



LEADING TRANSFORMATIONAL CHANGE:

10 Strategies for Breakthrough Results

Course Overview

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Introduction

We have been senior advisors to the C-Suite for over 40 years, successfully guiding executives in their design and implementation of large transformational change initiatives. We have seen what works and doesn't work many times over. Now, it's our privilege to share these insights with you.

The Leading Transformational Change program distills our four decades of action research into ten People and Change Process strategies. If you deploy these strategies, your transformational change efforts will succeed. To the extent you neglect them, you will struggle.

The Ten Transformational Change Strategies

You learn five “Best Practice” People strategies that maximize leader and stakeholder commitment and engagement and reduce resistance. You also learn five Change Process strategies that provide detailed how-to guidance for governing, planning, designing and implementing the work required to ensure your success. Together, these ten strategies will ensure full adoption and sustainment of your desired results.

Who this Course Supports

This program will up-level your change leadership capabilities whether you are a corporate, government, community or military leader, social or environmental activist, or a change consultant of any sort.

You can enroll as an individual or as a team. We provide exercises for both, with specific guidance that helps teams deepen collective learning and application. Attending with your full change project team is a very wise decision. We highly suggest you participate with your teammates whenever possible so you can apply your learning immediately to your project.

What You Will Learn in this Course

Upon completing this course, you will be able to:

- ▶ Understand the unique requirements of transformational change
- ▶ Operate with the mindset required for transformation to succeed
- ▶ Guide leaders and stakeholders to align to transformational requirements
- ▶ Identify the breadth of factors that impact transformational change
- ▶ Assess your understanding, readiness and clarity about how to proceed
- ▶ Explain why traditional approaches to change consistently cause transformation to fail
- ▶ More clearly see any self-limiting mindsets you may have about change leadership and how to get beyond them
- ▶ Become a more effective Conscious Change Leader who models co-creative leadership practices
- ▶ Understand how culture drives transformational change
- ▶ Explain two essential change process models and the value of each to guide transformational projects at scale
- ▶ Identify the conditions required for transformational success
- ▶ Implement best practices for change governance and roles
- ▶ Grasp how The Change Leader's Roadmap model guides your planning from start to successful finish
- ▶ Discover why transformation requires addressing four key areas – mindset, behavior, culture and systems – as an integrated strategy
- ▶ Understand the importance of early and ongoing leadership alignment
- ▶ Learn how early stakeholder engagement optimizes adoption and sustainment of change results
- ▶ Strengthen your change communications to increase positive stakeholder contribution
- ▶ Understand how rapid course correction will streamline your change process
- ▶ Identify how to maximize stakeholder commitment and minimize resistance
- ▶ Take your insights into action
- ▶ Learn more about yourself as a change leader or consultant

How this Course Is Designed



Course Length

The course is designed to be delivered over a 10 – 12-week period.



Session Length

Each of the twelve live interactive sessions will be 5-hours and will include two 2-hour instructor-led sessions with a 1-hour break in-between. Additional time will also be needed for required pre-work to prepare you to attend each live session. There are additional optional post-session activities designed to deepen your skills and knowledge.



Delivery Method

The course will be delivered through a blend of live interactive sessions and self-paced activities (including videos and written materials) managed through our online Learning Management System. The live sessions will be held virtually through Zoom, and will include a mix of instruction, facilitation and group activities designed to deepen your understanding and capability.



Online Community

Included in the program is access to the Leading Transformational Change online learning community. Some of the pre- or post- work will include activities to be completed by interacting with your fellow participants in this community.



Technology Requirements

Each participant will need a computer or tablet with internet and audio / video capabilities (PC or Mac), a PDF viewer / editor, and the Zoom Desktop or Mobile Client (Preferred over the web client).

You will engage in exercises to apply your learning to your change projects. You receive a wealth of information and resources that will enhance your thinking and deepen your learning. In breakout sessions, you expand your insights through continued inquiry and discussion with your peers. You learn best practices and apply them throughout the course to strengthen your ability to execute them. You will finish the course knowing the most important next steps to take in your transformational change effort.

COURSE OUTLINE

The Leading Transformational Change course includes these twelve (12) interactive sessions:

Session 1: Getting Started

Set the foundations for your optimal learning and application of course material.

Topics Covered:

- Introduction to the Course
- Assumptions the Course Is Based On
- Introduction to the Ten Strategies

Session 2: Develop Leaders' Self-Mastery

Develop leader's self-mastery, ability to think big and model desired behavior.

Topics Covered:

- Self-Mastery: What It Is and How to Achieve It
- Understanding that Mindset Is Causative
- Self-Awareness and Self-Management Skills
- Ego and Being
- Self-Development Strategies
- Vertical Leadership Development

Session 3: Lead Co-Creatively

Lead co-creatively to empower people and unleash their potential.

Topics Covered:

- The Power and Benefits of Co-Creative Leadership
- Co-Creative Leadership Versus Command-and-Control
- The Principles of Co-Creating
- How to Lead Co-Creatively
- The Practices of Co-Creative Leaders

Session 4: Ensure Leader Commitment and Alignment

Ensure your leaders are aligned and engaged from start to finish.

Topics Covered:

- Defining Commitment and Alignment
- Why Leadership Commitment and Alignment Are Critical
- How Leadership Style Impacts Levels of Commitment and Alignment
- How to Get Leaders Committed and Aligned

Session 5: Create a Unified Change Strategy

Create your unified change strategy that integrates mindset, behavior, culture and system changes.

Topics Covered:

- What Is a Change Strategy?
- The 12 Elements of Change Strategy
- How to Use Your Change Strategy

Session 6: Clarify Governance Structure and Roles

Govern your transformation with clear change leadership roles, an effective parallel structure and streamlined decision-making.

Topics Covered:

- The Importance of Good Change Governance
- Change Leadership Roles
- Change Governance Structures
- Decision-making
- Interface with Ongoing Operations

Session 7: Consciously Design Your Change Process

Consciously design your change process using advanced navigation systems to ensure full adoption and sustainment of your desired results.

Topics Covered:

- Typical Approaches to Change Project Planning
- The Breakthrough Process
- The Change Leader's Roadmap

Session 8: Directly Address Culture

Learn the twelve critical strategies for culture change and why you must directly apply them to your transformation.

Topics Covered:

- What Culture Is and Why It Is So Important to Transformational Change
- Two Approaches to Transforming Culture
- How to Make the Case for Real Culture Change
- How to Make Culture Visible so You Can Change It
- Twelve Strategies for Changing Culture

Session 9: Set Up Conditions for Success

Go slow to go fast – take time to set up your conditions for success.

Topics Covered:

- What Are Conditions for Success
- Identifying Your Conditions for Success
- Establishing and Monitoring Your Conditions for Success

Session 10: Engage Stakeholders to Maximize Commitment

Engage your stakeholders early to maximize their commitment and minimize resistance.

Topics Covered:

- Understanding the Importance of Stakeholder Engagement in Transformation
- Engagement Types and Vehicles
- How to Create an Engagement Plan
- Using Engagement to Generate a Critical Mass of Support for the Transformation
- Minimizing Resistance: How Engagement Can Better Meet People's Core Needs
- Integrating Stakeholder Engagement and Change Communications

Session 11: Establish a Course Correction Mindset and System

Establish a course correction mindset and system to keep your transformation on track and focused.

Topics Covered:

- ▶ The Importance of Learning and Course Correction to the Success of Transformation
- ▶ Designing a Course Correction Strategy and System
- ▶ Helping Leaders Own and Implement a Course Correction System

Session 12: Putting It All Together

Clean your most important insights and actions, and organize to put them to work!

Topics Covered:

- ▶ Seeing the Whole
- ▶ Reviewing Your Self-Assessments
- ▶ Bringing Your Insights to Your Organization, Initiative or Community
- ▶ Continuing Your Development

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