IRISH MANAGEMENT INSTITUTE

Leading Change

with Deborah Rowland

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Executive Education
Ranking 2019

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We need a new way to execute change.

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Your Leading Change Experience

Leading Change CVI (Change Vitality Index) 360 Assessment

In-depth exploration and live application of change projects

Live, experiential skills development

Networking with a diverse class group and peer coaching

Interactive classes on leading change frameworks

Personalised change project mapping

// The starkest finding from my research into successful change leadership is that true movement starts by turning inward — attending to your quality of "being", your presence. //

Deborah Rowland, Programme Director, Leading Change

52%

of the reason why big change either succeeds or fails is determined by a combination of characteristics in the leader themselves.

Introduction

We need a new way to execute change.

Too often we think that change is about changing the world around us but real, sustainable change starts from within.

Many change programmes are focused upon learning new techniques to push through a change initiative and exploring change toolkits to see which might work in your context. These ignore the primary factor behind the success or failure of any change initiative — you.

We all bring our life experiences, biases and past ways of working to any change project, and each will influence its outcome. Research by Leading Change's Programme Director, Deborah Rowland, shows 52% of the reason why big change either succeeds or fails is determined by a combination of characteristics in the leader themselves - the mastery of your inner game.

The Leading Change programme has been designed to recognise and develop these inner capacities. Through an in-depth immersion in the Still Moving* approach to leading mindful and systemic change, you will leave with tangible ideas on how to build a winning approach to your leadership of change in an increasingly disruptive and complex world.

*Still Moving is the change framework designed by Deborah Rowland, Leading Change Programme Director, built from her own global research.

Who is the programme for?

The Leading Change programme has been developed for senior leaders with authority over change projects and initiatives, for those at the C-Suite level, and for HR Directors.

Key Programme Information

Programme Fee

Member €4995
Non-member €5495

Location

IMI, Sandyford Road, Dublin 16, Ireland, D16 X8C3

Dates

June **23rd 2020** (Tuesday) to June **25th 2020** (Thursday)

Duration

3 consecutive days

The Change Challenge

A significant body of research tells us that leadership behaviours and actions are the biggest determinants of whether a change initiative is successful or not.

<10%

The Right Stuff

Less than 10% of leaders have the right capabilities and experiences required to successfully lead transformations.

(PWC)

x5

Leading by Example

When senior leaders role model the behaviour changes they're asking employees to make, transformations are 5.3 times more likely to be successful.

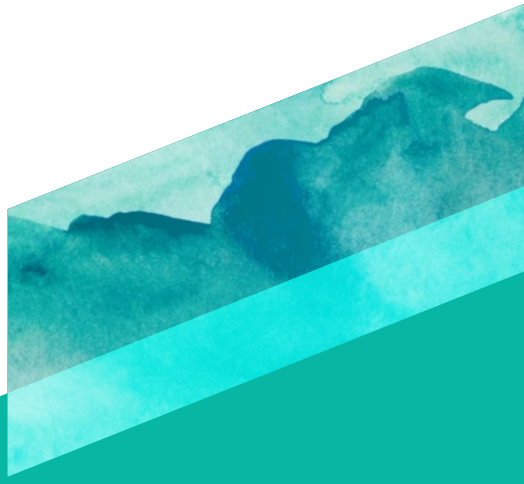
(McKinsey)

31%

28%

Using a 'Masterful Change' approach during a change process can increase the chances of success by 28% compared to a 'Directive' approach that can reduce the chances of success by up to 48%.

(Still Moving Research)



x12

Change is Personal

31% of CEOs are fired for not managing organisational change well enough.

(Forbes)

Leaders need Followers

Company-wide change efforts are 12.4 times more likely to be successful when senior managers communicate continually.

(PWC)

With Leading Change, you will build a foundation within yourself that will give you the self-awareness, confidence, know-how and mindset to lead change even in the most complex systems.

Effortless Change

Make leading change more human, more effortless, more incisive.

The Leading Change programme will shift your mindset on how you approach change as a leader and how you view change as a holistic, agile and continuous process.

Programme Themes

Action vs movement

Too often, leaders repeat the patterns of their past, even when trying to achieve something new. This can lead to 'busy action' — lots of visible movement but very little change.

The Leading Change programme will look at how to create a 'disturbance within repeating patterns', focusing on both how you as an individual and your organisation as a whole can cause those repeating patterns, and how to create new waves of change that lasts.

Look within to change without

You can't always change your environment, but you can change how you operate within it.

A key theme running throughout the programme is examining and developing your own inner capacity to lead, focussing on what biases and undesirable habits you as an individual have that will hold you back when trying to lead change.

Through **disrupting your thinking and routines**, you will begin to see how your personal self affects the change initiatives you lead and how a shift in your own mindset can change an organisation's future.

Give up control to retain it

The leader with their finger on every switch is a leader who cannot see the big picture.

The front-line knows what's happening in your organisation. In this programme you'll look at how you can **empower your people** while maintaining boundaries, how to foster innovation within the change process, and how to oversee multiple moving parts and keep it on track.

Through **continuous improvement** in a step-by-step, managed process, you can bring real change to your organisation while bringing your people along with you.

Amplifying disturbance

A great leader of change looks for **tensions at the edge**. These disturbances can traditionally be looked upon as challenges to be overcome, rather than clues to find the way to real change.

By addressing key truths in a change process that leaders sometimes ignore for the sake of expediency and internal politics, you will instead learn how to use them as cornerstones towards achieving your objectives.

Too often we use old routines to get to new places; these disturbances can be the bright lights on a previously dark road.

Programme Structure

The Leading Change programme is delivered over three continuous days in an expert-led, facilitated environment.

day 1

Being Before Doing

For a leader to know where they're going, they need to know where to start.

The more leaders can regulate and **be in tune with their inner life**, the more they're able to lead big change.

In 'Being Before Doing' you will examine your own abilities, biases, and inherent traits that will impede or accelerate your ability to drive change.

day 2

Make Disturbance your Friend

Change is the 'disturbance of repeating patterns' and here you will be encouraged to **make disturbance the central component of change**.

Most movement occurs when difficulty is seen, and proactively confronting it leads to real change and not just 'busy action'.

By enthusiastically grasping on to the disturbances change brings, you will see what really matters.

day 3

Now is the Time for Emergence

Emergent change is the capacity to give up control, but with hard rules to govern behaviour.

Through using trial and error, trusting people to self-organise, stimulating innovation at the peripheries and building an organisation's capacity to change, a leader can create the conditions for change in a complex environment without having to maintain total control.

32%

Relying only on 'Change Toolkits' can reduce the chances of success of change by 44%, while using the 'Emergent Change' approach can increase the chances of success by 32%.

// When you can tune into and regulate your inner mental and emotional response to experience, you can tune into and regulate the surrounding system. //

Deborah Rowland, Programme Director, Leading Change

Programme Impacts

- Understand how to practically deliver long-lasting, sustainable change in your organisation.
- Critically evaluate **your own capacity to lead change**.
- Learn how to 'lean into' the challenges that come during a change process — and take advantage of them.
- Develop the mindset to **perform under pressure** and in shifting circumstances.
- Filter out the noise change brings and focus on what matters.
- Apply a set of best-practice, well-researched leadership frameworks and practices to your own change project.
- Improve your ability to impact how your organisation designs and implements future change initiatives.
- Motivate and lead your team more effectively during a change process.
- Know how to communicate organisational change and match it to the strategy and purpose of the organisation.
- An enhanced ability to spot where a change initiative is failing (and know how to correct the path).

Programme Director

Deborah Rowland, Programme Director

Deborah Rowland was named by the Thinkers50 as one of the new generation of management thinkers changing the world of business.

Co-author of Sustaining Change: Leadership that Works (Wiley, 2008), and now, Leading Change: How to Lead Mindful Change (Wiley, 2017), Deborah is a leading thinker, speaker, writer, coach and practitioner in the field of leading large complex change. She has personally led change in major global organisations including Shell, Gucci Group, BBC Worldwide and PepsiCo.

Through her work around the world and across several industries, Deborah brings a unique combination of experience, insight and research to the leadership of change.

Deborah will be joined by other Still Moving colleagues in delivering this programme.

Deborah Rowland

Programme Director

IMI Programmes

Executive Series

For senior leaders looking to challenge themselves and push their perspective on what's possible for their organisation.

Short Programmes

High impact, results-focused development you need to progress to another level with confidence.

Masters Programmes

Designed to deliver business outcomes, our masters programmes provide learners with an intense, challenging and hugely rewarding professional learning experience.

Professional Diplomas

Enhance your leadership capabilities with an IMI Professional Diploma, allowing you to make impacts at the highest levels.

Customised Solutions

With IMI's Customised Solutions, you get a partner in performance. As the only globally ranked custom provider in Ireland for executive education, you can begin your journey of transformation with confidence.

Corporate Membership

Create your own leadership centre of excellence. Get access to the latest insights, hear from world-leading experts and network with a community of peers through IMI membership.

Contact

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