


Lead the Change

Purpose:	<p><i>Lead the Change</i> was designed for a product development team in a leading consumer products company. It is a highly interactive and energizing skills program designed to strengthen influence, negotiation and change management skills and processes. This program was experienced over a six-week period and enabled the internal <i>Fast-Track Team</i> to expand their knowledge, perfect the skills, and receive expert feedback to become more skilled change management practitioners.</p>
Audience:	<p>The audience was the internal <i>Fast-Track Team</i>.</p>
Objectives:	<p>Upon completing <i>Lead the Change</i>, the <i>Fast-Track Team</i> will...</p> <ul style="list-style-type: none">• Strengthen the key skills and processes to lead critical organizational change initiatives.• Demonstrate skill proficiency through a disciplined field application certification process.• Receive expert feedback and coaching on a bi-weekly basis to anchor key skill and process learning's into repeatable habits.
Experience Description:	<p><i>Lead the Change</i> utilized a modular action learning design that incorporated the following learning methods: self-study; blended learning; facilitated classroom discussions; simulations; expert feedback, and self-reflection. This integrated approach enabled the <i>Fast-Track Team</i> to: (1) Encounter immediate learning and apply the content in manageable chunks; (2) Share best practices; (3) Receive expert feedback; (4) Apply their learning in real-time consulting engagements. This approach produced an environment where the team could learn, practice their skills, and receive feedback in a highly collaborative manner. The following is an overview of the program.</p>
Learning Content:	<p>The learning content included:</p> <ul style="list-style-type: none">• Modules from the internal e-learning library• Modules from the Excelsior Creative Thinking, Negotiation, Influence and Facilitation Skills Programs• The Heart of Change Field Guide Workbook, select Harvard Business Review Articles and other leading texts.• Coaching from Excelsior and internal company subject matter experts.

Timing	Content	Methods
½ hr.	<p>1. Program Introduction</p> <ul style="list-style-type: none"> ■ Sponsor discusses the following: <ul style="list-style-type: none"> ● Purpose of the program ● Team member expectations ● Learning contract and outcomes 	Discussion
4 hrs.	<p>2. Module # 1: Change Management Skills, Processes and Tools</p> <ul style="list-style-type: none"> ■ Topics included: <ul style="list-style-type: none"> ● 8 Step Process for Leading Successful Change - Increase Urgency; Build Guiding Teams; Get the Vision Right; Communicate for Buy-In; Enable Action; Create Short-Term Wins; Don't Let Up; Make it Stick. ● Process and project management toolkit for team leaders: running effective meetings; group facilitation; keeping projects on schedule; and risk mitigation. ■ The learning methodology placed emphasis on applied learning where the team applied the content, methods and tools in simulations, and then discussed how best to apply it to real-time, internal client consulting projects. <ol style="list-style-type: none"> 1. Immersion — Study of the required pre-module assignment. 2. Experience — A learning activity to engage team members in learning exercises that required the application of the skills and processes 3. Learn Content/Skills — A presentation and modeling of key content, processes, skills and tools. 4. Apply Content — The content is practiced in a simulation resulting in a specific output. 5. Debrief — Discussion of the simulation where team members receive expert feedback and share key learning's. 6. Apply — Discussion of applying the content to real-time specific consulting projects. 	A Robust set of Short Presentations, Simulations, Facilitated Discussions and Application

2 Weeks

3. Field Application

- Implement the skills, processes and tools into live internal client projects.
- Get feedback from the Change Management Coach and internal subject matter experts.
- Reflect, document and report out on key learnings.



Application

Coaching and
Feedback
Report outs

4 hrs.

4. Module # 2: Influence, Negotiation, and Conflict Resolution Skills, Processes and Tools

- The learning content topics include:
 - Influence Strategies (Empowerment; Interpersonal Awareness; Negotiating; Relationship Building; Organizational Awareness; Common Vision; Impact Management; Logical and Emotional Persuasion; and Power.
 - Collaborative, Competitive, and People-Centered Negotiation Strategies including Identifying Issues, Interests and Priorities; Negotiating Packages; Changing the Issue Set; BATNA; RP and AP Points; Linkage; and Anchoring @ AP.
 - Conflict Resolution Styles — Approaches and Methods for Each Style - Cooperation, Collaboration and Competing; Reciprocity Power and Fear.



A Robust Set
of Short
Presentations
Simulations
Discussions
and
Application

2 Weeks

5. Field Application

- Implement the skills, processes and tools into live client projects.
- Get feedback from the Change Management Coach and internal subject matter experts.
- Reflect, journal and report out on key learnings.

Application

Feedback

Report outs

4 hrs.

6. Module # 3: Process Improvement and Coaching Skills, Processes & Tools

- Topics to include:
 - Basics and Advance Concepts of DMAIC Lean Six Sigma; DMAIC Coaching to include: Teamwork; Communication; Project Management; Resistance; Validating Results; and Celebration.



A Robust Set of Short Presentations Simulations Discussions and Application

2 Weeks

7. Field Application

- Implement the skills, processes and tools into live, internal client projects
- Receive feedback from internal subject experts.
- Reflect, document and report out on key learnings



Application

Feedback Report outs

½ hr.

8. Sharing of Key Program Learnings, Closing Comments, & Commencement

- Facilitator transitions to program closure:
 - The Team identifies key program learning's, provides feedback and identifies going forward actions. Sponsor provides closing comments and celebration.

Feedback