

Leading Change





We need a new way to execute change.

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Participant **Testimonial**

The IMI Leading Change program was a great opportunity to really understand and dig deeper into the wider dimensions of change leadership — in terms of how in tune we are as leaders to our presence and behavioural impact, as well as the wider strategic practices we can adopt to lead change. The program provided a great opportunity to reflect on my personal style, and understand and practice how change leadership tools can be best put to use within the context of the particular organisation we are in. I would highly recommend this program for any leader responsible for leading complex change”

Triona Ferriter, Chief People Officer, Arthur Cox

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



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

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

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.

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	Location	Dates	Duration
Member €4995	Virtual Learning Environment	Tuesday October 19th 2021 2 hour virtual seminar	5 half days
Non-member €5495		8th, 9th, 10th, 11th November 2021 4 half days	Two x 2 hour seminars
		Tuesday 14th December 2021 2 hour seminar	
		Tuesday 8th February 2022 Half Day	

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.

5x

Change is Personal

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

(Forbes)

31%

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)

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)

<10%

The Right Stuff

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

(PWC)

x12

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.

// 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

// Four-fifths of Irish chief executives are planning a “major transformation” of their companies over the next 12 months, with the pandemic accelerating their plans for organisational change, according to a study by accountancy firm EY. //

Source – <https://www.irishtimes.com/business/work/most-irish-ceos-planning-major-transformation-this-year-ey-1.4559844>

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.

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%.

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 Journey

The Leading Change programme will be a thought-provoking and impact-led exploration of how to lead change effectively, set across a carefully designed sequence of on-line experiences and off-line self-study and application.

As it is designed as a “living laboratory of change” journey, where the group process will be as instructional as the faculty input, the programme will kick off with an introductory group-formation seminar where you will get to know each other, your work, and what the ongoing journey is going to look and feel like. **Creating “the field” is an essential starting point to any change process.**

There will be a subsequent period of self-study and preparation to immerse yourself in the Still Moving content material and start a mini-diagnosis of your change context and current level of change readiness and capability. This will be followed by a Learning Laboratory, an intense series of half-day online modules over four days in which you will gain an in-depth experience of all the Still Moving content material:

The Ordering Forces — Do you have a flourishing system at the core of your organisation in which people feel they belong, can stand strong, and give their best in changing times?

The Change Approaches — Does the way you currently implement change maintain or shift current routines?

The Inner Capacities — Are you able to tune into and regulate your inner mental and emotional states in order to create a change of mindset and behaviour in the system around you?

The External Practices — Your outer action: how good are you at building purpose, naming reality, channelling anxiety and living the desired change?

Out of this intense week you will have a change action plan to put into practice, which will be complemented by analysing your own personal leadership skills and completing the Still Moving 360-degree Change Vitality Indicator survey online. The survey will provide comprehensive feedback on all of the change leadership skills taught across the four-day Learning Laboratory. Approximately four weeks into the implementation of your plan, you will then get the chance to have an interim review with the whole group on what you are finding out about putting these Still Moving skills into action.

Finally, you will participate in a half-day learning review during which you will have a chance to demonstrate the impact the programme has had on how you lead change, hear from others about their learning, and get a chance to “manage a skilful ending” of this group’s life together. **Closing the field is another important state in any change process.**



Programme Dates

Oct 19

Orientation

- 2-hour seminar (10–12noon)
- Group enrolment and formation
- Content overview — Change Vitality framework
- Identifying and sharing my change work
- Briefing on the journey ahead

Preparation

- Asynchronous learning
- Still Moving Book & Field Guide; short videos; podcasts; articles
- Mini-diagnosis on my change challenge
- Preparation of learning goals

Nov 8–11

Learning laboratory

- 4 half days of intense modules with Still Moving, 9–1pm each day, over four subsequent days
- Each module will feature one of the Change Vitality Factors: Ordering Forces; Change Approaches; External Practices; Inner Capacities

Change Vitality Indicator 360

- Each participant completes the 360-degree Change Vitality Indicator tool (self plus x 8 others)
- Feedback report is sent with Interpretation Guide

Dec 14

Interim review

- 2-hour checking-in process (10–12noon)
- CVI exploration, any questions?
- Appreciative inquiry on the learning laboratory and what, so far, has been absorbed/applied

Feb 08

How have we done?

- Half day review of where are we?
- 9–12.30pm
- What has changed at the level of self, team, organisation, and wider system
- Closure for the group

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 Direction

Deborah Rowland

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), *Leading Change: How to Lead Mindful Change* (Wiley, 2017) and *The Still Moving Field Guide: Change Vitality at your Fingertips* (Wiley 2020). 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



Michael Thorley

Michael Thorley is an in demand non-executive director, coach and systemic consultant. He has worked with Deborah for nearly 20 years. He is a qualified accountant, coach, coach supervisor and psychotherapist. He has held senior line leadership positions with profit and loss accountability so understands the practicalities of leading sustainable change and enabling organisations to do the same. He has spent time in the last 18 months listening deeply to how people, organisations and communities are responding to changes catalysed by COVID-19 and does not believe in “the new normal” or “going back”. Michael is also a keen, self-taught marathon runner and regularly places in the top 20% of Global Marathons and shares the experiences of this discipline in his work.

Specialties:

Change Leadership, Change Management, Top team development, Business Transformation, Executive Coaching, Coaching Supervision, Team Dynamics, Performance Improvement, Psychometric Testing, Selection and Development, Emotional Intelligence, MBTI, Change management consultancy, complex change, organisational change, leadership capability, behavioural change, organisational development, senior managers, organisational culture, organisational design.

Michael
Thorley





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.

Paperless policy

Course materials will exclusively be available to participants on our immersive Virtual Learning Environment. By adopting a paperless approach, IMI and our participants are reducing our carbon footprint and doing our bit for the planet. IMI's mission is to equip leaders to build the future. We are mindful that this future depends on organisations finding creative ways to sustainably deliver performance, both sustainability in the human performance of organisations and in how we use the planet's resources.

Contact

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