

SPIRiT™ INTELLIGENCE

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LEADERSHIP AND CHANGE MANAGEMENT

Are you or your key people faced with resistance to change?

Face it, we are all creatures of habit. None of us could survive unless most of what we do is delegated to our sub-conscious 'auto-pilot'. You don't think about walking or how to drive the car or digesting lunch or showering. You can do these complex activities without the need for significant conscious awareness.

After months or years of experience, many staff have mastered the art of doing a significant part of their job on 'auto-pilot'. They know what to do and it is well within their comfort zone.

Then you ask them to change! And we wonder why they are often so resistant.

What's easier – working on 'auto-pilot' semi consciousness or the tiring concentration of learning and doing new and different things?

To lead people through change clearly requires specific leadership skills, tools and approaches.

Leadership and Change Management

This two day TEN STEP Leadership and Change Management skills enhancement session provides participants with the tools to effect sustainable change:

1. 4Mat - The first key to change acceptance

The four frames of Why/What/How/Future Benefits

2. Without a strong reason 'Why', people will usually resist change

Thus clear rationale for the changes and WIFM (what's in it for me) hooks for the staff are the starting point.

3. Different strokes for different folks

Awareness of the different responses to change is vital if the reasons 'Why' are to motivate the entire workforce.

4. 'What' – start with the end in mind

When you are feeling seasick, they tell you to look at the horizon. Why? Because it is stable. Effective change must start with a vision of the new changed reality that must be achieved once the reasons 'Why' for the inevitable changes have been clarified and understood.

5. The power of graphical vision

Because the picture is indeed worth a thousand words. The vision of the new required reality becomes the stable point in the future towards which the changes are leading. If the vision is attractive, enacting change is easier as everyone has the 'What' - something tangible to focus on and move towards.

6. 'How' – the key to effectiveness lies in the power of systems

Thus the journey to achieve the new vision has to be systematised. As the picture is worth a thousand words, graphical planning tools provide a step-by-step approach that staff can develop and enact.

7. The key to developing the plans – 'What' the staff have to do

Is to start with the future vision and work back in time to the present untenable situation. Participants learn why planning back from an agreed future is so much more effective than trying to plan forward in time. This is why most organisations find enacting change to be so challenging – they are starting at the wrong end of the job.

8. Enacting the plans

Once the plans have been developed back in time, they can be enacted forward in time to achieve the new destination – the vision. Everyone knows 'What' to do.

9. Future Benefits

Change needs to be worked on. Lingerers and recalcitrant staff need regular reminders of the new benefits that lie ahead when the destination vision is achieved.

10. The Aliens of Resistance

"The best laid plans of mice and men gang aft aglay". Robbie Burns was warning us that **** happens. Good leaders need to anticipate where the 'Aliens of Resistance' will 'show up' and how they can be defeated to ensure sustainable change. It is not a question of will there be resistance and unforeseen challenges during the change program, but rather how well the leaders are prepared to handle these obstacles. Forewarned is forearmed.

Session Success Outcomes

On completion of Leadership and Change Management, participants will be equipped with a comprehensive set of leadership tools and approaches to focus and motivate staff to achieve the most challenging of change requests and needs. These can be implemented immediately on return to work.

Staff will work together focusing their efforts on the change rather than the resistance strategies.

The tools and approaches provided are resilient enough to allow changing plans to handle unforeseen events that inevitably occur. Participants will know how to stay on track, maintain momentum and achieve progress.

The change required will be attainable and sustainable. To guarantee our programs are stimulating, challenging, highly effective and fun we use accelerated learning and experienced facilitators with a track record of success.

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