



# TEMPO



T E M P O

## Program Benefits

TEMPO is an innovative, full-day experiential workshop for managers that helps participants better understand the nature of change from both their own personal perspective and as it impacts their challenges as a manager.

TEMPO helps managers:

- Understand the cycle of growth – from formation, through rapid growth, to maturity and, perhaps, decline
- Understand how change impacts productivity and what leaders can do
- Understand that the most important factor in successfully navigating change is the human factor
- Learn and be able to assess the mindsets we all bring to a time of change and the significant characteristics of each mindset
- Assess their own readiness for change
- Understand a four-stage change response model
- Coach themselves and their team members to move more rapidly and effectively through the change response process
- Identify short-term actions each participant must take to make themselves and their teams better able to deal with key changes

**THE "S" CURVE**

Graph showing Growth vs. Time. Stages: Formation, Rapid Growth, Maturity, Change, Decline.

**PRODUCTIVITY DIP**

Graph showing Productivity vs. Time. Stages: Growth, Stagnation, Rebirth.

**THE MINDSETS**

**JURORS' MINDSETS**

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**OUR MINDSETS**

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**CHANGE RESPONSE**

Diagram showing four mindsets: DENIAL, COMMITMENT, RESISTANCE, and EXPLORATION. Each is represented by a 2x2 grid of 'Diagnose' boxes. Arrows indicate a cycle: DENIAL → RESISTANCE → EXPLORATION → COMMITMENT.

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## Program Description

TEMPO is a full-day learning program composed of six major modules. The learning is supported by various tools: in Modules One through Four, participants utilize a learning map to make discoveries as managers for better leading change. Module Four, for example, culminates in participants discussing a common four-stage process through which employees are likely to progress during times of change and how they as managers can assist in navigating these stages. They will also utilize a custom three-layer case study; and, finally, in Module Six, each person will individually complete a *Call to Action*.

Participants begin the day by assessing how well-known firms have navigated or failed to navigate the “S” Curve. They then explore eight positive and negative impacts of change, and the result of initiating change too early or too late. 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.

Participants discuss the time lag and impact on productivity from the “endings” of old ways and methods to the “beginnings” of learning and implementing new ways and methods – including the role of the manager in accelerating the switch-over and minimizing productivity dips during these times.

After watching a short, engaging video, participants discuss the human factor in navigating change. They look at the mindsets that have the potential for moving change forward and those mindsets that can impede change momentum. They then “look in the mirror” by examining the elements of “self-talk” that may limit their ability to lead in times of change, and explore ways to break through those limitations.

Participants will then explore a model of moving through change, from denial to commitment, and then learn and apply a set of *Change Diagnosis* tools and *Change Navigator* tools. Participants engage in a skill-building exercise regarding what people do as well as say at each stage of the model.



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Table teams then analyze, solve problems, and debrief a three-layer custom case study built around the four stages of the change response model. Participants role-play their solutions in triads – as a manager, a team member being coached, and an observer. After the second layer of the case study, they engage in a skill-building activity for leading change.

In the final module, participants assess where each of their team members are in the change response process with regard to an important current change initiative. Using all the concepts, models, tools, and best practices, participants complete their *Call to Action*.

## **Audience**

All managers responsible for the personal development and performance results of others in a changing or dynamic environment will benefit from TEMPO.

## **Implementation and Customization**

TEMPO is implemented in a full-day session and requires one trained facilitator per six teams of four. The case study is customized around current organizational issues and culture, as well as key industry and market issues.