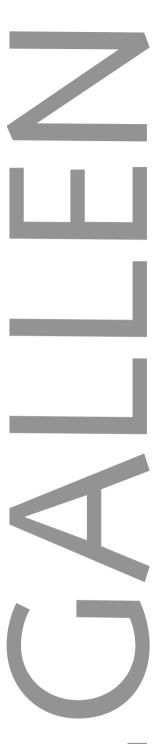# IME

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INTERNATIONAL PROGRAMS

Leading Change – Successfully Managing Instability

Chances, challenges, and change: how managers and project leaders can use the latest findings from organizational psychology to bring about effective transformation.

How can organizations be analyzed, diagnosed and systematically influenced? Successful change management always is a matter of making the right assumptions and choosing the right approaches. We draw on the latest research findings and our own experience working with leading large and medium-sized enterprises to impart fresh know-how on managing change. We elucidate and discuss current change management methodologies, and highlight practical criteria for defining the most suitable approach in any given situation. After the seminar, participants will have a reliable overview and a good understanding of state-of-the-art change management solutions. This will enable them to develop and successfully apply sure-fire procedures for tackling change processes.

Target participants

Managers, consultants and project leaders from organizations in the private and the public sector who want to deliver change and innovation projects in line with the latest findings from organizational and social research.

Program Contents

Patterns of change
Life as change. Typical laws of behavior governing change in living, complex systems. Transfer to different situations. Findings from natural sciences and systems research, experience and know-how from organizational development.
• Structures of processes
• Behavior of systems in stability and instability
• Optimizing and innovating
• Formation of new patterns of order
• Tension between the two attractors, problem state and desired state

The most important change philosophies
Every change methodology has specific benefits and boundaries. This means that you have to understand your own organization's criteria in terms of choosing and applying an appropriate approach. What intercultural challenges lie in change? How can change project teams be build and led, and on the basis of what skills and tools? What are the typical phases in a change project? The seminar provides answers based on the latest insights.

Relevance for people
Attitudes, opposition and patterns of behavior in the way people experience change. Personal factors and importance of position within the process. Tools that help people grasp the relevance of change for different positions.
• Typical reactions to change and their reasons
• What is "resistance"?
• Logical levels of change

Individual patterns
Individual patterns and resources, and how we ourselves handle change. Professional leadership.
• Understanding your own experience of change
• Individual experiences
• Patterns of response and emotions in different phases

Shaping instability
Handling complex dynamics. Building systems skills: consciously creating a balance between stability and instability. Breaking patterns: interventions – general parameters – forms of organization. Building systems skills: from instruction and coaching to moderating instability. ProPosition as a systemic methodology for building your own change skills and those of your team.

Situation analysis
Benchmarking and corporate change can trigger important change, but are a delicate topic. Innovative methods are needed to capture the initial situation and diagnose the departments and functions affected. Only this type of diagnosis enables you to implement effective training measures – even with virtual or distributed teams (distant leadership).

Leading and supporting change
Real change must also address the psychological aspects of processes and their impact. What are the reasons for success or failure? If you want to win over people and keep them on board, you have to understand them and the way they behave. New findings in change research enable you to sense hidden patterns in the corporate psyche more clearly. Participants will learn how to detect values, symbols, cultures, rituals and artifacts in their own organization or department.

Influencing systems, overcoming blocks
How can you intervene in systems as a change agent and ensure they develop goal-orientedly? Conducting an efficient "man overboard" maneuver in organizational change means having a clear understanding of the levels, possibilities and methods of intervention. You have to identify barriers and blocks, and set up the interplay of forces critical to success. A sense of urgency can be created by working with visions, goals and characteristics. What methods can be used to reanimate jammed or gridlocked processes while avoiding falling back into old patterns? To bring about sustainable change you have to create an climate that fosters innovation and stimulates creativity.

Communication in change processes
There's no change without dialogue: good changers know how to plan communication, involve management systems, think in terms of feedback cycles, and ensure that change is monitored. They avoid the communication errors that typically occur in change projects, and expose "hidden agendas". They are also fair and respectful when dealing with the losers, retaining their credibility and humanity.