

# Director Development Programme

## Leading and Achieving Change

### Overview

Leading a business through a significant change is one that is one of the most challenging tasks that directors can do. If the change is not well led and managed, there can be significant risks involved. This course will help directors understand how change affects both individuals and businesses and highlights a range of simple processes and techniques that will ensure that change is an opportunity and not a threat.

### Objectives

This workshop will equip participants with the understanding to:

- instigate and lead major change initiatives
- appreciate how human resource strategies can contribute to achieving business goals
- assess the implications of various change strategies
- understand the boards role in steering and monitoring change initiatives

### Indicative Programme

Welcome & introductions	Introductions, objectives and programme
The place of strategic human resource management in achieving business goals	Adding value to the business by maximising human performance
Creating the people strategy	Integrating personnel policies with corporate aims: getting and keeping the right people; developing personnel in line with business priorities; establishing and managing performance standards; reward and recognition processes; the board's role in creating productive employee relations.
Recruitment, reward and recognition systems	Syndicate work. Assessing the advantages and difficulties associated with various recruitment and reward policies. Tailoring an appropriate approach for a particular enterprise.
Change management and the role of board members. Where do you start?	The importance of the 'vision thing'. What's the objective? Construction a vision for change.
Leading change: How do you rate?	A self-assessment questionnaire aimed at identifying and then evaluating the skills needed for change leadership.
The organizational response to change	The impact of change on top management, middle management and employees. What practical things can directors do to tackle these responses?
Human responses to change	What happens to people during change? Identifying symptoms. What should be the response? Examples and case studies.
Basic guidelines for change	8 principles for achieving change.
Planning for change	Key pointers for Preparation, Planning, Transition, Implementation and Review.
Culture change and structural changes	What is culture? The 'Cultural Web'. The links between structure and culture. What kind of culture does your company have?: Questionnaire.
Reasons for resistance to change	Force field analysis-strengths & weaknesses.
Overcoming resistance to change	The Change Strategy continuum: Coercive, Adaptive; managed Resistance; Crisis management.
Implementing the change	Lessons from project management. Using 'change agents'. Monitoring the change implementation.
Action Planning actions.	Individually identifying and documenting the relevant improvement