

Change Management: Leading Successful Transformations

Intended Audience	Mid-Level	Delivery Options	<ul style="list-style-type: none">• 2-Day In-Person• 4-Week Virtual
HR Competencies	<ul style="list-style-type: none">• Leadership & Navigation• Communication• HR Expertise (HR Knowledge)	Recertification*	SHRM: 15 PDCs

Who Should Attend

Individuals seeking guidance managing effective change within their organization

Program Overview

Managing change is becoming a major focal point for HR professionals as organizations continue to adapt to an ever-changing workplace. In this two-day seminar, you will use a variety of resources to simulate a change initiative in a realistic work environment. Interact with other students through group discussions, problem solving via a case study, and coaching in a safe learning atmosphere with an experienced change management professional. Gain access to a change management toolkit to reinforce and continue the learning experience outside the classroom.

Program Objectives

This program is designed to provide you with the knowledge and skills necessary to:

- Use SHRM's six-step change framework to guide your change management efforts
- Draw from a range of models that focus on the people side of change
- Develop change initiatives through a case study and simulation
- Identify tools and techniques for assessing change



*Visit shrm.org/seminars for the most up-to-date recertification credit details.

Program Modules -

This program includes the following modules:

- **Module One: Introduction**
 - Course Overview
 - Instructor and Student Introductions
 - SHRM Competency Model
- **Module Two: Why Change Management Matters**
 - Types of Change
 - The Complexity of Change
 - Why Change Fails
 - SHRM's Change Management Strategy Framework
- **Module Three: Design the Future State**
 - The Three States
 - Assess the Scope of Your Change
 - Understanding Factors Driving the Future State
 - The Greiner Curve
 - Force Field Analysis
 - Change Scope Assessment
- **Module Four: Build a Change Coalition**
 - Kubler-Ross Change Curve
 - Prosci's Flight and Risk Model
 - Commitment versus Compliance
 - Change Style Assessment
 - Roles in Change Management
 - Involving Stakeholders in Change
 - Four Keys to a Successful Change Coalition
- **Module Five: Choose a Change Model**
 - Why Use Change Models
 - Prescriptive Models for Change
 - ADKAR
 - McKinsey 7S Framework
 - Kotter's Eight-step Process
 - Google's ChangeRules
 - The Commonalities in Change Models
 - Case Study
- **Module Six: Communicate about the Change**
 - The Burning Platform
 - The Change Announcement
 - Develop a Vision Statement for the Change Initiative
 - Case Study



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- **Module Seven: Measure/Make It Stick**
 - Three Categories of Metrics
 - Sample Metrics
 - The Process for Measuring Success
 - Sample Scorecard
 - Is Your Change Sticky?
 - Leadership and Management in Change
 - Key Areas of Change Reinforcement
- **Module Eight: Simulation**
 - Google's ChangeRules
 - Introduction
 - Phases 1-5
- **Module Nine: Create a Culture of Change**
 - VUCA
 - The Impact of Constant Change on Employees
 - Organizational Resilience and Agility
 - Agile Organizations
 - Assess the Agility of Your Organization
 - Five Tips for Building an Agile Culture
 - Using HR Programs and Practices to Reinforce an Agile Culture
 - Hiring for Resilience: Six Characteristics
- **Module Ten: Conclusion**
 - Change Management Reinforcement Toolkit
 - Program Evaluation