

COACHING FOR CHANGE

PROGRAM FOR COACHING LEADERS OF CHANGE

Summary

"If you feel like it's difficult to change, you will probably have a harder time succeeding."

-Andrea Jung

A 14 Week Program for **Leaders of Change**; providing strategies and tactics for supporting complex organizational change.

Attendees

Senior Executive Teams, Directors, Managers, Change Leads, and Program Managers. Any leader who will be asked to lead large complex changes for the organization.

Outcomes

- Clarifying multi-level expectations in managing change.
- Collaborating across teams.
- Building alignment for operational consistency for rolling out organizational change.
- Building a transparent process for change.
- Meeting your desired success measures.

14 Week Program Supporting Organizational Change Leadership

A workshop designed for embedding OCM into the project development cycle for technology projects.

Developed in 2012, this 14-week program provides leaders with the toolset to support complex organizational changes within complex environments. Whether your teams are located in a single office environment or are spread into various branch offices, our flexible coaching program will provide the foundation for supporting the organizational changes within your organization.

When coupled with our '**Leadership & Change**' Workshop Sessions, this coaching program will increase an organization's change maturity. It can be delivered as one-on-one coaching, or be delivered in group sessions with individual calls between sessions. The coaching is divided into three distinct areas:

- **Expectation** - conveying and clarifying
- **Alignment** - connecting the dots to the front line
- **Transparency** - common understanding for progress and success

Read our full coaching outline below:

Expectations: Weeks 1-4

Coaching the foundations for leading change

- **Week 1** - Roles and Responsibilities in Managing Change
- **Week 2** - Change Team Structure and Complexity
- **Week 3** - Setting the Vision - Conveying the Future State for Change
- **Week 4** - Defining Success - Metrics that Matter for Change Adoption

Change foundations during this first 4 weeks will lay the groundwork for the leadership teams in supporting and managing change. The options for these sessions are to provide one-on-one coaching through the entire program or one group sessions per week with a weekly call for each coaching client.

Types of Coaching

Coaching at the Executive Level:

Performed with higher level executives and provides consultation for leading large transformation or complex changes. We also offer constructive feedback (often hard to get at higher levels), and alignment in the leadership team for leading and supporting change. Our 14 week program can be provided at this level.

Coaching for Change and

Transformation: Performed at the executive or sponsorship level: Provides consultative insight and perspective and is available throughout a transformation or change initiative. Coaching time frame typically follows a transformation or change contract.

Coaching for Skills: Purpose is to learn or improve specific skills (including soft or interpersonal skills related to change): focuses on a specific challenge, task, or project; typically a shorter term engagement.

Coaching for Performance:

Focuses on the client/team's present role, the purpose is to support more effective work habits or to address performance issues; typically an engagement over time (several months).

Coaching for development:

Focuses on the client's future job: Purpose is to heighten certain skills or work with other traits. Encourages long-term development for the purpose of advancing their career; often for high potentials' typically longer than several months (likely a year or more).

Alignment: Weeks 5-10

Coaching to produce organizational Alignment at all levels

Week 5 - Exploring Change Engagement Strategies

Week 6 - Uniting the Change team and the Technical Team

Week 7 - Understanding touchpoints and Impact events

Week 8 - Communication and Organizational Change Management

Week 9 - Stakeholder's needs and the Change Management Plan

Week 10 - Training and the importance of relevance for change

During weeks 5-10 we work with leadership teams on building alignment from the leadership through to the front lines through OCM plans that provide the groundwork for change implementation. Much like the stakeholders being asked to change, the leadership all come from different backgrounds and experiences that will have shaped their idea of how change is managed. Aligning the change approach creates consistency and clarity for those being asked to change and provides strategies and tactics that increase adoption of those changes.

Transparency: Weeks 11-14

What they see is what they get - Perception is Everything!

- **Week 11** - Road Shows and Journey Maps
- **Week 12** - Managing Resistance Through the Change Continuum
- **Week 13** - Feedback and Metrics Analysis
- **Week 14** - Reviewing and Messaging Your Results

Planning the way you approach awareness for the stakeholders can lay the groundwork for eliminating most resistance. People want to know what's in it for them, but also, what they can expect and plan for how it will change their job. Transparency will remove the "storm the castle" reaction to major change. Offering ways to be responsive in how feedback is dealt with and received will also provide a faster adoption process for the change while sharing the results lets stakeholders know you were listening and you care about continuous improvement.

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