

# Change Management

Driving and Building Support for Successful  
Change Projects Using a Time-Tested Framework

St. John's: March 20-23, 2012

Toronto: May 14-17, 2012

Calgary: October 2-5, 2012

Kingston: October 22-25, 2012



**Register at: [irc.queensu.ca](http://irc.queensu.ca) or call toll-free: 1-888-858-7838**



Queen's IRC open programs and practice-based research help next-generation leaders **resolve** disputes, **champion** change, and **align** people and purpose.

Winning organizations are set apart by their ability to deliver the changes they plan. Our highly effective and popular program will hone your expertise in planning and implementing change in any type of organization: Diagnosing the need to take action, communicating the vision, and modifying the organization's systems as needed. The program is grounded by research into the key success factors of change implementation. Facilitator Dr. Carol A. Beatty has analyzed more than 400 change projects, both unsuccessful and successful, to determine what works and what to avoid during change initiatives. Learn how to create a complete change roadmap for your organization using Dr. Beatty's "Change Wall." And you can complete an optional online survey before the program that will diagnose a change project in your own organization, and be given a report on that project.

## Learning Outcomes

By the end of the week, you will be better positioned to:

- Diagnose the need for change and create the necessary sense of urgency
- Select the right change team
- Develop a change vision and goals and communicate them effectively
- Implement change and ensure its continued success
- Assess and manage resistance

## Organizational Benefits

- Ensure all essential steps of a robust change management model are followed
- Move through change projects faster and realize intended outcomes
- Build internal capacity to manage change with rigour
- Benchmark efforts against hundreds of other organizations

### Essentials

#### Date and Location

Four Days

**St. John's:** March 20-23, 2012

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Please refer to our website, [irc.queensu.ca](http://irc.queensu.ca), for the latest information on venues.

#### Fee

\$4,495

### Who Benefits

Human resources and labour relations professionals and change leaders who want in-depth experience in how to plan and lead change



### Takeaways

- Change Project Planning Workbook
- Analyzing Resistance Scale and Planning templates
- Transition structure and communication planning templates
- Change Style Indicator
- A custom-made report diagnosing a change project in your organization, based on an online survey\* that you may complete before the program

\*Completion of online survey is optional

# Tour of the

## a) Establishing the Context for Transformation

What is going on in your world *now* that is driving the need for change in your organization? How are other organizations responding to changes taking place in their world? Where do you stand along the continuum of incremental adaptation to total transformation? As we begin the week, consider these questions, and clarify the type of change that is necessary within your organization: strategic, structural, cultural, or process change.

## b) Understanding the Organizational Change Process

We'll lay out the groundwork for the week by discussing the successful organizational change process—and the research that backs it up. Our process will guide you and your team through the entire change cycle from setting the strategic direction to detailing a workable implementation plan. Our faculty will also share several vivid best-practice stories of real organizations in both the private and public sector working nimbly through major change initiatives.

Learn more about:

- Effective frameworks for managing change
- Your role as change agent
- How to promote awareness of the need for change
- Setting the strategic direction
- Assessing readiness for change
- Approaches for whole-system involvement

## c) Helping Harmon, Part One

Participating in a multimedia change management simulation, your team will interview up to 20 senior managers of Harmon Health, a model company in the pharmaceutical industry. How

ready are they for change? Do they all agree on what the organization should do? Who are the potential leaders of the change effort?

## d) Creating the Energy for Change

We will explore how you, the change architect or leader, can mobilize resources and achieve the goals of the change initiative. Energy comes from proper diagnosis, so we will discuss how to diagnose the inevitable resistance to change by drawing on the work of Maurer, Janssen, and Lindstrom. Learn about the intellectual, personal, and cultural factors at play and their implications for the change strategy.

Develop tactics to avoid “energy traps” such as:

- **Inertia Trap**—the organization is either spoiled by past success or bereft of confidence by successive failure
- **Corrosive Trap**—internal barriers block forward movement
- **Acceleration Trap**—change at warp speed leads to exhaustion and burnout

## e) Helping Harmon, Part Two

Your small group will complete the Harmon interactive multimedia simulation. Develop a thorough change management solution for the model organization, from early readiness assessments to final implementation, and receive immediate feedback. How well did your team do?

## f) Creating the “Why, What, and How” of Change

Learn to prepare for and build the roadmap for change, from analyzing stakeholders to deciding on intervention approaches and techniques. Discover how leading Canadian organizations managed and erased resistance and mobilized commitment to achieve results that made headlines.

# Program

- Perform an effective internal and external trends analysis
- Define the challenge, scope, and boundaries of the change
- Help your colleagues understand the need for change with compelling involvement strategies
- Practice visioning techniques to help your team imagine a powerful and preferred future, and to create priorities and high-level strategic goals
- Decide on meaningful measurement tools

## g) Communicating Change

A major piece of the change management process is communications: informing, involving, and consulting with key constituents. How do you communicate the mission of a wide-ranging project to various stakeholders? Which communication strategies work best to bust through roadblocks?

Come away with:

- A communication model and template to help you plan a multi-pronged strategy
- A stakeholder mapping tool to identify groups with similar communication needs
- Practical advice on how to craft messages for particular groups

## h) Debrief and “Back Home” Planning

Complete your change map and use our Change Management Checklist to ensure your change initiative is a success. Find out where to anticipate pitfalls. Get coaching and feedback from our faculty and other participants on your change plan.

### Interactive Learning

You can test how much you have learned in our interactive multimedia change simulation. Think of it as a “flight simulator” for change and hone your skills before you take on your own organization’s challenges.



# Facilitators and Speakers

## **Carol Beatty**

Carol Beatty, Ph.D, was director of the Industrial Relations Centre (IRC) at Queen's University in Kingston, Ontario, from 1996 to 2006. She is also emeritus professor in Queen's School of Business and a Queen's IRC fellow. An acknowledged expert on change management, Carol focuses her teaching and research on the areas of human and organizational issues resulting from the implementation of change. She completed a major study of high-performance work teams in several Canadian organizations, and is working on research to identify the key success factors in the implementation of change programs.

Carol is also active as a consultant, and has facilitated change efforts in a number of private and public sector organizations. They include Alberta Newsprint Company, Accys, Barbados Light and Power, Bombardier Inc., the Canadian Council on Health Services Accreditation, the Canadian Nurses Association, Ciba Specialty Chemicals, Correctional Services Canada, Dubai Aluminum, the Ontario Association of School Business Officers, the Ontario College Relations Board, and Veterans Affairs Canada.

Her recent books include the *Building Smart Teams* (2004 with B. Barker) and *Employee Ownership: the New Source of Competitive Advantage* (2001).

## **Sharon Parker**

Sharon is a senior organizational advisor with the Strategic Change Group at the Canada School of Public Service. Prior to joining the school, Sharon worked with Consulting and Audit Canada developing the change management practice and delivering change management and organizational development consulting services within the federal government. Before joining the public service, Sharon worked with Accenture (formerly Andersen Consulting), again in change management, providing consulting services to provincial and federal government departments in Canada and to the U.S. federal government.

Sharon received her EQ-i certification in March 2006 and her Coaching Apprenticeship from Integral Coaching Canada in May 2005. She has a B.A. (Psychology) and a Master of Business Administration from Queen's University.

*The roster of speakers may change. We will do our best to keep you informed of program changes.*

# Registration Kiosk

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### We offer four easy ways to register:

**Web:** Complete the online form at: [irc.queensu.ca](http://irc.queensu.ca)

**Telephone:** Reserve by calling toll-free: 1-888-858-7838

**Fax:** (613) 533-6812

**E-mail:** [irc@queensu.ca](mailto:irc@queensu.ca)

Confirmation and information on program location, check-in time, and agenda will follow.

### Registration and Fees

Program fees include tuition, workbook materials, lunches, and some dinners. For all programs, payment in full is required one month before the program begins.

Register and pay two months before the start of a program and save \$300 on the tuition of four- and five-day programs, and \$150 on two- and three-day programs.

Register three people **from the same organization in the same program at the same time**, and receive a **10% discount** on program fees. Register five or more people **in the same program at the same time**, and receive a **20% discount**.

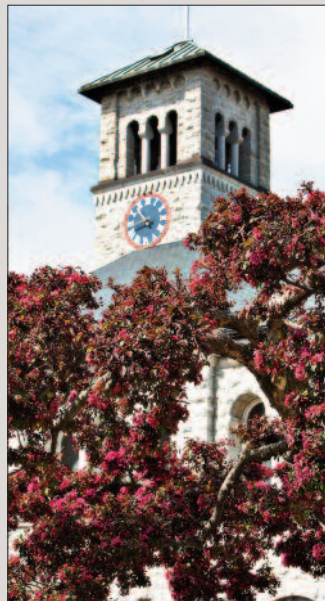
If you know you will be pursuing a Queen's Certificate and would like to remit tuition in one payment before your first program, we offer a special fee with a considerable saving. Contact our Program Administration office for details.

**Note:** Only *one* discount may be applied.

**Cancellations and No-Shows:** Substitutions are permitted with no penalty at any time. Transfers and cancellations are permitted with no penalty **up to 3 weeks prior to the program start date**. There will be a \$500 fee charged for cancellations, transfers, and no-shows **within 3 weeks of the program start date**.

### Location and Accommodation

Please refer to our website, [irc.queensu.ca](http://irc.queensu.ca), for the latest information on venues.



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