Change Management
Building Support for Change Projects Using a Time-Tested Framework
Why Choose Queen's IRC?

Queen’s IRC focuses on developing and delivering human resources, labour relations, and organizational development programs for busy practitioners.

Get the Queen’s IRC advantage:

- 80 years of evidence-based training
- Custom solutions delivered across Canada
- Coaching from industry leaders with real-world experience
- Practical simulations and tools that apply to your work environment
Winning organizations are set apart by their ability to not only plan, but most importantly, to implement change. Our highly effective and popular program will hone your expertise in planning and implementing change in any type of organization, public sector, private sector, or community agency. The program is grounded in lessons from business and academic research into the key success factors of change implementation, as well as the change practitioner competencies recognized as essential to your effectiveness as a change champion.

We ‘put the wheels on theory’ and provide practical frameworks, tools, and templates to help you define and plan your change project, create a compelling vision, engage stakeholders, minimize resistance, and develop commitment, craft a communications plan, and sustain momentum for change. This 3-day ‘learning lab’ provides you with an opportunity to participate in a combination of interactive and experiential activities – assessments, case studies, group discussion, as well as coaching and feedback from your peers and our facilitators – to help you learn what works and what to avoid during change initiatives. At the conclusion of the program, 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.

Learning Outcomes

You will have ample opportunity to apply concepts, tools, and techniques to case examples and your own change project. By the end of the program, you will be better positioned to implement change and ensure its continued success. Over the course of three days you will learn how to:

- Diagnose the need for change and create the necessary sense of urgency
- Select the right change team, create a change project charter, and identify key roles and responsibilities
- Create a compelling and vivid change vision and goals and communicate them effectively
- Understand, assess, and manage resistance to build commitment to the change
- Apply a communications model and template to help you plan a multi-pronged strategy
- Map stakeholders and create a stakeholder engagement plan
- Practice crafting and delivering communication messages for specific audiences
- Identify change derailers and plan proactive strategies to address them

Organizational Benefits

- Apply a disciplined approach that ensures all essential steps of a robust change management model are followed
- Move through change projects faster and realize intended outcomes and benefits
- Build internal capacity to manage change with rigour

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<th>Essentials</th>
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<td><strong>3 Days / 3 Credits</strong></td>
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<td><strong>Date &amp; Location</strong></td>
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| March 10-12, 2020: **Kingston**  
April 28-30, 2020: **Calgary**  
Nov. 3-5, 2020: **Halifax** |
| **Fee:** $3,695 |

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<th>Who Should Attend</th>
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<tr>
<td>HR and LR professionals, OD specialists, managers, supervisors, and change leaders who want in-depth experience in how to plan and lead change</td>
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<th>Takeaway Tools</th>
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<td>A variety of tools and templates for change champions to apply to their change initiatives, to scope, plan, implement, and assess change</td>
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<td>Change Style Indicator</td>
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Please refer to our website, irc.queensu.ca for the latest information on venues.
a) Understand the Organizational Change Process
We’ll lay out the groundwork for the course 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 share vivid best-practice stories of ‘lessons learned’ from major change initiatives in a variety of real-world organizations.

b) What is the Context for Change? Why Change? Why Now?
What is going on in your world now that is driving the need for change in your organization? What are the internal and external drivers of change? How do you convince others that change is needed?

c) Create 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. Define the challenge, scope, and boundaries of the change. Help your colleagues understand the need for change with compelling involvement strategies. Consider and decide on meaningful measurement tools.

d) Create the Energy for Change
We will explore how you as the change champion can mobilize resources and achieve the goals of the change initiative. Energy comes from proper diagnosis—you will learn how to diagnose the inevitable resistance to change, the intellectual, personal, and cultural factors at play, and their implications for the change strategy.

e) Communicate Change
Effective communication plays a significant role in successful change. How will you inform, involve, and consult with key constituents? How do you communicate the change vision to various stakeholders? Which communication strategies work best to gain attention and bust through roadblocks?

f) Sustain Momentum for Change
Too much change can result in ‘change fatigue.’ Organizations that have been spoiled by past successes, or damaged by a legacy of change failures may be susceptible to the ‘inertia trap.’ Other internal barriers can block forward movement. What are the change derailers in your organization that will slow down or impede progress? What can you do to mitigate these risks to change success? And how will you ensure that you as the change champion can go the distance to ensure that change is sustained over time?

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
World cafe
Creating a vision
Change style as
Scarf Model
Marathon
Reasons for
Jonsson &
Cirque du
Facilitators and Guest 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 assessments and coaching to managers and executives. As an avid lifelong learner and OD practitioner, Kate brings practical wisdom and a sense of humour to every workshop and client engagement. She is passionate about helping individuals, organizations, and communities develop, change, innovate, and thrive.

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.
https://irc.queensu.ca/facilitators/kate-sikerbol

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.

An acknowledged expert on change management, strategy development, and high performance teams, Dr. Beatty focuses her consulting and research on 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.
https://irc.queensu.ca/facilitators/carol-beatty

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

Change Management

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

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.

Cancellation 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.
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irc.queensu.ca