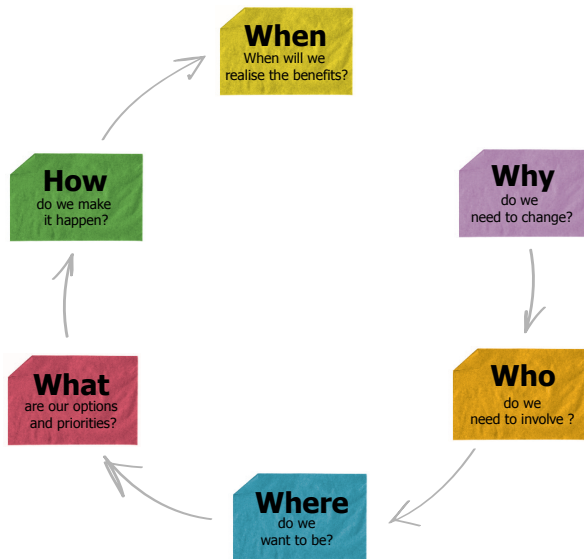


Change²

Are you facing tough challenges and need to engage everyone in new ways? ...



Do you want to release the potential and creativity of your staff and community so that you can deliver more for less?

Change²:

- Provides a proven structured method for leading sustainable change across your organisation
- Breaks down the challenge into practical and manageable steps
- Is flexible so that it can be tailored to suit your needs and applied to match your capacity for change

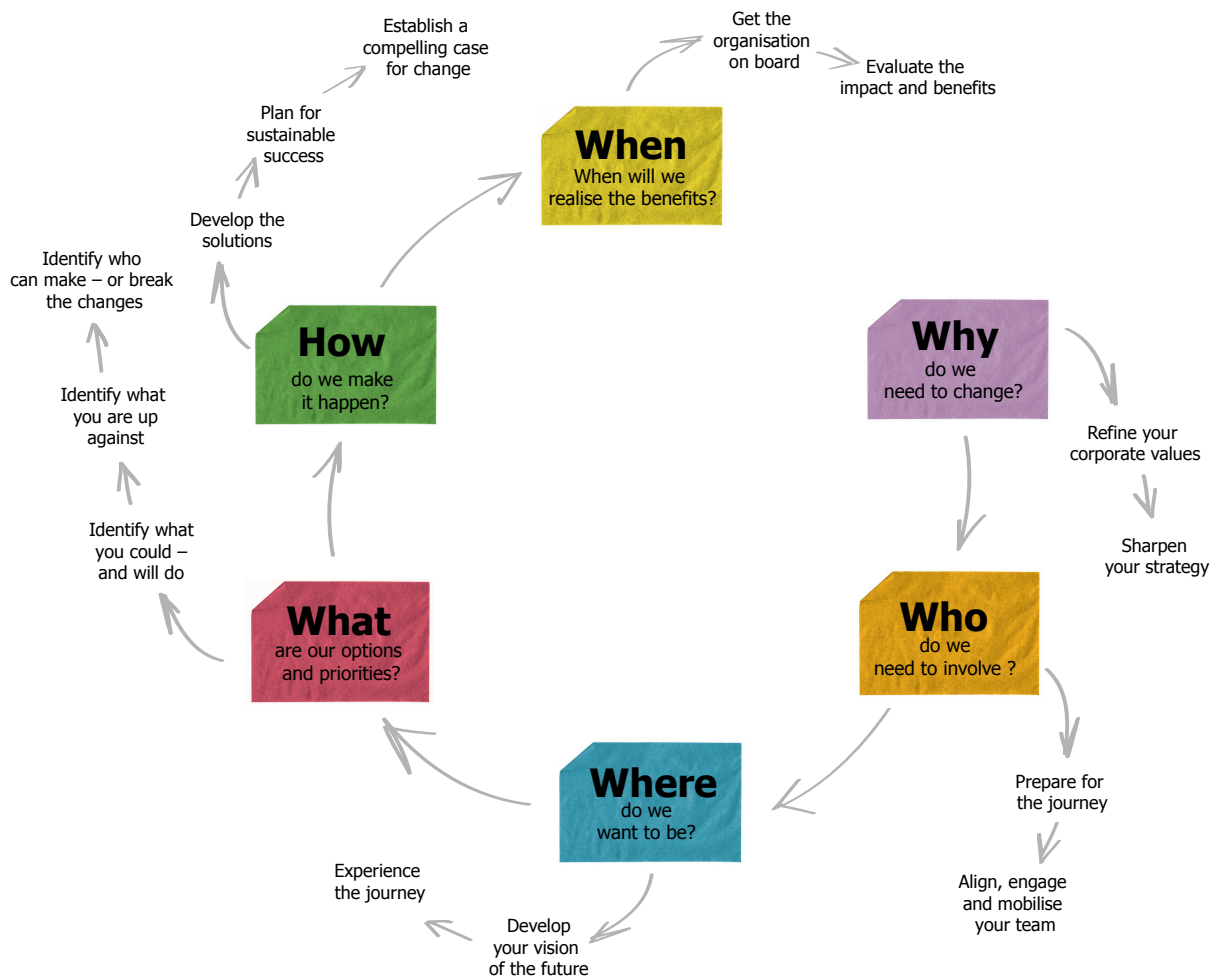
What does it involve?

A series of workshops that takes your organisation through the complete change cycle: from determining your strategy to implementing change and realising the benefits. This fully integrated process begins with the Senior Leadership Team clarifying their vision and preparing the ground for a programme of sustainable change initiatives that will fulfil their vision. Responsibility is delegated to a Change Team, carefully selected to represent the broad views of all the stakeholders. The team works through a cycle of 7 or more workshops. The process is carefully designed so that each workshop progressively builds upon the previous one towards a sustainable solution whilst building confidence in the team and the organisation. There are key decision points along the way at which a programme Steering Group reviews progress and provides guidance, direction and encouragement to the team.

What will you achieve?

Change² is not only a proven process for achieving change to day-to-day operations. It is the catalyst for a significant cultural shift in your organisation. Change² will bring about new ways of working whilst also building the sustainable capacity and capability for dealing with future challenges. The longer-term benefits include:

- Distributed leadership throughout the organisation;
- A workforce that is resilient and responsive to the need for change;
- A team of staff accomplished in facilitation skills & tools that are readily applicable and beneficial to almost any team assignment or group activity;
- An emerging pool of talent that aspires to be tomorrow's leaders – an essential part of your succession strategy;



- An organisational culture that actively pursues opportunities for positive change.

In sum, the desire to seek and collaborate in on-going change becomes embedded into the organisation.

What will you have at the end?

Depending on which of the 14 modular workshops you choose, you will have:

- Refined your corporate values; sharpened up your strategy; and identified your goals;
- Established your change structure, including programme governance; and engaged a change team;
- Developed your vision of the future and gained insight to what it will take to get there;
- Identified 'quick wins' and prioritised opportunities for change;
- Have a deeper understanding of what you are up against and who is best placed to help you design effective change solutions;
- Detailed designs for change; plans to implement them; and a compelling case to justify proceeding;
- A workforce that is actively supporting the changes; and an evaluation of the impact and the benefits derived.

Core steps £495

- Step 3 Prepare for the journey (Free)
- Step 4 Align, engage and mobilise the team
- Step 5 Develop your vision of the future
- Step 7 Identify what you could and will do
- Step 8 Identify what you are up against
- Step 10 Develop the solutions
- Step 11 Plan for sustainable success
- Step 12 Establish a compelling case for change

Additional steps £75 each

- Step 1 Refine your corporate values
- Step 2 Sharpen your strategy
- Step 3 Prepare for the journey (Free)
- Step 6 Experience the journey
- Step 9 Identify who can make or break your changes
- Step 13 Get the organisation on board
- Step 14 Evaluate the impact and benefits

Complete set £750

Refine your corporate values

Why you should do it

This step anticipates a forthcoming programme of change by revisiting the values that will be reflected in the work of leadership and the change team as they bring about change. This workshop is designed to ensure that:

- all proposed changes are underpinned by and reflect your values
- as a leadership team you demonstrate these values in your actions
- your values are your anchor during times of change
- you reinforce your organisation's values during the change programme.

What does it involve?

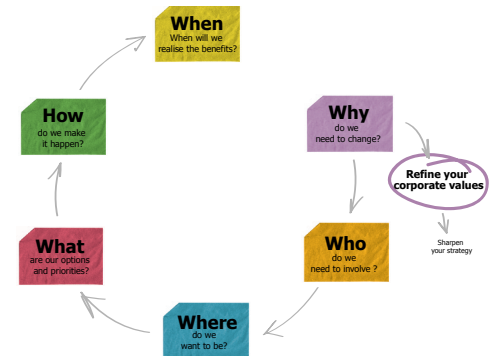
A two and a half hour workshop in which the Leadership Team revisits the values that define how and why the organisation does things the way that it does. The team refines these values and expresses how these values impact everyday behaviours. As the Leadership Team, the participants critically review the extent to which they each need to model these behaviours more prominently in order to reinforce the values throughout a period of significant change.

What will you have at the end?

- A set of values that represent what your organisation stands for and underpins how you want people to behave.
- An understanding of how far people in your organisation currently enact these values in their day-to-day dealings.
- Descriptions of the model behaviours which you will strive to promote in the way you go about change and in the change solution itself.
- Commitment from each of the leadership team members to reinforce these values through their own actions.

Who should attend?

This workshop is targeted at the Leadership Team.



Sharpen your strategy

Why you should do it

Your strategy is essential for guiding the work of the Change Team. This workshop is designed to make sure:

- you target your change programme where it will have the greatest impact
- everyone in the Leadership Team understands the link between your strategy and the work of the Change Team
- the strategy is in line with your vision and values.

What does it involve?

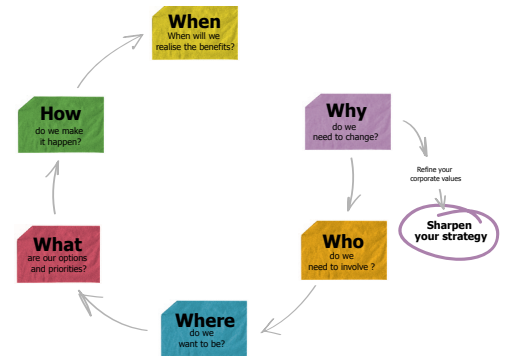
A two and a half hour workshop in which the Leadership Team reviews the status of its strategy in order to clarify the goals and specify the ambitions for a programme of change. The organisation's strategic plan is examined and current initiatives and work practices are taken into account. This enables the team to pinpoint those aspects of its strategy that will benefit most from targeted change initiatives. The priorities for change are recorded in the Change Journal that forms the terms of reference for the Change Team.

What will you have at the end?

- Those key elements of your strategy that should be included in an investigation of potential areas for change.
- A clearer sense of the scope and nature of change needed to fulfil the organisation's strategic goals.
- A shortlist of strategic ambitions that present the priorities for change and will make the most difference once implemented.

Who should attend

This workshop is targeted at the Leadership Team.



Prepare for the journey

Why you should do it

This initial step sets the tone for your change programme and is crucial to its overall success. This workshop is designed to make sure:

- your objectives are in alignment with your strategic plan
- you have identified the right people to involve
- there is a clear direction and timeline for the programme
- delivery options and next steps are agreed.

What does it involve?

This workshop is designed to take two and a half hours for the Leadership Team to plan the launch of a successful programme of innovative change.

Building upon your existing strategy, this vital step requires that you consider your ambitions for change and set clear objectives for those involved in the work of change. It puts in place programme governance, the right balance of people in teams and vital roles, and specifies how and when they interact to be effective so that the change programme will be launched on a firm footing.

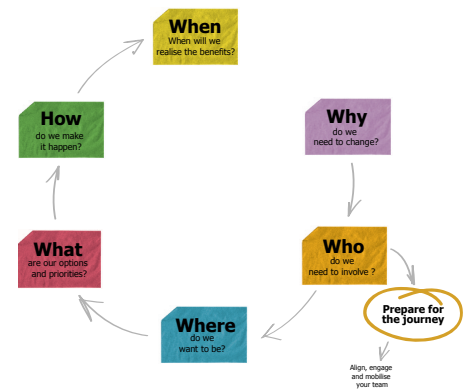
What will you have at the end?

- A clear overall objective for the programme and themes that need addressing by the Change Team.
- Measurable outcomes so you know what progress you are making and when you have achieved your change objective.
- The programme structure – key people in the Core Change Team representing the wide interests of all stakeholders in change, processes to be followed, an outline plan, and the steps they will take.

All of the above recorded in the first section of the Creating Tomorrow Change Journal which will be handed to the Change Team. This will ensure their work is focused on the organisations strategic goals. The Change Team will complete the other sections as they go through the process.

Who should attend?

This workshop is targeted at the Leadership Team



Align, engage & mobilise your team

Why you should do it

This step brings together the Change Team and establishes a creative way of working. This workshop is designed to make sure:

- the team understand their role and take up their responsibility
- the team understand why the change is crucial
- the whole team are inspired by a view of the future
- effective team working is established.

What does it involve?

This workshop is a two hours and twenty minutes launch event that gets your Change Team embarked on the journey to make change happen in your organisation.

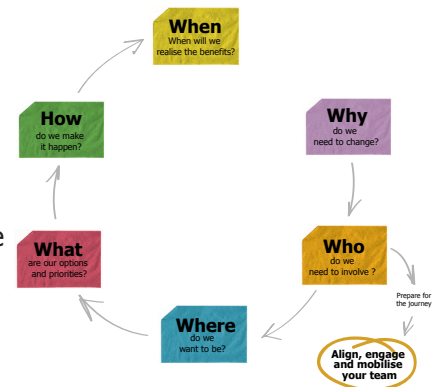
A carefully selected group come together to form the Change Team and are empowered by their Sponsor to make change happen. The team inherits the all-important Change Journal previously started by their leaders. They take their initial steps to align and bond together behind a compelling vision of the future that they have been tasked to create.

What will you have at the end?

- An understanding of the scope and scale of the remit for change.
- A Change Team Charter that binds the team together and commits members to a collective endeavour on behalf of the organisation.
- A striking and imaginative view of what the desired future looks like.
- Questions prepared for conducting research with the wider community that the team represents.

Who should attend?

This workshop is targeted at those representatives of the organisation that have come together to form the Core Change Team.



Develop your vision of the future

Why you should do it

This step imagines what the future will look like once change is implemented and your ambition achieved . This workshop is designed to make sure:

- people who are going to be effected are identified
- the team see the change through the eyes of others
- the preferred future is brought alive
- the team are ready to consult more widely.

What does it involve?

In this two hour workshop the Change Team tries to get inside the hearts and minds of those for whom change will have most impact. Transporting themselves to some point in the not-too-distant future when changes have taken effect, the team illustrates with vivid descriptions what it looks and feels like to be working in the 'new' workplace. This serves as an incentive to get there, and provides markers for checking progress.

What will you have at the end?

- Identified the broad groups of stakeholders who will be affected by the change.
- Expressed what it will be like from different perspectives of these stakeholders.
- Captured the future in a pithy compelling statement.
- Described the vision of the future that illustrates very clear what it will look and feel like for all those affected.
- The basis for getting people on board and their support for the change.

Who should attend?

This workshop is targeted at those representatives of the organisation that have come together to form the Core Change Team.



Experience the journey

Why should you do it

This step brings further clarity to your change journey and enables you to test your expectations. This workshop is designed to make sure:

- the team sees the bigger picture of how the steps in the journey all fit together
- everyone becomes familiar with the Change² tools and techniques
- collaborative and creative working is strengthened.

What does it involve?

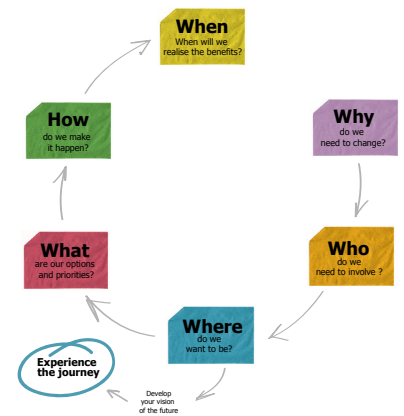
A three hour workshop to experience the Change² process that gives you valuable insight into what it takes to bring about change. The Core Change Team deploys tools under the direction of their facilitator to experience the techniques for identifying and developing solutions and planning for implementation. The risks and potential benefits are also explored using appropriate tools.

What will you have at the end?

- Appreciation of how all the steps in the core change process fit together.
- Insight of the key tools and techniques used by change practitioners.
- Experienced at first hand the facilitated workshop style which is key to promoting collaborative learning and is at the heart of the Change² process.
- Know what to expect in the Change² journey with a real change challenge from the workplace.
- Better understanding of how the Change² process relates to your specific challenge.

Who should attend?

This workshop is targeted at those representatives of the organisation that have come together to form the Core Change Team.



Identify what you could – and will do

Why you should do it

This step starts the more detailed analysis of opportunities and identifies actions you can take immediately to show progress and increase support. This workshop is designed to make sure:

- a range of suitable opportunities are identified
- the impact of each opportunity is thoroughly considered
- quick wins get off the ground
- an outline cases for change is prepared.

What does it involve?

A two and a half hour workshop to identify the many opportunities for change and to determine which are the priorities for action.

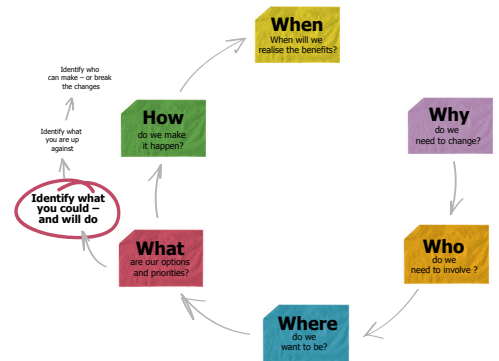
What currently works effectively provides the foundation to build upon. Those things less effective can be developed; whilst other opportunities - as yet untried or perhaps only now recognised – offer the challenge to be creative. Not all these opportunities can be taken up at once so the team sets its priorities for change accordingly.

What will you have at the end?

- Potential opportunities for change, including 'Quick Wins' – changes that will readily yield benefits and a much needed boost in morale without major investment.
- Priorities for change - a short list (no more than 4) of the most promising opportunities for change consistent with the organisation's vision of the future.
- An outline case for change for each priority that will enable the Steering Committee to endorse or modify the direction of travel.

Who should attend?

This workshop is targeted at those representatives of the organisation that have come together to form the Core Change Team.



Identify what you are up against

Why you should do it

This step digs deeper into the root causes of the need for change so that you don't jump to solutions too early. This workshop is designed to make sure:

- feedback from the Steering Group is taken on board
- what's really going on is explored in depth
- what it will take to deliver the change is understood
- roles and responsibilities are assigned correctly.

What does it involve?

A two and a quarter hour workshop that ensures your Change Team has a deep understanding of what lies at the root of what they are trying to change.

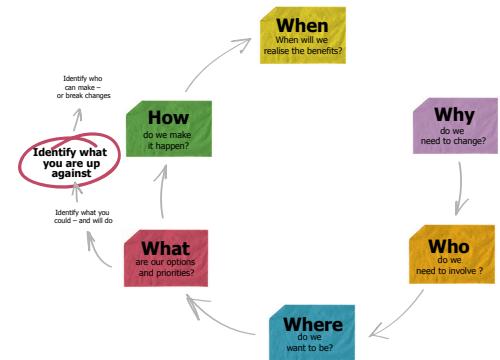
The team takes a 'priority for change' that it has previously identified and conducts a detailed analysis of all the factors that must be taken into account when bringing about change. The underlying issues that account for the current situation are brought to the surface and the team starts to fully appreciate the scope and scale of the changes it can make.

What will you have at the end?

- A more detailed understanding of the factors that condition the current situation.
- An awareness of which factors you can influence and what may be beyond your control.
- Strategies for overcoming difficulties; *e.g.* 'I can't, but I know who can.'
- Initial views on the scope and potential for solutions.
- Justifiable confidence in the capability to make change happen.

Who should attend?

This workshop is targeted at those representatives of the organisation that have come together to form the Core Change Team.



Identify who can make – or break your changes

Why should we do it

This step helps you overcome resistance and get people on board. This workshop is designed to make sure:

- those people who have concerns are identified
- their concerns are looked at in depth
- their concerns are addressed where possible
- resistance to the change is minimised.

What does it involve?

A two and a quarter hour workshop that ensures you promote the support of those stakeholders with the most to gain – or lose – from the changes.

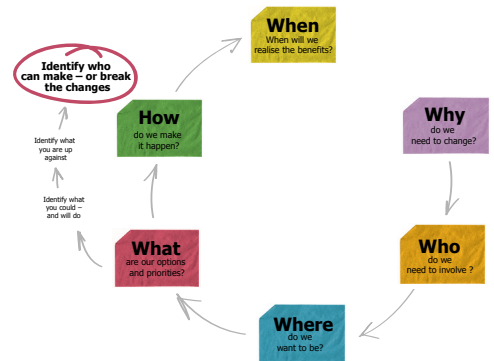
The team identifies individuals or groups of like-minded people who have a significant stake in the changes you are targeting. Their current dispositions to change are then assessed. Suitable strategies are implemented to ensure that that these stakeholders are supportive and promote the changes.

What will you have at the end?

- An awareness of who has the potential to influence significantly the outcome of your change project – either favourably, or otherwise.
- An evaluation of each stakeholder's perceptions of the changes – and hence their potential to actively promote or resist change.
- Strategies designed to re-frame the proposed changes in ways that will encourage the support and positive engagement of key people.
- Greater desire for the change and less resistance to it.

Who should attend?

This workshop is targeted at those representatives of the organisation that have come together to form the Core Change Team .



Develop the solutions

Why you should do it

This step takes each opportunity and designs what the solutions will look like and creates a case for change. This workshop is designed to make sure:

- solutions are thoroughly considered and arrived at by consensus
- that each solution is robust, viable and sustainable
- an outline case for change is prepared
- the team is ready to test the preferred solutions with others.

What does it involve?

A two and a half hour workshop – or a series of shorter sessions that get into the detailed design of precisely what changes you will implement.

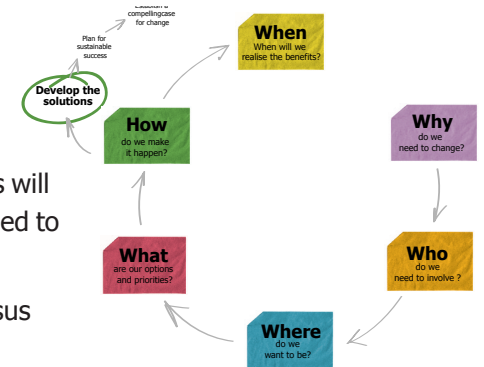
The Change Team – augmented by key stakeholders – uses creative techniques to blitz a change opportunity with innovative ideas. The most promising are pursued in earnest to flesh out the most practicable and beneficial solutions. The pros and cons are worked through and the solutions refined to test their viability and sustainability.

What will you have at the end?

- A number of potential solutions to address each change challenge.
- A consensus on which potential solutions offer the most promising way forward based on a range of criteria.
- Deeper insight into the practicalities of making the chosen solution(s) work and ensure that they are sustainable.
- A plan for consulting more widely in order to test the solutions and refine the design before investing in implementation.

Who should attend?

This workshop is targeted at those nominated by the Core Change Team to form a Wider Change Team with specific responsibility for a particular change opportunity or change 'project'.



Plan for sustainable success

Why you should do it

This step develops a detailed plan for the delivery of each solution. This workshop is designed to make sure:

- a viable plan is in place that will deliver the change
- actions are assigned to the right people
- risks are considered and reduced
- communications are planned and happen.

What does it involve?

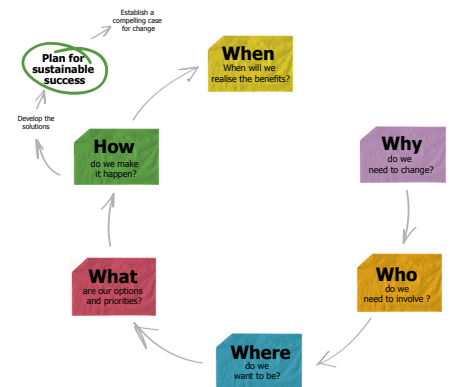
A two and three quarter hour workshop where the Change Team sets a timescale for implementation of their solutions for change. The major milestones are set against the timeline with activities assigned to key stakeholders or stakeholder groups. The team assigns responsibilities for implementation; for actions that will reduce risks; and for communications with all those impacted by the forthcoming changes.

What will you have at the end?

- A large, graphical representation of how, by when – and by whom – change solutions will be implemented.
- The responsibilities, tasks and inter-dependencies between all the various stakeholders involved are understood.
- A basis for communicating what will happen, by when, and for mobilising the key people who have responsibilities for undertaking tasks.
- A robust plan of action to reduce and eliminate risks that threaten the plan.
- A strongly held, shared commitment to see the plan implemented.

Who should attend?

This workshop is targeted at those nominated by the Core Change Team to form a Wider Change Team with specific responsibility for a particular change opportunity or change 'project'.



Establish a compelling case for change

Why you should do it

This step is about preparing the team to present their case for change to the Steering Committee. This workshop is designed to make sure:

- the team takes account of the outputs from the previous work they have done
- they have a well thought through case for change
- they can confidently deliver their presentation
- the recommended solution is taken forward.

What does it involve?

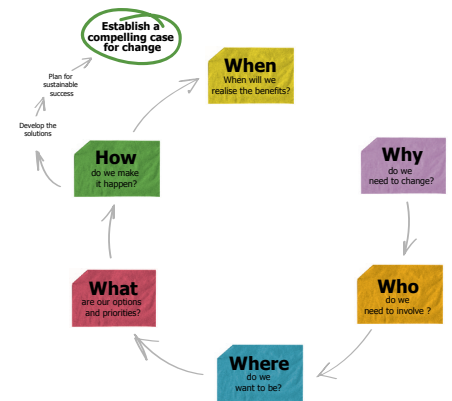
A two and a quarter hour workshop to ensure that you can present to the Steering Committee the most compelling case possible for implementing your solutions for change. This is to demonstrate to the Steering Committee that the implementation plan is viable, the solution sustainable and that the benefits are readily achievable.

What will you have at the end?

- A case that demonstrates that all aspects of your change project have been thoroughly thought through.
- Justifiable confidence in the efficacy of your solution, and the practicality of your plan to implement it.
- The basis for engaging the support of all those on whom you are dependent for making the change happen.
- A presentation that will convince the Steering Committee to endorse your project.

Who should attend?

This workshop is targeted at those nominated by the Core Change Team to form a Wider Change Team with specific responsibility for a particular change opportunity or change project.



Get the organisation on board

Why you should do it

This step looks at what people want to know, what are the key messages and how you are going to deliver them. This workshop is designed to ensure that:

- messages reflect the specific needs of different target audiences.
- communications will promote a favourable disposition towards change.
- implementation of change will be more readily anticipated, accepted and supported.
- communication is focused and engaging.

What does it involve?

A two and a half hour workshop in which the Change Team assesses the different communication needs of all those with a stake in the change. Communication objectives are defined for each set of stakeholders and their specific requirements are set out in detail. The design of messages and the choice of media to deliver them are based on an appreciation of all the factors involved in the communication process, and consideration is given to make communication events productive and enjoyable experiences for all participants.

What will you have at the end?

- An assessment of what people currently think about the changes that effect them.
- A specification of what people need to hear and what they want from the change programme in terms of two-way communications.
- Messages specifically created to meet the different communication needs across a broad community of people with a stake in change.
- Ideas for designing communication events that will be productive, interactive experiences.

Who should attend?

This workshop is targeted at those representatives of the organisation that have come together to form the Core Change Team.



Evaluate the impact and benefits

Why you should do it

This step recognises, measures and reinforces the change. This workshop is designed to make sure:

- you have the evidence to support the change
- there is a clear link to the organisation's ambitions
- you are able to identify the impact of the change
- the team's resolve to continue is strengthened.

What does it involve?

A two and a half hour workshop that assesses what difference the change is making and the extent to which the value that was forecast is being realised.

The Change Team develops an Impact Evaluation model that includes activities, results, benefits and outcomes. They identify what evidence they need and how they will collect it in order to make a considered evaluation.

What will you have at the end?

- A model for each change project, detailing the changes undertaken; the direct results; and the more enduring impacts.
- Evidence sources and data that will verify the changes, results and impacts.
- A measure of the extent to which the changes are contributing to the fulfilment of the original ambition and objectives set by the Leadership Team.
- A cause for celebration, and an incentive to continue.

Who should attend?

This workshop is targeted at the Change Team.

