CONSULTING & TRAINING

Meeting the needs of the new global marketplace
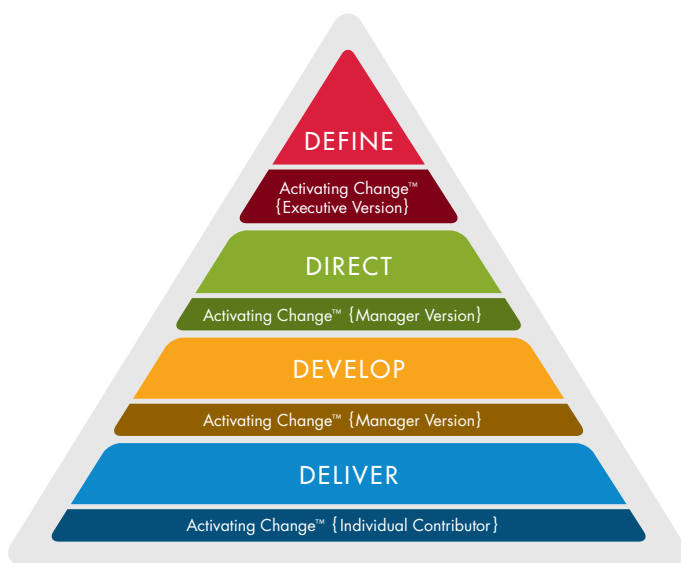with a flexible, total systems approach.

achieveglobal®

Achieving Success
by Activating Change™

The environment in which organizations operate is more complex and challenging than ever before. Organizations are buffeted by external factors that demand change. Executives are under intense pressure to find solutions. At the same time, the conditions inside organizations make executing change strategies tougher and tougher.

In response to the pressures present in today's business context, organizations engage in a wide array of change initiatives. These initiatives range from incremental to radical or discontinuous change. They may involve the entire organization or selected parts. They may be conceived in anticipation of threats and opportunities or in reaction to them.

No matter the type or scope of change, organizations struggle to successfully implement change initiatives, sometimes realizing results that fall short of what's needed. Numerous factors—including complacency, fear from employees and management, conflict with organizational culture, pessimism, cynicism, turf battles, and lack of communication—can inhibit the success of change initiatives within an organization.

In response to the need for an effective solution, AchieveGlobal developed *Activating Change*™, a system developed after conducting a comprehensive global research project. *Activating Change*™ offers unique solutions for executives, managers,

DEFINE

Activating Change™
{Executive Version}

DIRECT

Activating Change™ {Manager Version}

DEVELOP

Activating Change™ {Manager Version}

DELIVER

Activating Change™ {Individual Contributor}

Activating Change™ System

supervisors, and individual contributors, and equips them with the critical skills to create a change-capable organization.

In response to this research, the *Activating Change*™ system takes a comprehensive, multi-level approach to organizational change. When all levels of the organization experience the system together, change implementations are aligned and understood in a holistic manner that positively impacts the DNA of the organization itself.

Rather than adhering to a strict process-based approach, the research also indicated that activating change is fluid and dynamic, often leading an organization into new and surprising avenues. For this reason, the *Activating Change*™ system focuses on practices and tools that can be plugged in anywhere, anytime, rather than a rigid process. To create a change-capable organization—the only organization that can truly succeed long term—each level in the organization needs an appropriate set of these day-to-day practices and tools:

Practices for Managers

- Expand awareness of business realities.
- Spotlight strengths and successes.
- Embrace experimentation.
- Encourage meaningful involvement.
- Provide information others need.
- Encourage candid feedback.
- Make progress clear to all.
- Coordinate resources.
- Revisit systems, practices, and policies.
- Respond to resistance.

Practices for Employees

- Learn about the change.
- Get involved.
- Stand your ground.

The *Activating Change*™ set of solutions helps operationalize these practices in your organization.

DEFINE
Activating Change™ Executive Version (1 Day)
As organizations struggle with the changing business landscape, they often realize that they do not possess a change capable culture. They must nurture and grow a culture that not only understands and accepts change, but embraces change, transforming it into a vital

asset. For a successful transformation to take place, organizations must have executives who apply change management practices and understanding for each change initiative by successfully framing the change for the rest of the organization.

Executives are responsible for creating change-capable organizations that are able to respond quickly to marketplace and customer demands. That's why it's vital for executives to know firsthand the degree to which people in their organization are change-capable and how to foster a change-capable environment so that change initiatives are successful. In preparation for this session, executives spend time with an AchieveGlobal executive consultant, who systematically captures key qualitative data. In parallel, managers, supervisors, and individual contributors assess the degree to which the organization is change-capable through an online survey. Together, these data become published in a Change Capability Report that provides an actionable snapshot of the perceived state-of-change capability at all levels of the organization. This report guides the executive engagement, which unlike other executive level workshops, is less about individual skill development, but instead prepares the executive team to focus on unique opportunities for making change happen successfully as identified in the Change Capability Report.

During the one-day engagement, executives will complete a variety of individual and group discussions and activities that explore the following topics:

- The change management roles and responsibilities of an executive
- Maintaining the pace, tone, and level of change in an organization
- Articulating change messages
- Creating a change-capable workforce
- Monitoring change efforts in the organization

At the end of the workshop, executives will be able to:

- Inspire and support organizational change capability.
- Work as a team to build momentum for change.
- Coach managers who lead change efforts in their areas.

DIRECT/DEVELOP
Activating Change™ Manager Version (1½ Days)
Managers and supervisors are the lynchpins in the organization, integrating change into the already dense stream of day-to-day activities. The complex business environment has created heightened pressure to achieve concrete, measurable results at a faster pace. Overload and seemingly

conflicting priorities abound. Employees look for leaders to cut through the noise and provide clarity and direction in a workplace where change is constant. Leaders must find high-impact practices and tools that not only guide them in this challenge, but also fit with the demands and time pressures of today's work environment. As a result, this solution calls out and underlines the most critical practices for leading change today.

This one and one-half day workshop is designed to help leaders:

- Acknowledge the pivotal role change capability plays in improved organizational and individual performance.
- Take high payoff actions to build change capability in their organizations.
- Maximize their commitment—and encourage the commitment of others—to making change happen.
- Work toward ensuring that expected change results are realized.

Unit 1 — Activate Capability

In today's dynamic workplace, success depends upon everyone at every level of the organization being "change-capable"—the ability to become good at, comfortable with, and even excited by constant, rapid change. Effective managers and supervisors recognize that the ability to accept, embrace, and even drive change exists in everyone. They also recognize the very human needs—for context as well as a sense of freedom, confidence, and control—that emerge in the face of change. The practices learned in this unit create an environment that encourages individual change capability to grow.

By the end of this unit, participants will be able to:

- Take action to create change-capable conditions in their areas of responsibility.
- Increase employee understanding of the factors that necessitate change.
- Accelerate change results and buy-in through experimentation.
- Build momentum for change by focusing on strengths and successes.
- Know when and how to involve others for the maximum return.

Unit 2 — Communicate for Results

Inadequate communication is mentioned time and again as one of the most significant reasons that change initiatives fail to yield expected results. Change creates ambiguity, and people crave information to carve out some clarity.

Effective change leaders, however, do more than fill in information gaps and spell out accountabilities. They communicate in a way that inspires positive energy and forward momentum. They pay focused attention to encouraging ongoing, candid dialogue about change. In this unit, participants learn critical change communication practices that catalyze commitment and results-oriented action.

By the end of this unit, participants will be able to:

- Inspire a sense of positive urgency, energy, and forward momentum for change.
- Identify the right type of information to provide based on change scope, timing, and audience need.
- Maximize the impact of change messages.
- Ensure ongoing clarity of change expectations and results.
- Encourage ongoing two-way dialogue about change.

Unit 3 — Monitor Mechanics and Mood

With changes coming one right after another, it's easy to just keep moving on to the new ones. Changes that people are currently being held accountable for get less attention than they deserve. People lose focus and begin to feel unsupported, creating another chance for resistance and disengagement to take hold. Results suffer.

Change leaders know that change requires managed attention. They monitor the mood of the organization as rigorously as other performance indicators and take fast action to keep change on track toward anticipated outcomes. In this unit, participants learn practices to stay in touch with implementation challenges, as well as strategies for responding to resistance.

By the end of the unit, participants will be able to:

- Assess current capacity to implement change successfully.
- Identify and stay current with change resource needs and plan appropriate next steps.
- Pinpoint and act upon practices and procedures that get in the way of change.
- Respond effectively to change resistance.

DELIVER
Activating Change™ Individual Contributor Version
(1/2 Day)

In a complex and competitive business environment, organizations are pummeled by external factors that demand change in order to survive. At the same time,

employees within the organization are doing more with fewer resources and are challenged by the call to keep pace.

Within this context, an individual's greatest professional asset is the ability to adapt to constant organizational change. By learning skills that activate their capability for change, individuals regain personal empowerment and confidence, experience less stress, and strengthen their ability to identify and capitalize on individual opportunities generated through change.

As individuals learn skills that activate their capability for change, they become less resistant to change and adapt to change more quickly and positively. Ultimately, this improves morale and productivity, and expedites the process of organizational change adoption. This module teaches three key practices to help individuals activate their capability for change, empower themselves in productive ways, and experience less stress.

At the end of the half-day module, participants will be able to:

- Describe the benefits of becoming change-capable.

- Learn about a change in efficient, productive ways.

- Identify external business realities that create the need for change.

- Leverage past successes and strengths to adapt to change.

- Take positive action within their areas of control.

- Resist the natural tendency to sink into a negative view of change.

IMPLEMENTATION OPTIONS

The *Activating Change*™ System for executives, managers, and individual contributors may be implemented for organizations that have clearly defined one or more changes they wish to make and already have a specific plan for implementing the change(s).

If *Activating Change*™ is not implemented as a system, *Activating Change*™: Manager Version and *Activating Change*™: Individual Contributor Version may be conducted in tandem or as stand-alone training programs. Ideally, an organization-wide or functional change initiative is identified and communicated to participants prior to the training sessions. If not, each participant selects an organizational or departmental change for focus.

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Developing the 21st Century Workforce™