

'We will succeed in changing this world only if we can think and work together in new ways. We don't have to let go of what we believe, but we do need to be curious about what someone else believes.'

Margaret J Wheatley

2009 HRD
people & organisational
development
conference & exhibition

Visit us at ExCel London
21-23 April, Stand 463

Sell Your Cleverness and Buy Bewilderment

Join our Learning Arena showcase on 22 April

If you were to take a guess about how valued cleverness is in your organisation versus how valued bewilderment is, the likely balance would favour being clever.

'Sell your cleverness and buy bewilderment' is attributed to Rumi. Like Socrates, who said that the wise person is the one who knows they know nothing, he is pointing to the value of living with uncertainties. Yet, because bewilderment is not a state that carries currency in many organisations, there is a tendency to create false security and behave as if that represents a true picture of the world.

The result of this is that organisations that want to change fail to recognise their starting point. They then plan activities based on the wrong things and have conversations that miss the point. Outcome: a lot of noise and discomfort and little true change.

Yet most of us would be keen to learn the ways in which we can help wise decisions to be made in organisations - and where change is needed, for the transition to be a successful journey as well as a beneficial destination.

At Irving Allan we hold by the view of Walter Benjamin that, 'Counsel woven into the fabric of real life is wisdom'. We work to value both cleverness and bewilderment by providing effective ways for people to work with both the known and the emergent, in combination. Outcome: efficient change processes for what is known, good navigational skills for uncertainty - and successful, sustainable change.

We help you with:

- A proven end-to-end change methodology
- Expertise in psychology and complexity

To deliver:

Successful transition and change, through and with people

Free On-Stand Change Consulting

Email Kirstin@irvingallan.com today to book your free napkin consulting session at HRD, 21-23 April. Bring your current change challenges to the table and **receive 30 minutes free consulting with our psychologists and change consultants**. Leave with fresh ideas, strategies and tactics to achieve the results you need from your good change ideas.



Managed Change™ Workshop

HRD offer: 50% discount for bookings made by 8 May. Quote HRD2009.

1 & 2 July 2009, Central London
15 & 16 Sept 2009, Central London

Suitable for anyone responsible for designing, planning and/or implementing organisational change, including project managers, implementation teams, sponsors/leaders and coaches and consultants working in a support capacity.

What will you gain?

- A practical introduction to Managed Change™ - a simple, proven and robust approach to managing change, with and through people
- Significant progress with your current change challenges
- New perspectives, greater clarity and renewed energy

Previous participants say . . .

The workshop helped me order the chaos . . . It was an amazing opportunity to make specific change management plans'

'Lots of epiphanies'

'Very professional course - high quality and valuable, practical content'

To learn more see the attached workshop details or visit www.irvingallan.com/learning_events

ChangeWorks

8 July & 23 Sept
1 'til 4.30pm Central London

If you're already working with Managed Change™ and looking for cost-effective, focused input to help with your current change challenges, join one of our *ChangeWorks* events.

Learn more www.irvingallan.com/learning_events

To learn more or to book your place at one of our events contact us:

Call +44(0)1832 732 554

Email enquiries@irvingallan.com

the 2 day managed change™ workshop



Open
Programmes
2009 /2010

1 & 2 July 2009
15 & 16 September 2009
24 & 25 November 2009
2 & 3 March 2010

Central London
Central London
Central London
Central London



Implementation teams carry a heavy burden

The change projects that implementation teams are responsible for delivering often critically determine the future success of their organisations. To really succeed, their implementation plans must incorporate sound change management strategies. This means reaching beyond project planning to ensure potential resistance is identified, and well-designed systems are in place to mitigate the associated risk. It also means working with key stakeholders to ensure they play their change roles effectively.

This workshop provides an introduction to the Managed Change™ framework and approach, showing how robust change management strategies and tactics can be prepared so that the real benefits expected from change projects are delivered.

Who is the
workshop
designed for?

Anyone responsible for designing, planning and/or implementing organisational change, including:

- Project managers and project implementation teams
- Senior managers and sponsors of change
- Consultants who work with clients to make change happen, including IT, HR and OD professionals

What kinds of
change can it
help with?

The Managed Change™ approach provides rigorous and flexible support for all changes including:

- The introduction of new products and systems
- Changes to organisational structure and work processes
- Mergers and acquisitions
- Culture change programmes

Objectives

- To develop a working knowledge of the Managed Change™ framework and approach
- To identify and analyse the resistance that will impact the success of the change and the project
- To build effective change management strategies to mitigate the risk arising from resistance and to ensure the benefits expected from the change are realised
- To identify the key stakeholders in the change, to assess how well they play their change roles and to identify how change capability will be developed
- To create communication, learning and reward/reinforcement plans to build acceptance for the change and to accelerate progress towards the desired state
- To determine how progress will be monitored, success will be measured and changes will be sustained

For teams, this workshop provides the opportunity to develop a shared understanding and common language in relation to current change issues. It also provides a powerful opportunity to build team coherence and a stronger collective capability to address future challenges.

Format

This **2 day workshop** is run by a qualified Managed Change™ facilitator who also has extensive experience of consulting to changing organisations. Facilitator input is combined with a range of highly interactive and engaging activities, all of which include the opportunity for participants to relate the approach to their live change material.

A small amount of pre-work is included, to help participants bring a clear focus to their objectives for the session.

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Workshop Outline

Overview of the Managed Change™ framework and approach

Identifying the Change

Articulating the business case for the change, understanding the different states in any change process and defining the desired state.

Preparing to Change

Identifying, understanding and assessing the key stakeholders and their roles in the change. Building a strong sponsorship chain and devising strategies for increasing acceptance of change. Determining the degree of risk and cost of the change. Understanding culture and history, identifying likely sources of resistance, developing strategies for managing resistance and mitigating risk.

Planning the Change

Designing key organisational systems (communication, learning and reward) to create enthusiasm for the change and generate the momentum necessary to keep it moving forward. Specifically, to ensure each person involved in the change:

- Understands what is happening, why, what is expected of them and what support they will be given to help make the change happen
- Receives the right training and other support at the right time
- Is encouraged and supported to demonstrate positive and productive behaviour in relation to the change

Implementing the Change

Building the change strategies and tactics into an overall implementation plan.

Sustaining the Change

Monitoring what's happening, and ensuring the change really takes hold.

Is 2 days long enough?

People leave the 2 day workshop understanding what it takes to build effective change management strategies into their change projects and with a range of tactics and strategies to apply immediately on return to the workplace.

For large-scale changes and for those with more complex issues at play, we provide follow-up in the form of project consulting, individual coaching and advanced training.

For project teams wishing to take a more in-depth look at their change projects from the outset we recommend a longer workshop programme. Ask about our **Managed Change™ Project Workshop** for further information.

Cost

£960 per person. Includes the Managed Change™ toolkit.

50% discount (£480) applies for the July and September 2009 programmes. Book by 8 May 2009. Quote HRD 2009.

About Irving Allan

Irving Allan is dedicated to equipping people and organisations to be great at change through:

- A powerful, proven change management framework and methodology
- Psychological expertise
- Going the extra mile

We work with you to change the way change happens in your organisation. Clients tell us that previous changes have been too slow, too costly, too painful, and for all this have not delivered the expected benefits. Clients also tell us that, through working with us, all this changes - now and into the future. They develop strength and capability to change, which gives their organisations an edge.



For more information and to book a workshop

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