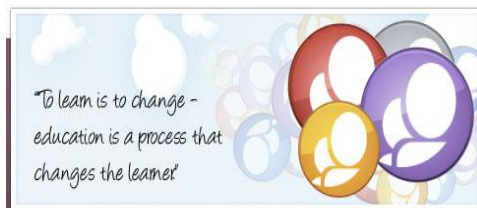


# Principles of Change Management

---

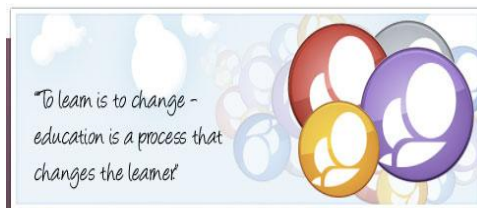
## 4 key metaphors of organisational change:

- organisations as machines
- organisations as political systems
- organisations as organisms
- organisations as flux and transformation



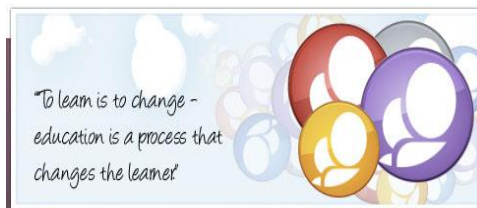
## Organisations as machines:

- *One line manager per employee*
- *Division of labour into specific roles*
- *Each individual should have key objectives*
- *Team is simply the sum of the individual's efforts*
- *Managers should monitor, control, report, maintain and discipline their people*



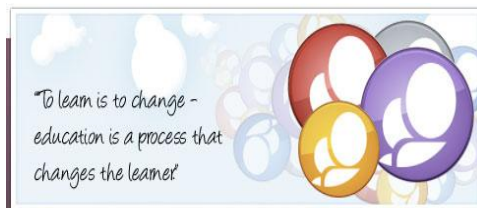
## Organisations as political systems:

- *Everyone is part of organisational politics – but people have different levels of power*
- *You need to build support for your approach if you want anything to happen*
- *It's useful to know where the power lies, and where the coalitions and alliances are – i.e. the political map*
- *Allocation of scarce resources is achieved through negotiation and influence*



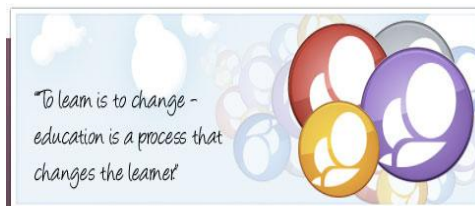
## Organisations as organisms:

- *There is no “one best way” to design or manage an organisation*
- *The healthy functioning of different parts of the system is important to whole system success*
- *The flow of information between sub-systems is key to success*
- *It is important to maximise the fit between individual, team and organisational needs*



## Organisations as flux and transformation:

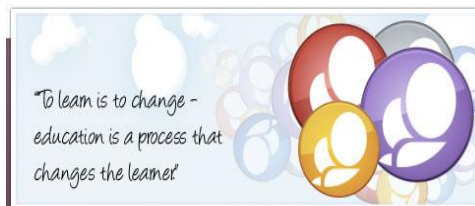
- *Order naturally emerges out of chaos*
- *Organisations have a natural capacity to self-organise and self-renew*
- *Organisational life is not governed by the laws of cause and effect*



What will you learn?

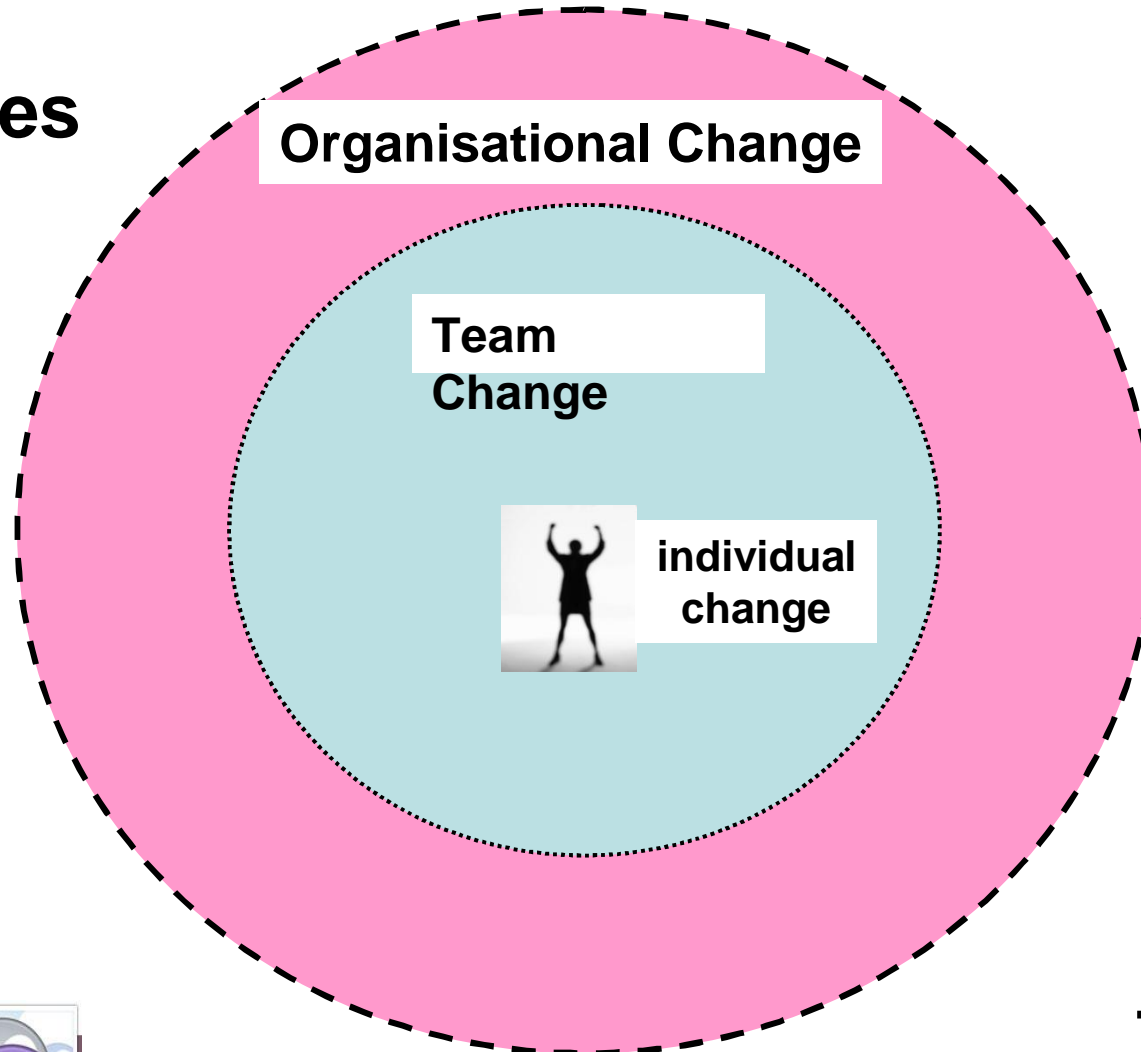
## **Leadership and change module:**

- the relationship between different leadership styles and change
- the effects of different leadership styles on the change process
- the different leadership roles in the change process
- develop a healthy response to the demands of leadership of change

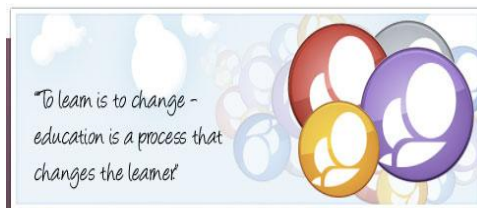


# Principles of Change Management

**4 modules**

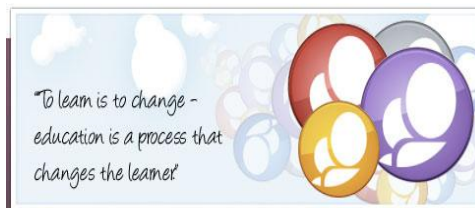


**The Leader**



## What next?

- one exam – multiple choice on last day
- pass mark – 36 out of 78
- Change Leader Certificate

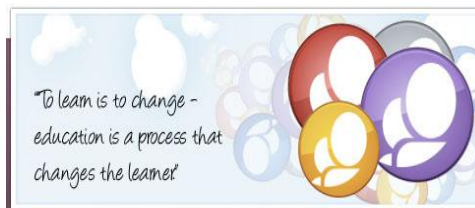


# Change Leader Certificate

---

## What is it?

- a 5 day Practitioner level certification
- aimed at providing an understanding in the principles and theory of managing change within organisations, supported by practical application
- a pre-requisite is to have passed the Principles of Change Management

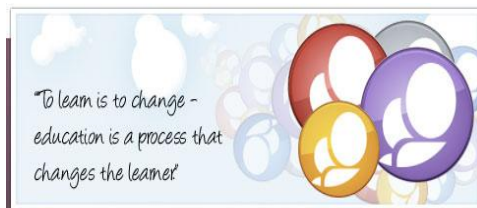


# Change Leader Certificate

---

## What is in it?

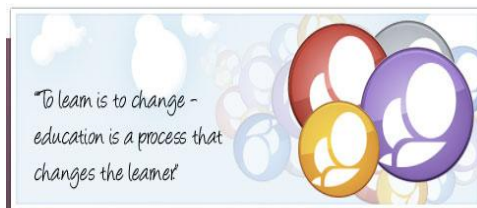
- two 2 day workshops with a 2 – 4 week gap (modules 1 and 2)
- 1 day assessment workshop (module 3)
- candidate presents from their own case study



What will you learn?

## Module 1:

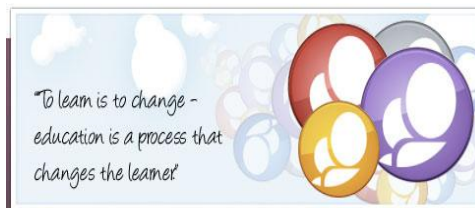
- understanding organisations
- how change works
- inner and outer leadership



What will you learn?

## Module 2:

- high performing v poor functioning teams
- influencing stakeholders
- facilitation skills
- coaching



What will you learn?

## **Module 3 (assessment workshop):**

- individual assessment presentations
- interview questions
- review of candidate case study



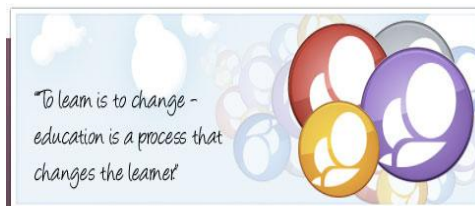
“Change is inevitable  
- except from a vending machine!!”

**Robert C Gallagher**  
**2007 – Chairman Associated Bank Corp, USA**



Lead change successfully with one of the new APMG qualifications:

- Principles of Change Management
- Change Leaders Certificate



# Change Management

## Fiona Magee

### ChangeAhead FZ-LLC

Best Practice User Group  
Middle East, 12<sup>th</sup> November 2007

Project Management, Programme Management, Risk Management  
PRINCE2™, MSP™, M\_o\_R®

