Change Management

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

irc.queensu.ca
Queen’s IRC evidence-based and practitioner-centered programs give HR business professionals the skills they need to lead change in an evolving global economy.
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.” You can also 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.

Transforming Knowledge into Action
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 that 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
3 Days
Date & Location
May 1-3, 2018: Toronto
Oct. 16-18, 2018: Kingston
Apr. 9-11, 2019: Toronto

Fee: $3,495

Who Should Attend
HR and LR professionals and change leaders who want in-depth experience in how to plan and lead change

Takeaway Tools
- Analyzing Resistance Scale and Planning Templates, and Transition Structure and Communication Planning Templates
- Change Style Indicator

Please refer to our website, irc.queensu.ca for the latest information on venues.
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 facilitators 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 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.
Implement.

- 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?

**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 facilitators and other participants on your change plan.

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**Learning Beyond the Classroom**

Our learning programs are focused on your growth:

- Opportunities to network with high-level colleagues from across the country
- Coaching from internationally-renowned facilitators with real-world experience
- Skills and strategies that directly apply to work environments
- Experience-based programming to test theories and ideas
- Mentoring beyond classroom sessions

**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

**Kate Sikerbol (Lead Facilitator)**
Kate is an organizational consultant and coach, recognized for her expertise and commitment to developing leaders and building change capability in organizations. She has designed and delivered change management and leadership development programs, facilitated team building using strengths-based and appreciative approaches, facilitated strategic planning, and provided leadership assessment and coaching to managers and executives.

Kate holds an Honours BA (Psychology) from the University of Western Ontario, a Master of Education from the University of Toronto, and a Master of Arts in Organizational Systems from Fielding Graduate University. She is currently a doctoral candidate at Fielding Graduate University. Her research interests include organizational change, leadership, and dialogic OD methods.

Kate has held director level roles with responsibility for talent management and organization development at Humber College and Laurentian University, executive management roles in healthcare, and taught at the undergraduate level at Ryerson University and George Brown College. As an independent consultant she has worked with business and industry, municipal, provincial and federal levels of government, and in healthcare and higher education. Past clients include Canada Post, Public Works and Government Services Canada, Canadian Coast Guard, TD Bank, Irving Oil, Sun Life, Geologistics, St. Michael’s Hospital, and Toronto Public Health. Kate is a trained facilitator in several dialogic OD methodologies, including AI (appreciative inquiry), and World Café, and has completed coaching training with Adler International Learning, and the Immunity to Change program with Minds at Work.

**Carol Beatty (Guest Speaker)**
Dr. Carol A. Beatty is currently a Senior Research Fellow of the Industrial Relations Centre at Queen’s University in Kingston, Ontario. Formerly the Director of the Industrial Relations Centre and Associate Professor with Queen’s School of Business, she completed her MBA and PhD at the Ivey School of Business at the University of Western Ontario. She has taught in undergraduate and graduate programs in the Queen’s Schools of Business, Industrial Relations and Policy Studies and in executive education programs at Queen’s and the University of British Columbia.

Dr. Beatty is an acknowledged expert on change management, strategy development, and high performance teams, and has conducted research on changing human and organizational issues in modern organizations. She has studied the implementation of change for over 25 years, including technological change, strategic change, mergers and acquisitions, structural change, and employee buyouts.

A key focus of her work has been the identification of the three skill sets teams need to develop to be effective. Dr. Beatty’s publications have appeared in such journals as the Sloan Management Review, Human Relations, the California Management Review and the Business Quarterly.


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
Telephone: Reserve by calling toll-free: 1-888-858-7838
Fax: (613) 533-6812
E-mail: 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 60 days prior to 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 Policy
Substitutions are permitted with no penalty 8 days or more from the program start date.
Substitutions 7 days or less before the program start date will be subject to a $500 charge.

Transfers and cancellations are permitted with no penalty up to 15 days prior to the program start date.
Transfers and cancellations 14 days or less from the program start date will be subject to a 100% charge of the program fee.

Location and Accommodation
Please refer to our website, irc.queensu.ca, for the latest information on venues.