

| MODULES                             |                   | KEY LEARNING OUTCOMES  | ACTIVITY DESCRIPTION   |
|-------------------------------------|-------------------|--|--|
| <input type="checkbox"/>            | 60 minutes        | Exploring the relationship between an organization's growth and the need for change                          | <ul style="list-style-type: none"> <li>Understand the cycle of growth - from formation, through rapid growth, to maturity and, perhaps, decline - that underlies all organizations</li> <li>Identify the paradox of the cycle of growth and the trap it can set for the unwary organization</li> <li>Understand how change impacts productivity</li> </ul>   |
| <input type="checkbox"/>            | 30 minutes        | A change-oriented mindset - The most important factor in successfully navigating change is the human factor. | <ul style="list-style-type: none"> <li>Participants use the "S" Curve model to better understand the cycle of organizational growth. They assess and discuss how well-known organizations have navigated or failed to navigate the "S" Curve.</li> <li>Using the Productivity Gap model, participants analyze the impact of change on productivity and begin to identify those impacts they have witnessed in their own organization.</li> </ul>   |
| <input type="checkbox"/>            | 30 minutes        | A change-oriented mindset - The most important factor in successfully navigating change is the human factor. | <ul style="list-style-type: none"> <li>A short video segment highlights the importance of the human factor in successfully navigating change.</li> <li>Participants then examine how mindsets have the potential to impact change, and how managers are able to impact these mindsets.</li> <li>Participants, through a deck of "Self Talk" cards, discover the personal "tapes" playing in their own heads that affect the manner in which they manage change.</li> <li>Using a set of "Breakthroughs," managers replace potentially destructive self-talk with practical methods for positive mindsets.</li> </ul> |
| <input type="checkbox"/>            | 1 hour 40 minutes | The Change Response Model: A four-stage process of moving through change, from denial to commitment          | <ul style="list-style-type: none"> <li>Understanding that the most important factor in successfully navigating change is the human factor</li> <li>A realization that the most important first step in leading change is to take a look in the mirror</li> </ul>   |
| <input type="checkbox"/>            | 1 hour 40 minutes | The Change Response Model: A four-stage process of moving through change, from denial to commitment          | <ul style="list-style-type: none"> <li>Participants learn a four-stage model of moving through change, from denial to commitment. They explore different paths for moving through the four stages of the model.</li> <li>Participants use a set of <i>Change Diagnosis</i> tools to identify where they and their teams are in the change response process.</li> <li>Participants use a set of <i>Change Navigator</i> tools designed to help them and their teams move more effectively through the change response process.</li> </ul>   |
| <input checked="" type="checkbox"/> | 3 hours           | Case Study Practical application of skills acquired in a three-layer case study                              | <ul style="list-style-type: none"> <li>Build skill in coaching and conversations with others during times of organizational change</li> <li>Discover how to address employees who are in: denial, resistance, and exploration</li> <li>Learn a set of practical tools that assist the manager in getting people unstuck and focused in times of change</li> </ul>  |
| <input type="checkbox"/>            | 45 minutes        | Action planning  | <ul style="list-style-type: none"> <li>Participants read, discuss, and process a customized three-layer case study. They read a layer of the case one at a time, consider what phase of the change process the employee is in, discuss and then decide what actions to take.</li> <li>Participants practice holding conversations at each layer of the case.</li> <li>Participants are provided with a set of 13 "Tools".</li> <li>They practice evaluating when and how to use each tool in various situations.</li> </ul>  |
| <input type="checkbox"/>            | 45 minutes        | Action planning  | <ul style="list-style-type: none"> <li>A completed <i>Call to Action</i> listing those short-term actions each participant must take to make themselves and their teams better prepared to successfully complete an important current change initiative</li> </ul>   |
| <input type="checkbox"/>            | 45 minutes        | Action planning  | <ul style="list-style-type: none"> <li>Participants assess where each of their team members is in the change transition model with regard to an important current change initiative.</li> <li>Using all the concepts, models, tools and best practices learned throughout the day, participants complete their <i>Call to Action</i>.</li> </ul>   |

STRATEGICALLY CUSTOMIZED

TEMPO

