



LEADING TRANSFORMATIONAL CHANGE

10 Strategies for Breakthrough Results

COURSE OVERVIEW

ENROLL ONLINE AT: BeingFirst.com/LTC-Enroll

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INTRODUCTION

The Leading Transformational Change program distills our four decades of action research into ten Best Practice strategies. When you deploy these strategies, your transformational change efforts will succeed. To the extent you neglect them, you will struggle. They represent critical paradigm shifts for many leaders and consultants alike. Making these leaps in your understanding and capabilities will dramatically up-level your success with transformations.

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 is our privilege to share these insights with you.

The Ten Transformational Change Strategies

You learn ten strategies that represent the cutting-edge, best practice approach to transformational change. Five of these are People strategies that maximize leader and stakeholder commitment and engagement and reduce resistance. The remaining five are 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.

Paradigm Shifts that Transform Your Thinking and Leadership

Transformational change is unlike any other type of change. It requires leaders to apply these strategies, non-conventional approaches and ways of Being that go far beyond traditional change and project management. You will learn the paradigm shifts essential to seeing what's missing, effectively leading transformation, and responding to constant change. These paradigm shifts will forever transform the way you think about and lead transformation.

Who Should Attend

This course is for change leaders and consultants in all corporate industries, government, community, military, and social or environmental activism, including:

- ▶ Change leaders in charge of organization or community transformations or strategic change initiatives: executive sponsors, change project leaders, change project team experts, and human resource leaders

- ▶ Change consultants including those in project management, change management, organization development, Agile, Lean Six Sigma, strategy implementation, and innovation

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. Attend with your full change project team to maximize your immediate application of these ten strategies.

The course is oriented to organizational systems. We highly recommend that you bring a current project or a recent project you've worked on to support your application of the material throughout the course. Ideally, your project of choice would be transformational and one on which you have some degree of influence over the change strategy and / or process. This will make your application that much more meaningful and valuable. If you are not in a position to influence the process, you can learn by supporting others' projects during the application portions.

Unsure if this course is right for you? Contact us to discuss your needs. Call +1 970.385.5100 or send an email to info@beingfirst.com.

What You Will Learn in this Course

Upon completing this course, you will be able to:

- ▶ Understand the unique requirements of transformational change and the paradigm shifts they enable
- ▶ 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
- ▶ Apply four key perspectives – mindset, behavior, culture and systems – to transformation 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



Completion Certification

Earn a Certificate upon completion of this course. To receive your Completion Certificate, you must complete all course work and attend Live Online Sessions for all 10 strategies. Options to make up a session are provided to accommodate schedule constraints.



CCMP Professional Development Units: 54

This course is recognized by the Association for Change Management Professionals as a Qualified Education Provider™ (QEP™) course and aligns with the ACMP Standard for Change Management and adult education best practices. The Certified Change Management Professional™ (CCMP™) is a globally recognized credential established by ACMP for professionals to demonstrate their commitment to leading the way change works.



SHRM Professional Development Credits: 54

Being First is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP® or SHRM-SCP®.



HRCI Professional Development Credits: 54

This Program, ID No. 608623, has been approved for 54.00 Business recertification credit hours toward aPHR™, aPHRi™, PHR®, PHRca®, SPHR®, GPHR®, PHRi™ and SPHRi™ recertification through HR Certification Institute® (HRCI®).



Course Length

The course is 14 weeks, which includes 12 weeks of course work completed in the sequence of 4 weeks on followed by 1 week off.



Estimated Time Commitment

The weekly time commitment includes 5 hours of live instructor-led session (2 hours of instruction, 1 hour break, 2 hours of instruction) and 1-2 hours of additional pre-work and application course work. Specific time

estimates for required course work are posted at the section and activity level to support your scheduling needs.



Delivery Method

The course is delivered through a blend of live interactive sessions and self-paced activities (including videos and written materials) delivered on our online platform. The live sessions are held virtually through the Zoom video conferencing app. These include a mix of instructional approaches including brief lectures, large and small group discussions, Q&A and application exercises that will integrate the content to deepen your understanding and capability.



Online Community

You receive access to the Leading Transformational Change online learning community made up of change leaders and consultants from around the globe. Upon completion, you will gain access to the global LTC Alumni group to continue within this community of practice.



Technology Requirements

This course requires a computer or tablet with internet access and audio / video capabilities (PC or Mac), a PDF viewer such as Adobe Acrobat Reader, and the free Zoom Client app for video conferencing (desktop or mobile client recommended over the web client)

How this Course Is Designed

You will engage in exercises to apply the learning to a current or past change project. You receive a wealth of information, resources and expert guidance to 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. At completion, you integrate the strategies and create your personal plan for implementing them in your transformational change effort.

COURSE OUTLINE

Course Purpose

To strengthen your ability to design and implement transformational change to deliver Breakthrough results.

Section 1: Getting Started

Purpose

To introduce you to the course and each other, and how to participate to gain the most value personally and professionally

Paradigm Shift

Enabling you to live and work from a Conscious Change Leadership perspective

Topics

- ▶ Self as Instrument
 - You Are Your Most Important Strategy
 - Centering Yourself
- ▶ Introduction to the Course
- ▶ Co-Creating Our Culture
- ▶ Course Overview: Introduction to the Ten Strategies
- ▶ Pre-Work Review
- ▶ How Best to Participate
- ▶ Technology Overview

Section 2: Develop Leaders' Self-Mastery

STRATEGY: Develop leaders' self-mastery, ability to think big and model desired behavior

Purpose

To explore why the level of self-mastery in leaders is critical to the success of transformational change

Paradigm Shift

Putting top priority focus on developing leaders from the inside out and raising their consciousness so they can be better models of transformation and handle greater complexity

Topics

- ▶ What is Self-Mastery?
- ▶ Self-Limiting Ego Patterns
- ▶ Human Nature: Ego and Being
- ▶ Vertical Leadership Development

Section 3: Lead Co-Creatively

STRATEGY: Lead co-creatively to empower people and unleash their potential

Purpose

To introduce Co-Creative Leadership and why it is so essential to leading transformational change successfully

Paradigm Shift

Realizing that how we lead impacts the contribution of others and that a co-creative style unleashes maximum human potential for transformational outcomes in service to the larger system

Topics

- ▶ Leadership Behavior and Stages of Development
- ▶ What is Co-Creating?
- ▶ Your Experience of Co-Creating
- ▶ Co-Creative Leadership Style
- ▶ The Key Skills of the Co-Creative Leader

Section 4: Ensure Leader Commitment and Alignment

STRATEGY: Ensure your leaders are aligned and engaged from start to finish

Purpose

To understand the importance of leadership commitment and alignment to the success of transformation, and the strategies for getting them

Paradigm Shift

Standing for leadership commitment and alignment as non-negotiable and proactively developing them as an essential strategy and condition for success

Topics

- ▶ Debrief: Co-Creative Leadership Practice
- ▶ Defining Commitment and Alignment
- ▶ Why Leadership Commitment and Alignment Are Critical
- ▶ Understanding Human Motivation
- ▶ Understanding Impacts of Leadership Style on Motivation
- ▶ How to Get Leaders Committed and Aligned

Section 5: Create a Unified Change Strategy

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

Purpose

To discover the critical role of change strategy – why it's a paradigm shift for leaders, what it consists of and how best to use it

Paradigm Shift

Launching change strategically in a way that integrates content AND people outcomes from the start, in advance of and guidance to project planning.

Topics

- ▶ What Is a Change Strategy?
- ▶ The 12 Elements of Change Strategy
- ▶ How to Use Your Change Strategy
- ▶ How to Influence Your Leaders to Develop their Change Strategy

Section 6: Clarify Governance Structure and Roles

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

Purpose

To understand best practices for governing transformational change and explore their paradigm-shifting requirements

Paradigm Shifts

Transcending the conflict between running operations and running the change by creating a parallel structure and staffing it with competent change leaders who embrace clear decision-making

Recognizing the necessity and power of the Change Process Leader role to strategically orchestrate the process of transformation and all its dynamics from start to completion

Topics

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

Section 7: Consciously Design Your Change Process

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

Purpose

To get introduced to Conscious Process Design and the use of a comprehensive, end-to-end change process methodology to consciously design large systems transformation at the initiative level

To expand your approach to leading transformation

Paradigm Shift

Pausing to take a more complete view of all the dynamics at play in your transformation, then consciously designing a process that readily navigates that complexity to successful outcomes

Topics

- ▶ Conscious Process Design
- ▶ Process Guidance for Successful Projects

Section 8: Set Up Conditions for Success

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

Purpose

To understand the power of Conditions for Success as a core enabler and accelerator of your transformation

Paradigm Shift

To consciously identify and establish from the beginning the conditions and factors that raise the probability of a successful change process and result

Topics

- ▶ What Are Conditions for Success
- ▶ Making the Case for Conditions for Success
- ▶ Consciously Design Your Conditions for Success Process
- ▶ Identifying Your Conditions for Success
- ▶ Establishing Your Conditions for Success
- ▶ Monitoring and Sustaining Your Conditions for Success

Section 9: Directly Address Culture

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

Purpose

To understand culture, why it is so important to the success of transformational change, and strategies for transforming it

Paradigm Shift

Elevating culture change from a fuzzy, unattainable idea to an essential strategic priority that can be pragmatically achieved.

Topics

- ▶ What Is Culture and Why It Is So Important to Transformation
- ▶ Two Approaches to Transforming Culture
- ▶ How to Make the Case for Culture Change
- ▶ Indicators and Levers for Culture Change
- ▶ Ten Elements of a Culture Change Strategy

Section 10: Engage Stakeholders to Maximize Commitment

STRATEGY: Engage your stakeholders early to maximize their commitment and minimize resistance

Purpose

To build stakeholder commitment and reduce their resistance through engaging them from the beginning of the change process

Paradigm Shift

Seeing that early stakeholder engagement optimizes stakeholders' positive contribution and investment in making the transformation successful, accelerating its outcomes.

Topics

- ▶ The Importance of Stakeholder Engagement
- ▶ Leadership Mindset and Stakeholder Engagement
- ▶ Engagement Types and Vehicles
- ▶ How to Create an Engagement Strategy
- ▶ Engagement and People's Core Needs
- ▶ Integrating Engagement and Change Communications
- ▶ How to Create an Engagement Plan

Section 11: Establish a Course Correction Mindset and Process

STRATEGY: Establish a course correction mindset and process to keep your transformation on track and focused

Purpose

To understand the importance of Learning and Course Correction to the success of your transformation and learn how to establish the mindsets to optimize its value, legitimize this approach and explore the process

Paradigm Shift

Realizing that transformation by nature is non-linear, and that problems, mistakes and breakdowns are not barriers to success but doorways to success when learning from them occurs and reshapes the process going forward

Topics

- ▶ The Importance of Learning and Course Correction in Transformation
- ▶ Your Relationship to Mistakes
- ▶ Leadership and Cultural Norms Regarding Mistakes
- ▶ The Process to Determine a Course Correction
- ▶ Making the Case for Learning and Course Correction

Section 12: Putting It All Together

Capture, integrate and deepen your most important insights and actions, and organize them to put them to work!

Purpose

To capture, integrate and deepen your insights and learnings, compile your go-forward actions and plan your next steps

Paradigm Shift

Seeing the integration – and greater whole – of all ten strategies, and how together they open a new paradigm of possibility for you, your career as a Conscious Change Leader, and your organization.

Topics

- ▶ Integration and Seeing the Whole
- ▶ My Key Take-Aways and Insights
- ▶ How I See Myself Now
- ▶ How I Will Continue My Development
- ▶ How I Will Bring My Contribution to My World

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