



ReSPA

Regional School
of Public Administration

CHANGE MANAGEMENT ADVANCED COURSE

12-14 March 2013

Danilovgrad, Montenegro

PROVISIONAL PROGRAMME

Background

This three day training programme incorporates advanced elements for change management. It will equip senior officers with all the skills needed to plan and successfully implement sustainable change within their organisation. The attendants will analyse skills and approaches to implementing successful change through influencing behaviour and attitudes and they will explore how they can be applied or adapted to their organisation.

Objectives

At the end of this programme participants will be able to:

- Describe techniques for reducing resistance to change
- Identify what is meant by the term organisational development
- Explain the causes and symptoms of resistance to change
- Differentiate between creativity and innovation
- Explain how organisations can stimulate change and innovation

Content

Topics to be covered include the following:

- Defining organisational change
 - What causes it
 - Why might it be difficult
 - Factors in change
 - Prerequisites for change
- Tools, techniques and models of change management
 - Force Field Analysis
 - Stages of Change Management
- Communicate effectively with staff at all levels to prepare them for sustainable change and ensure positive engagement in the change process
 - How leaders can support change
 - Expertise needed
 - Building consensus

Target Group

Senior Officers initially and then potential roll-out to middle management – It will be of particular interest to Civil and Public Administration Staff of the Western Balkan Region who are currently working in a position with responsibility for the work of others primarily from related institutions: Ministry of Public Administration Ministry of Economy, Ministry of Justice, HRM office and Ministry of EU integration. It will be particularly suitable for Senior Officers who are:

- Currently working in a position where they are responsible for developing organisational capability for change.
- Involved in the design and implementation of change management processes.
- Who manage staff and teams.

Prior knowledge of change management is not essential, although attendance on *Performance Management from a People Perspective* or an introductory change management course would be an advantage. There is a specific emphasis on discovery learning in this programme and participants will be expected to be in a position to where they can apply knowledge and skills learned in the workplace upon their return to work.

All participants will be required to undertake practice exercises and discussions during this training programme and be open to a high level of participation and interaction, as well analysis and feedback, both from the trainers and their co-participants.

Workshop Trainers

The course will be directed and presented by two international trainers from **RIPA International**; a UK based training company, and one regional expert from Croatia. The experts have extensive experience in the design and delivery of activities devoted to Change Management, Leadership, Communication and other Human Resources related topics in the EU and the Western Balkan region.

Biographies of trainers

Adie DeCoursey, Lead International Trainer

Adie is a highly experienced leadership trainer, consultant and coach with over 12 years of experience in designing, developing and delivering a wide range of participative management, leadership, change management, customer relationship, personal development, communication and sales training programmes for corporate, public and not-for-profit clients in the UK, Europe and Africa. His extensive experience delivering a wide range of courses to all levels of personnel is complimented by the breadth and depth of his theoretical and knowledge and direct leadership experience in a variety of organisations.

He is a TAP and NLP trainer, and has studied a wide range of approaches, models and techniques to meet client's learning and development needs, with a particular focus on communication, psychological and behavioural change, concentrated on approaches that enhance ability to design and deliver customer-focused, commercially viable training and coaching solutions, as well as keeping skills on the leading edge.

Adie's key experiences include his role as senior administrator for the UK Ministry of Defence where he managed relationships with senior managers of blue chip organisations, coached mid-range RAF personnel into civilian employment, acted as recruitment consultant representing personnel to a variety of organisations. He has also been development director for one national organisation – where he ran the marketing and income generation, and deputy chief executive for another developing and managing relationships with police services, local education/social services departments, Home Office and Corporations.

Sean Randell, International Trainer

Sean is a TAP certified Senior Learning Consultant; he has senior experience within the Recruitment, Learning and Development sectors. The knowledge and experience he has attained through the vocational route has lead him to a wealth of practical experience. He has experience of managing both large and small teams in the both of these sectors. Having worked for a number of the large established recruitment business he has been able to design and deliver training courses in an ever changing market and create competency frameworks for several private and public of organisations.

He has developed a good knowledge in: Performance Management, Recruitment, Facilitation Skills, First / Middle Management Development, Delegation Skills, Team Building, Effective Meeting Management, Leadership, Consultative Sales, Change Management, Absence Management, Communication skills, Train the Trainer, Coaching, Disciplinary & Grievance.

His more recent clients are: Renaissance Hotels, Channel 4, EKKCO, Luton Active, Civil Service, Northern Trust, University of Surrey, House of Commons.

Dubravka Prelec, Regional Trainer

Dubravka has more than 15 years of experience in development, implementation and assessment of HRM and HRD regulatory framework in the public administration.

She has developed and delivered capacity building seminars, training courses and workshops to civil servants and public employees in the Balkan Region providing recommendations for continued capacity building to recipient institutions.

She has a deep experience in the development of national concepts for Management Development programme since she has worked for several public administration organisations at the highest level. She also has a good understanding of public administration reform in the context of EU accession process, knowledge of EU funding processes and project design and development.

Please note that these are indicative biographies which are subject to change.

Methodology

Using a passionate and dynamic approach to training, two International experts from **RIPA International** organisation and one regional expert will impart their knowledge on applied basis. This is achieved with practical group and individual exercises, Individual Action Plans, action learning sets, structured discussions and presentations supported by wide boards and story boards.

We use an enhanced discovery learning approach to training and capability transfer. In this approach, the trainer or facilitator encourages course participants to draw on their own past experience, existing knowledge and programme content to discover facts, relationships and new truths and develop new behavioural capabilities.

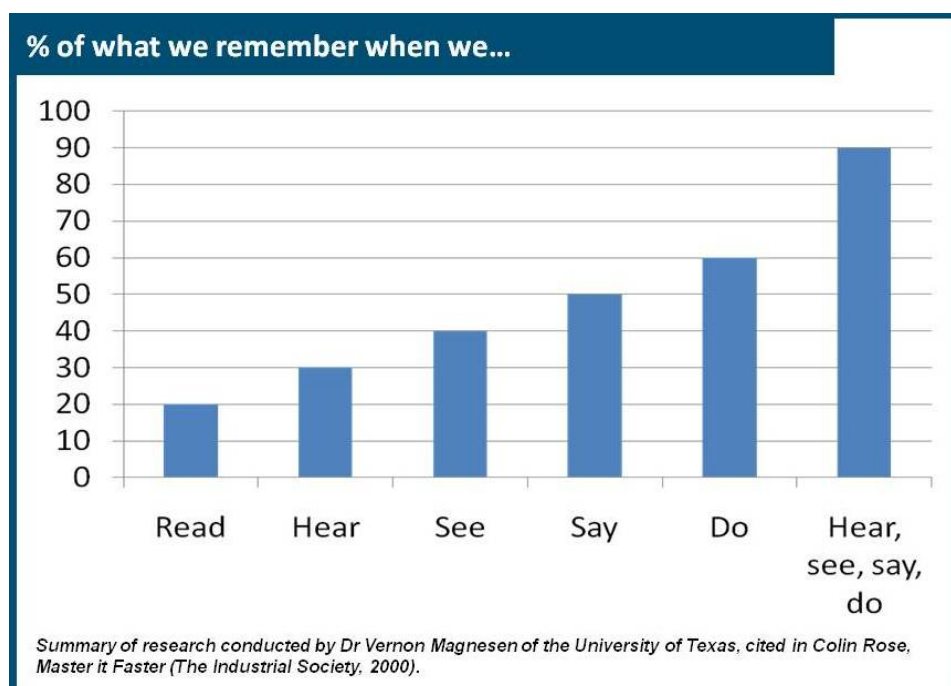
Participants interact with the new skills through group discussion, rehearsals and role plays and dealing with questions and controversies. As a result, we believe that participants are more likely to remember concepts and knowledge and integrate them into their everyday practices.

Our experience indicates that when participants are presented with a scenario or problem and assisted by a trainer, they are able to identify and explore issues, and develop their knowledge and solutions. The advantages we have noticed include:

- Encouraging active engagement
- Promoting motivation, autonomy, responsibility, independence
- Development of creative and problem solving capabilities.
- A personally tailored learning experience

While this enhanced discovery forms the basis and foundation of our approach to training and capability transfer, we draw on thinking from a variety of areas, including Howard Gardner's Multiple Intelligences, neuro linguistic programming, emotional intelligence and action learning sets.

NLP approaches, in keeping with RIPA International's enhanced discovery approach, place great emphasis on engaging all of the participant's senses. This approach is also supported by research carried out by Dr Vernon Magnesen of the University of Texas.



The Role of Participant

Participants will work together on their chosen topics, listening and supporting their colleagues, and helping them to decide on courses of action. Participants will help individuals to understand the problem better and to challenge their underlying assumptions, rather than to offer advice. Each participant will be invited in turn to share their problem. Their peers will look at the problem from their own perspective, and through pertinent questions, discussion and sharing of experience, participants will be helped to move on in their understanding of an issue or problem, and to come to see possible ways forward. Participants will be encouraged to show empathy rather than be judgemental, to listen and provide support for each other.

The Role of Trainer

The trainers are not there to lecture. Their role is to help develop the ground rules for the course and manage the agenda for each day ensuring that all topics are adequately explored and each person on the course has the opportunity to participate. This will include allocation of time, confidentiality, attendance etc.

Why use this approach?

This approach enhances the success of this programme because it:

- Gives participants the opportunity to learn from each other and engage in shared learning;
- Enhances the opportunities given to learn more about other institutions and institutional practices;
- Supports innovation;
- Allows time for reflection on current practice and encourage action;
- Allows participants to highlight problems / areas where they have special interest, strength or weakness;
- Enables participants to deal with the kind of problems which cannot easily resolved through lectures;
- Gives enough time to build up strong relationships and networks outside workshop or lecture based sessions;
- Enables participants to write an action plan of at least three points to put into practice after each session;

Materials

We use a blended approach to delivering training: PowerPoint presentations, flip charts, handouts and other classroom methods.

DRAFT TRAINING PROGRAMME

Day 1 - 12 March 2013

09.30	-	11.00	Welcome and Introduction to the Seminar ReSPA presentation Outline of Programme Objectives and sharing of Participant Learning Objectives
11.00	-	11.15	<i>Coffee break</i>
11.15	-	13.00	The Challenges of Change Attitudes to Power & Change
13.00	-	14.00	<i>Lunch break</i>
14.00	-	15.30	Identifying the Change
15.30	-	15.45	<i>Coffee break</i>
15.45	-	17.00	The Need for Collaboration, Co-operation and Autonomy Action Plans
17.00			End of 1 st day

Day 2 - 13 March 2013

09.30	-	11.00	Techniques for Reducing Resistance
11.00	-	11.15	<i>Coffee break</i>
11.15	-	12.15	Organisational Development Causes and Symptoms of Stress
12.15	-	13.15	<i>Lunch break</i>
13.15	-	14.45	Causes and Symptoms of Stress
14.45	-	15.00	<i>Coffee break</i>
15.00	-	17.00	How Organisations can Stimulate Innovation and Change Action Plans
17.00			End of 2 nd day

Day 3 - 14 March 2013

09.30 - 11.00	Change Variables within a Manager's Control
11.00 - 11.15	<i>Coffee break</i>
11.15 - 12.45	External and Internal Forces for Change
12.45 - 13.45	<i>Lunch</i>
13.45 - 15.15	Manager's as Change Agents Metaphors for Change
15.15 - 15.30	<i>Coffee break</i>
15.30 - 16.30	Resistance to Change Action Plans
16.30 -	Seminar Close

