


outline

Course	Managing change in project environments	
Duration	3 days	
Who should attend	Internal or external change facilitators.	
Nature of course	<p>This practical programme is aimed at equipping change practitioners to position, manage and sustain change implemented in project environments through:</p> <ul style="list-style-type: none">• covering the fundamentals of organisational change management,• providing a world class change management methodology supported by an extensive repository of proven tools and templates,• unpacking case studies representing more complex challenges often faced by change practitioners in project environments, and• facilitating The Change Game™ that tests and hones delegates' ability to handle tricky scenarios typically encountered in managing change.	
Objectives	<p>This course will help you:</p> <ul style="list-style-type: none">• Understand what change management is and its application in the project environment• Identify the underlying nature - "archetype" - of a change project, and select an appropriate approach• Consider the "change load" in planning initiatives• Apply a typical change management methodology and tools• Map a world-class, change approach to a typical project timeline• Scope the change management resource requirements• Recognize and deal appropriately with typical project scenario's and associated challenges	
Provided with the course	A CD with the theoretical content of the course and a basic but extensive toolkit (which compares very favourably to similar products available only at significant extra cost from other vendors) plus a royalty-free, perpetual non-transferable license to use the tools for non-commercial purposes. The course fee also includes a comprehensive training manual, lunch, refreshments and parking.	

Course content

Day 1:

Welcome and introduction

Checking in

Introduction

- Project and change management
 - What is a project?
 - Generic project phases
 - Why is change management required?
 - Change management defined
- How much change management is required and who should do it?
 - Key project resources
- Psychological reactions to change

Day 2:

Checking in

Recap on day 1

Change management methodology and tools

- Preparation
 - Sharing: Telling our stories
 - Theoretical underpinning
 - Tool training

During Preparation we lay the foundation of the change initiative. Specific areas of focus include:

- Developing shared clarity regarding the true scope and nature of the change
 - Perform effective “front end loading” with regard to senior leadership ownership, sponsorship and roles
 - Clearly position the initiative with regard to the overall organisational strategy
 - Assess the cross-impact of other initiatives and the extent to which the organisation can bear the additional “load” that will be imposed by the new initiative.
- Execution
 - Sharing: Telling our stories
 - Theoretical underpinning
 - Tool training

The Execution phase occurs in support of the main part of the initiative that will result in the implementation and a transition to the “to be”. There are four main areas during the Execution phase:

- Manage the process
- Manage stakeholders
- Enable the change
- Communicate

- Sustaining
 - Sharing: Telling our stories
 - Theoretical underpinning
 - Tool training

Specific areas of focus during the post-implementation phase include:

- Complete the transfer of ownership from the project team to the business, if applicable
- Ensure that leadership understands their new roles, and are equipped to perform these roles
- Confirm that performance management systems are aligned with the new environment and that there is effective performance management to address non-compliance and poor discipline in terms of the requirements of the new environment
- Establish an effective support network
- Verify that formal mechanisms are in place to address benefit realisation
- Ensure that key performance indicators and success factors are well defined and understood by all relevant role players.

Day 3:

Checking in

Recap on day 2

Change management methodology and tools

- Putting it all together
 - Map a world class change approach to a typical project timeline.
 - Scope the change management resource requirements.

Dealing with complexity: Case studies that cover challenges such as:

- Company politics and your project: How to handle it without getting involved.
- What to do when the business has not bought into the change management concepts
- Change management and organisational development: Why it is important to separate the two.
- When in Rome...: Integrating the change effort with the organisational culture and norms.
- What is the best positioning of change management on a project?
- The project manager and change management: Your responsibility and role.
- When critical project team members don't see eye to eye: what should you do?
- Project technicalities: How much does a change manager need

to know?

- Internal project team change management: How much effort is required?
- Project roles and responsibilities: Why they should be clearly and formally defined
- Keeping to your change and communication plan at the right level of detail.

The Change Game™: A board game that tests and hones your ability to handle tricky scenarios typically encountered in managing change

- Simulates real-life events.
- Allows participants to share knowledge and learn from each other.
- Makes the theory practical.
- Is fun to play and never fails to make people laugh.

Where are we now?

Closing

Facilitator

Marilise Smit

BA Law (Stellenbosch); LLB (Stellenbosch); LLM (Leiden, The Netherlands); MBA (cum laude) (Cape Town)

Marilise has worked in the change management consulting and general management fields since 2004. Prior to this she was a commercial attorney at a Bowman Gilfillan and in-house legal advisor at PetroSA for a total period of 7 years. Her special interest is the effective and practical management of organisational change with due regard for the interests of all stakeholders. Marilise is the managing director of ChangeAbility Training and ChangeWright Consulting.

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