Global Learning
BY**CEGOS**®

Leading Change

How can you lead your team through change without losing sight of your performance objectives?

How can you engage your team members in change and maintain collective drive throughout the process?

Demonstrate your leadership qualities and draw up your change-management road map.

Who can benefit:

Line and cross-functional managers
In companies that are:
- currently going through a period of change
- and want to rapidly implement changes either locally or internationally.

If you want to…

Find out about your own profile as a change leader and identify your team members' profiles

- Clarify the objectives behind the decision to change and explain them to your team
- Engage your team members and nurture a proactive approach to change
- Build a productive network in a changing environment
- Succeed in your 'first steps' towards change

…Then this course is for you.

Model which guided the course design

Your five talents for successful change

1] Your ability to embody change

2] Your clarity in choosing a strategy

3] Your ability to create the future, i.e. anticipate and deal with people's reactions, communicate and persuade

4] Your social capital, i.e. creating and using networks

5] Your first steps: roll out change for quick wins

Highlights: experience the five talents first-hand

Explore your leadership style
Peer coaching and self-assessment:
> Bridges the gap between understanding the different styles to applying them in your everyday management role.

Making a clear-sighted, sound choice of strategy
Work in sub-groups on participants' own experiences:
> The problems that arise during change do not compromise your chances of achieving your objectives.

The metaphor game
This game will help you learn how to convince people and spur them into action:
> Motivate and engage your team members or other project stakeholders

Analysis and diagnosis
Your network of allies:
> Make the network part of your change-management strategy

Achieving change
*Peer coaching, and personal action plans discussed in sub-groups:*
> Plan the next change and take the first steps now

Lead change in tense times such as today

- Incorporate the changes into your management: change is a constant!
- Move from a classic 'revolt, mourning, acceptance' pattern to an 'opportunity, driver, action' pattern
- Change happens fast, so move faster: change management calls for instant action and agile responses

- **Find out** about your own profile as a change leader and identify your team members' profiles

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Your training path
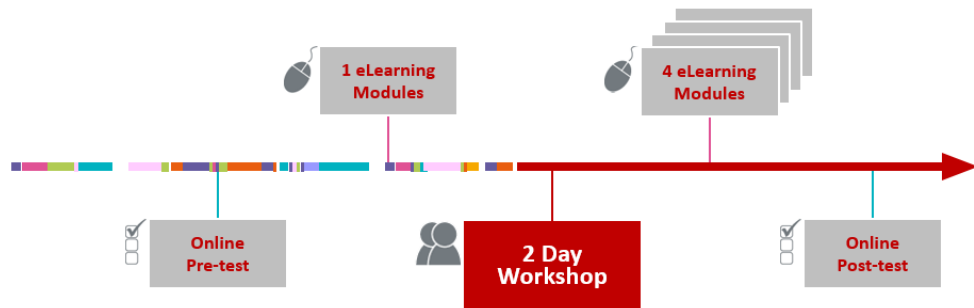
Knowledge self-assessment

Managing change: identifying your profile

eLearning module 1

- Defining a change leadership style
- The four main leadership styles.
- Identifying your style.

Your training path (continued)

Managing change: process and tools

eLearning module 2

- Change in terms of objectives.
- Defining objectives and context.
- Identifying the appropriate solutions for successful change.
- Change accelerators and constraints.
- Anticipating consequences.

Creating a vision of the future

eLearning module 3

- Proactiveness in building the future.
- Learning about desired states.
- Fielding questions.
- Adopting the table of purposes.
- Using metaphors.

Managing change: strategic alliances

eLearning module 4

- Building networks.
- Using different networks.
- Identifying key players to push for change.
- Recognising and managing fears.
- Conflict strategies during change.

Triggering the dynamics for change

eLearning module 5

- Thinking globally and acting with precision.
- Assimilate the theory of commitment.
- Focusing on details and the first steps for change.
- Best practices and pitfalls.

Progress self-assessment

Personalized support throughout your course

- You can track your progress through the course on the web platform
- A technical hotline is available weekdays to make sure your course runs smoothly: elearning@cegos.ch

Evaluation and Certification

Evaluation

Online pre-test: diagnostic evaluation before the eLearning modules

- 10 random questions from all the eLearning modules to diagnose previous knowledge. Can only be taken once. Results do not count.

Online post-test: final evaluation after the eLearning modules

- 10 random questions from all the eLearning modules to assess the achievement of the learning outcomes. Can be taken many times and records the best score.

Certification

In order to obtain your training certificate, you must complete all the eLearning modules and obtain **a score of at least 80%** on the online post-test.