



Change Management: Leading, Managing & Coping with Change Program

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COACHING TRAINING FACILITATION MEDIATION PSYCHOMETRIC ASSESSMENTS 360° ASSESSMENTS

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CHANGE MANAGEMENT: LEADING, MANAGING & COPING WITH CHANGE PROGRAM

What is this program about? Who is this program aimed at?

There are 3 aspects to this program:

- 1. Part 1: Coping with Change (can be for all staff, but particularly aimed at frontline staff)**
 - Enables & empowers staff with tools & an action plan to cope better with intense change even in unknown situations, and hence enable the organisation to provide as close to an uninterrupted service to clients as can be reasonably possible.
 - 1 full day's training
- 2. Part 2: Leading & Managing Change (targetted at team leaders & middle managers)**
 - Enables & empowers managers with tools & an action plan to lead teams through times of extreme change, including the lead up to that change when exact details may not be known
 - Includes a condensed version of the above Coping with Change course above to give managers the tools they personally need to cope with the change themselves
 - 1 full day's training with optional follow up Supporting Coaching
- 3. Part 3: Executive Version: Leading, Strategising & Planning for Change (specifically tailored to Executive level staff).**
 - 2 expert Change Management consultants lead an Executive Team through the Leading & Coping with Change Management program (so they understand the message & language presented to their managers & staff)
 - 1/3 to 1/2 of the day is strategic planning/action planning with the Executive Team.
 - Can involve presentation & discussion of insights gained from the managers from their earlier training programs if appropriate, and using this information to help the Executive team with their organisational vision & strategy & action planning.
 - 1 full day's training with optional follow up Supporting Coaching/Facilitation sessions

Each part could be run separately i.e. just part 1, just Part 2 & Part 3, etc.

What can this program achieve?

Southern Cross Coaching & Development successfully delivered this program as part of the pre-Localisation process to over 500 staff in the Housing NSW Greater Western Sydney Region, from Executive to Frontline, and the Northern Region at Executive and Middle Management levels.

Organisational Key Stakeholders at Housing NSW, who sat in on each level of the program, commented: **“it was pitched perfectly, just what we needed”**.

Feedback from all 500 participants averaged at very good to excellent.

SCC&D has also delivered versions of it to other agencies, for example NSW AMES, which went through a huge restructure & downsizing resulting in 240 managers & staff losing their positions.

After SCC&D delivered our Change programs at AMES, the staff and managers kept the organisation functioning at full capacity, seamlessly continuing to delivering services to its clients (i.e. ongoing, uninterrupted education to students) throughout the turmoil, right up until the final day, despite managers & staff having to work under quite exceptional conditions.

The training SCC&D delivered to AMES also helped staff even before the actual details of the change was fully announced. Staff & managers knew a huge change was coming, but were not aware of the exact details & the full extent and timing of the coming change - not too dissimilar to the situation at NSW Housing.

Some of the results this training & coaching program can achieve:

- Staff are much more likely to support & go along with the Change rather than resist it
- Improved Leadership Skills
- Improved communications up, down & across the organisation
- Demonstrates the organisation's concern & care for its staff
- A management team that is in control and comfortable with change
- A thorough understanding of how change affects a workforce and the tools required to cope with it
- The confidence and practical skills to lead under the pressure of change, even unknown quantities
- Practical techniques to deal with staff and empathetic listening skills
- The GROW model - getting staff into action
- Staff are ready for change and have the knowledge to handle its sometimes adverse effects
- Fear of change is combatted before it compromises the effectiveness of the workforce
- An understanding of the importance of emotional factors upon yourself and others
- Practical Coping Skills to take back to the workplace
- A Positive Action Plan for staff to implement as soon as they leave the training (and during it)

And of course, over time, these results are likely to impact not just the individual participants themselves, but also the bigger picture, which will ultimately filter down to better service for the people the organisation serves - the clients (internal or external).

PROGRAM OUTLINE

PART 1: Coping with Change (for teams of [frontline] staff):

The main aspects of this will be building personal awareness, building positive motivation, self-empowerment & taking action.

The key message of the training will include:

- **Thinking differently**
 - getting staff thinking about the positive aspects of this change
 - thinking differently about what they might do in the future
 - generally considering values & what they may want to consider for their next step
 - opportunities inherent in what may seem to be a dismal situation
- **How are you feeling?**
 - getting staff to consider their personal reaction to change
 - building personal awareness and awareness of others
- **What to expect regarding change & skills to deal with that change on a personal level**
 - Putting Perspectives on Change
 - Awareness of Emotions, dealing with them
 - The Grieving Process
 - Fear: what is it & how to overcome/cope with it
 - Positive thinking & other coping strategies
- **The Change Curve**
 - what to expect regarding change & skills to deal with that change on a personal level
- **Comfort Zone explanation, impact of getting/not out of it**
 - opportunities inherent in what may seem to be a dismal situation
 - awareness of their responsibilities to move out of comfort zones
- **Importance of taking action**
 - Importance of being proactive i.e. not just sit there and wait to be magically 'placed' somewhere else
 - Importance of taking responsibility
 - Importance of not fighting change

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PART 2: Leading, Managing & Coping with Change (for team leaders & managers):

- Address the previous change management experiences of participants (successes, fears, impacts) from both a receiving & implementing change perspective
- What to expect regarding change, & skills to deal with that change on a personal level (people must be supported to have skills to deal with their own personal change before they can support others):
 - Emotional Factors
 - Rational vs. Emotional Decision Making
 - Putting Perspectives on Change
 - Awareness of Emotions, dealing with them
 - Stages of Change
 - The Grieving Process
 - Fear: what is it & how to overcome/cope with it
 - Positive thinking
 - Other coping strategies
 - Your Comfort Zone & learning
 - Perspectives on change
- Managing change in a team
- What range of behaviours & emotions to expect from staff
- Tools, tips & skills to deal with those emotions & situations
- Empathetic listening skills
- How to create a more positive environment for the change process
- Making change about the organisation, not you/them
- Make it clear to people how to follow, make it clear what they have to do
- Skills & techniques for framing and communicating for a positive outcome
- Involve the participants in learning through demonstration and interactive role plays
- Enabling participants through experience, discussion, reflection and fun

Optional follow up Supporting Coaching/Facilitation sessions are recommended.

PART 3: Executive Version: Leading, Strategising & Planning for Change (for Executive Managers):

This session includes two expert Change Management consultants.

The session consists of taking the Executive Team through the Leading & Coping with Change Management program so they understand the message & language presented to their managers & staff.

In addition, there will be 1/3 to 1/2 the day of strategic planning with 2 expert Change Management Consultants facilitating the Executive Team

This session can involve presentation & discussion of insights gained from the managers from their earlier training programs if appropriate, and using this information to help the Executive team with their organisational vision & strategy & action planning.

Optional follow up Supporting Coaching/Facilitation sessions are recommended.

STRUCTURE OF TRAINING PROGRAM

Each element is a one-day face-to-face training program.

Optional follow up Supporting Coaching/Facilitation sessions are available for the Management & Executive versions, and are recommended.

Benefits of supporting coaching

Individual, one-on-one, on-request coaching:

The purpose of additional, individual coaching is to allow the managers to have one optional personal one-on-one coaching session each after the training. Past feedback & experience has proved this a valuable resource which:

- Gives them a chance to get expert advice on their unique challenging & difficult situations
- Gives them an external, completely impartial sounding board on which to bounce ideas & solutions which they may find difficult to discuss internally
- Would be an additional resource to help them more thoroughly & practically embed the training on a personal level
- Allows SCC&D to collect direct, on the ground feedback about the organisation, which can, in general terms (so as to preserve individual confidentiality), be fed back to the organisation for use in the change process

Specific tailoring of the program

The program can be specifically tailored to each individual group.

Each group can outline specific situations where they have/expect difficulty with change, & these can be addressed in role plays and in general in the training program on the day. In addition:

- Points of theory will be adjusted to suit the level of people attending
- SCC&D will liaise with the organisation ideally at least 3 weeks before each course to discuss the level & needs of those participating in the forthcoming course
- Anchoring & connection of the learning relative to the organisation's systems & philosophy

The program can be uniquely modified, combined or added to as required.

Please contact Simon Smith on 02 7901 5618 or email:

getresults@southerncrosscoaching.com.au for more information & to discuss requirements.