

Chapter 1 : Making Good Change Agents: Attitude, Knowledge, Skills

; Training Manual for Change Agents Since , the Peace Corps has prepared more than , volunteers for life-changing work in countries.

Change management is a term that is bandied about freely. Change management is a structured approach for ensuring that changes are thoroughly and smoothly implemented, and that the lasting benefits of change are achieved. The focus is on the wider impacts of change, particularly on people and how they, as individuals and teams, move from the current situation to the new one. The change in question could range from a simple process change, to major changes in policy or strategy needed if the organization is to achieve its potential. Managing Change in Your Organization Theories about how organizations change draw on many disciplines, from psychology and behavioral science, through to engineering and systems thinking. The underlying principle is that change does not happen in isolation – it impacts the whole organization system around it, and all the people touched by it. In order to manage change successfully, it is, therefore, necessary to attend to the wider impacts of the changes. The Change Curve is a useful model that describes the personal and organizational process of change in more detail. Change management is, therefore, a very broad field, and approaches to managing change vary widely, from organization to organization and from project to project. Many organizations and consultants subscribe to formal change management methodologies. These provide toolkits, checklists and outline plans of what needs to be done to manage changes successfully. When you are tasked with "managing change" irrespective of whether or not you subscribe to a particular change management approach , the first question to consider is what change management actually means in your situation. Change management focuses on people, and is about ensuring change is thoroughly, smoothly and lastingly implemented. And to know what that means exactly in your situation, you must dig down further to define your specific change management objectives. Typically, these will cover: Defining the re-training plan? Changing job descriptions and employment contracts? As every change is different, responsibilities will vary depending on how the change activities and project are organized. Again, the range of possible activities is broad. Coming from this, the activities involved in managing change can include: Ensuring that there is clear expression of the reasons for change, and helping the sponsor communicate this. Identifying "change agents" and other people who need to be involved in specific change activities, such as design, testing, and problem solving, and who can then act as ambassadors for change. Assessing all the stakeholders and defining the nature of sponsorship, involvement and communication that will be required. Planning the involvement and project activities of the change sponsor s. Planning activities needed to address the impacts of the change. Ensuring that people involved and affected by the change understand the process change. Making sure those involved or affected have help and support during times of uncertainty and upheaval. Assessing training needs driven by the change, and planning when and how this will be implemented. Identifying and agreeing the success indicators for change, and ensure that they are regularly measured and reported on. Remember, these are just some typical change management activities. Others may be required in your specific situation. Equally, some of the above may not be within your remit, so plan carefully, and coordinate with other people involved. Finding This Article Useful?

Chapter 2 : Training: The Change Agent “ QAspire by Tanmay Vora

A Guide to the Design of Training Programs in Education and Other Fields. Havelock, Ronald G. This work provides a framework for the design of programs to train change agents in the skills of helping and of resource utilization, and presents some alternative models of such training programs.

Workplace Certification Program Praxis: How do we form strong teams who feel connected and dedicated to a collective vision of the future? How can we best raise awareness of our cause? Praxis is a new leadership program by the McGill Office for Sustainability MOOS , developed for students who have been involved in community projects and want to skill up to the next level. Join a cohort of 20 students who are motivated to become effective leaders to create positive change in the world. Participants must attend 5 out of the 6 workshops to receive an attestation of participation. The application period is now closed. Sustainability Leadership Training Program Meet and greet Come meet and mingle with your fellow members of the first Praxis cohort as we kick off the program. Foundations of Leadership in Sustainability mandatory This two-hour workshop will introduce you to the concept of leadership in sustainability, and provide an overview of the skills that are crucial to social change. The workshop guides participants to identify the relevance of leadership in sustainability, assess your strengths and weaknesses, reflect, and begin to conceptualize concrete plans for achieving growth. Explain how leadership is relevant to your involvement in sustainability Assess your leadership strengths and weaknesses Begin the process of self-initiated leadership development Leading Teams for Success This two-hour workshop will enhance your understanding of how your approach can ensure a team is concretely advancing sustainability. Participants will have the opportunity to practice methods of building long-term engagement. Lastly, they will identify sources of conflict and potential strategies for their resolution. Describe the functions of teams and team leaders Identify ways to manage group norms Determine effective strategies to manage team conflict Negotiation Skills Sustainability is all about getting to a collective vision that resonates with many different kinds of people. This two-hour workshop looks at the components of a successful negotiation and the characteristics of a good negotiator. Leaders will learn several practical tools and practice examples of how to deal with such situations. Describe the negotiation process and identify negotiation opportunities Apply negotiation models in practical simulations No session Motivating and Inspiring Teams What do you do when your team is feeling blah? Leaders will outline their responsibilities to team members, and reflect on situations where leadership is actually the source of a problem. Participants will learn how to use the Seven Steps tool to assess a problem and seek appropriate solutions. Identify the source of problems Follow seven steps to arrive at adequate solutions Messaging and Strategy This workshop will explore how to tell a story and make ideas resonate with the broader community. In this two-hour session, participants will learn about the different elements of building a communications strategy, as well as practice defining the goals, audience, message and tactics that will mobilize people around a sustainability initiative. Define a communications goal, audience, and appropriate tone Identify tactics which can advance a goal Recognize what techniques lead to effective communications End of term potluck Come gather in the McGill Office of Sustainability treehouse as we celebrate the completion of the Praxis training program by sharing a meal with friends and colleagues.

Chapter 3 : What's The Problem?

Since the Change Agent role is crucial, picking the RIGHT Change Agents is a critical step. One mistake we see too often is leaders make their selections based on who is available or who is the most technically knowledgeable, rather than on who has the right skills to influence others.

Since , the Peace Corps has prepared more than , volunteers for life-changing work in countries. Learn how to utilize Peace Corps techniques for effecting change in your own organization. By Anni Layne 5 minute Read This year alone, 7, Peace Corps volunteers landed in 76 foreign countries and embarked on ambitious projects that aim to change the world – one village at a time. They labor alongside strangers who speak unfamiliar languages and who hold unfamiliar beliefs. In short, they are agents for change working in some of the harshest and most frustrating environments imaginable. Peace Corps volunteers undergo an intensive training program before embarking on their first assignment. Technical-training specialist Shari Howe and cross-cultural specialist Raquel Aronhime work with hundreds of Peace Corps volunteers each year, preparing them for culture shock and related challenges associated with working in an unfamiliar environment. The following are six change-agent edicts from that conversation. Scrutinize Your Values Volunteers lug piles of baggage accumulated over the years in playgrounds, classrooms, offices, and social settings. No matter how open-minded or tolerant, every person who steps through the Peace Corps doors holds preconceived notions about right and wrong, good and bad. The same holds true in the business world. The first step to becoming an effective change agent is acknowledging these personal, ingrained beliefs and values. Aronhime says this self-inspection is terribly necessary, yet extraordinarily challenging, for many first-time volunteers. Your assumptions about work, time, and power are ingrained from childhood, and are not often challenged until you enter an uncomfortable environment. Common sense here is rarely common sense elsewhere. In the United States, we believe time is money. Oftentimes, our volunteers will call a meeting, and none of the villagers will show up on time. A change agent can assume nothing. Often, the last thing they want to do is sit back and take notes. But Aronhime says volunteers must fight the impulse to hit the ground running – a slow crawl ultimately works much better than a full sprint. Slowly, you will identify some natural places where you can intervene and share some ideas. The Peace Corps aims to leave behind not houses and hospitals, but carpenters and doctors. It upholds the tenet that a truly effective change agent will train other change agents to do greater things than one person could ever achieve alone. They say a change project must involve all affected parties. The organization encourages volunteers to help the local citizens decide their own goals and priorities, rather than force upon them an already drafted plan. People will not sustain an undertaking that they do not truly believe in. Successful change agents persist despite setbacks and allow their small successes to snowball into larger accomplishments. Aronhime and Howe encourage volunteers to set goals for themselves, but they also encourage them to remain flexible and to redefine success over and over again as situations and expectations change. Often, this is a difficult task for people who need to quantify their actions and their time in a tangible way. Aronhime encourages change agents in every field to follow the example of the Peace Corps and to define success in a personal and productive way.

Chapter 4 : Lean Training: The role of a Change Agents : Valuestreamguru

Equip change agents or change champions with the knowledge, toolkits and confidence they need to facilitate change in their own areas. TARGET MARKET: This change management training course is for in-house change agents, change champions, brand champions or innovation champions.

A strong guiding coalition is always needed. One with the right composition, level of trust, and shared objective. It creates the level of urgency needed to inspire significant change. Now, more than ever, the ability to substantially improve development practices is the key to success. Change is at hand. For those following the proven critical moves identified in the SAFe Implementation Roadmap, this article describes the second step in that series: Train Lean-Agile Change Agents. Details The Need for a Powerful Coalition Once an organization reaches its tipping point and the rationale for a significant change becomes obvious, the difficult journey begins. In *Leading Change*, Kotter discusses eight stages of guiding organizational transformation and what it takes to make it stick [1]. Nor do they seem to have the credibility or the time required to convince others to make the personal sacrifices called for in implementing changes. Only teams with the right composition and sufficient trust among members can be highly effective under these circumstances. Leaders who can set the vision, show the way, and remove impediments to change Practitioners, managers, and change agents who can implement specific process changes Sufficient organizational credibility to be taken seriously The expertise needed to make fast, intelligent decisions To create a SAFe coalition that is sufficiently powerful to initiate change, our experience shows that the organization must take three critical steps: They provide the knowledge and horsepower needed to implement the change. Train executives, managers, and other leaders. They sponsor the change and support the implementation. This working group becomes the focal point and continuous source of inspiration and energy for change management activities. This article addresses the first step, which is to introduce a process that develops people who have the knowledge, skills, and resources needed to successfully implement SAFe. Elements 2 and 3 of the guiding coalition are addressed in the next two articles, *Train Executives, Managers, and Leaders* and *Create a Lean-Agile Center of Excellence*, respectively. Sourced internally and externally, they come from many roles, including: This four-day course prepares SPCs to become the change agents who lead the transformation. Attendees will learn how to effectively apply the principles and practices of SAFe and organize, train, and coach Agile teams. Scaling Lean-Agile across the enterprise”or any material change for that matter”requires training all the people who do the work. To make it practical and cost-effective, Scaled Agile, Inc. It licenses SPCs either partner personnel or enterprise employees to teach a number of SAFe courses inside the enterprise. This provides an affordable training strategy and provisions the trainers needed to initiate and implement the change. These change agents will gain the knowledge needed to lead an enterprise-wide Agile transformation by leveraging SAFe and its underlying principles of Agile development, systems thinking, and Lean product development flow. The second two days demonstrate how to identify, plan, and implement SAFe. In addition, attendees will have the briefings, artifacts, and templates needed to identify value streams, prepare the organization, launch ARTs, plan and execute major events, and implement effective processes and measures to sustain and improve. After passing an exam, attendees become certified SPCs, giving them access to a variety of helpful resources to be used in the transformation.

Chapter 5 : Training For Change | Movement and Capacity Building at the Grassroots

Here's a tool to learn about the four roles of social change activists: Helpers, Change Agents, Rebels, and Advocates. It's goal is to build appreciation of the different roles, gaining empathy for all roles and different approaches to change.

Excellent interaction between facilitator and participants! All managers would benefit from this learning. There was the right amount of group activity and even Lego play! The content is clear and concise. The facilitation is dynamic and appealing and it addresses the whole concept of change in a brilliant way. I highly recommend this workshop to everyone who feels frustrated with anything in their own personal life, organization and any community they are involved with and are looking to change situations effectively for the best of everyone involved. The facilitator Rich Batchelor was knowledgeable and maintained a well-balanced flow of the 3-day program. I particularly liked the examination to validate my learning, followed by a project to confirm transferring the newly acquired learning to a live situation. To successfully complete the program and gain the CCA accreditation, the following steps are required. Attend the Workshop

The three day workshop is an interactive learning experience that explores how people deal with change, how to support organizations navigating change and how to build your toolkit to be a successful change agent. Rich is a keen advocate of agnostic change management, recommending a diverse approach to change management from many models and theories. The Challenge of Change explores how we define a change, the many different types of change individuals experience and begins our theme of focusing on human emotions to change including resistance and resilience. You will explore different levels of change from strategic to tactical change and consider its relationship with project management including Agile. Change Leadership explores the difference between management and leadership, what it means to be a leader of change and the leadership expectations of a change agent. Attendees are encouraged to make this graphic their own, as each workshop has a unique visual output for that group. What is a Change Agent clearly defines what a change agent is, how the role should operate and its responsibilities including change agent networks and how to influence without authority. Time for you to Change explores the many outputs and outcomes you need to create for successful change, including an exploration of core documents needs to manage a change event, before clearly defining your change agent profile. Pass the Exam At the end of the 3-day workshop, you will sit a supervised examination focused on the workshop content. You will have 60 minutes to answer 60 questions. The Written Submission To demonstrate that you know how to apply the knowledge gained, we will request a written submission from you of approximately words, demonstrating its application to a change event. We recommend that this is submitted within days of passing the examination, however we appreciate that change events may take longer than planned and will work with you to find an alternative submission date if required. We offer discounts for those working in start-ups, not-for-profit and public sector as well as finding ways to make this available to job seekers and students. We offer one free examination resit and one free rewrite of the written submission.

Chapter 6 : Tools | Training For Change

2 | *CHANGE AGENT'S GUIDE TO CHANGE MANAGEMENT* LaMarsh Global Managed ChangeSM is the core of this methodology, so let's examine it in greater detail. The goal of the Managed ChangeSM Methodology.

Making Good Change Agents: Attitude, Knowledge, Skills Uwe H. Kaufmann 4 When a business leader realizes that his organization is in need of significant change, one of the first and most critical actions is to appoint a team to spearhead a change initiative. What makes good change agents? When assessing potential candidates for roles as change agents, three questions need to be asked: Do they have the right attitude? Do they possess the appropriate knowledge? And do they have the necessary skills? Here is an exploration of each of these questions:

The Right Attitude Change agents cannot succeed without great persistence. Change is a complex and labor-intensive process that arouses feelings and emotions. Angry people, frustrated teammates, conflicting priorities, unforeseen problems and behind-the-scene resistance are typical daily challenges. Project leaders or managers cannot lead teams through these difficulties without determination and stamina. To avoid changes in leadership in the midst of change, change agents must be fully committed to see projects through to completion. A good way to ensure such commitment is to appoint ambitious and enthusiastic individuals who have potential for career advancement within the organization. They will look at the challenges as a career-development opportunity and will be highly motivated to succeed. These high potential employees will gain a broader understanding of the business, an extended network of relationships and stronger leadership skills.

Making of Good Change Agents: Attitude, Knowledge, Skills Attitude is one aspect of good change agents that is often overlooked. Moreover, the higher the skills and knowledge of a person, the greater damage they can do to the organization if their attitude is flawed. In many cases, implementation problems are due to the project sponsors or top management under-estimating the significance of their own duties. They are reluctant to commit the necessary resources; they sometimes send conflicting messages about the importance of change by failing to apply enough pressure to those who resist; or they alter priorities half-way through the change. It is the responsibility of change agents to make sure such issues get a complete airing in order to avoid the project ending in failure. One effective change agent summed up the attitude needed: My secondary objective is to preserve my personal relationship with all senior management. Change leaders must make their own judgments and keep their own counsel. No one can do that for them. The **Appropriate Knowledge** Project sponsors should be seasoned change agents with a general understanding of the business. However, project managers should be subject-matter experts in their respective area of responsibility. Having someone with excellent project management skills is simply not enough. They will crash due to lack of detailed understanding of the subject area. Expertise also brings the credibility and respect needed to succeed in their role. Simply put, change agents better understand how a business works "in particular, the business in which they are involved. The job also requires knowledge of markets and marketing, products and product development, customers, sales, selling, buying, hiring, firing and just about every other aspect of the business. In addition to the relevant expertise, change agents also should be well-connected throughout the organization. Active relationships in all areas of the organization are important in communicating effectively with stakeholders, developing coalitions and designing a successful rollout. The **Necessary Skills** The pressure on the project leadership can be tremendous. Change agents have to be able to operate during times of instability and uncertainty. They have to manage conflicting priorities, multiple constituencies and fast-approaching deadlines. They are responsible for guiding the organization through the numerous challenges of transition. Therefore, in order to survive, change agents must possess the ability to remain highly effective under intense pressure. In addition to being well organized and disciplined, change agents need strong analytical skills. Insight is nice, even useful and is sometimes mistaken for brilliance, but insight is often difficult to sell and almost impossible to defend. A rational, well-argued analysis can be ignored, but not successfully contested. Change agents must learn to take apart and reassemble operations and systems in novel ways, and then determine the financial and political impacts of what they have done. At the same time, good change agents must be flexible enough to work around roadblocks and handle evolving

priorities. In short, a disciplined and yet flexible approach is needed to tackle the challenges of change. To succeed, change agents must create a strong sense of identity, purpose and joint-ownership, as well as a high-performing mindset. They need a lot of empathy, with good listening skills. Change agents must be able to put themselves in the shoes of people affected by the change. Resistance is most damaging when it remains unnoticed. It usually occurs when the feelings and concerns of employees are ignored or when they feel change is forced upon them. In order to avoid resistance or the risk of hidden resistance, change agents must learn to listen to the voice of employees and involve them in decisions whenever possible. During the change, communication is the glue that keeps the organization together and moving toward the desired goal. Change agents need to be able to communicate effectively at all levels and across all organization boundaries. Choosing a Good Leader for a Change Change is never easy and the failure rate can be high. Top management must take a hard look at the candidates for change agent positions. If none of the in-company candidates closely match requirements of the job, then a search outside the company is required.

Chapter 7 : A Comprehensive Guide to Change Management (PowerPoint)

Training for Change is a training and capacity building organization for activists and organizers. We believe strong training and group facilitation is vital to movement building for social justice and radical change.

Here is what I devised. Unsupported change agents lead to disappointing change programmes; occasional disasters; and undelivered promise. Change Agent support has three main parts: This note just looks at the first of these. You ask someone who has previously been working somewhere in the middle of an organisation to take on a new role; to work with their peers and managers in very different way; to deliver results that the existing organisation has wither failed to deliver, chosen not to deliver, has been unable to see or has not been permitted to deliver. You are asking them to work in different and unfamiliar ways. You are asking them to challenge themselves and the organisation in new ways. What needs to be imparted are: Learning a change methodology. There are several around, the new change agent needs to have some skills in hand when they go to work. Typically this will include process awareness, process mapping tools, some way of distinguishing the present from the future design. NB Process awareness is rare! Change agents work with and through people. They are often unwelcome guests. Change agents need to start to know themselves. To a large extent their effectiveness arises from their personal alignment, congruence and confidence. Enhanced communication and influencing skills. They need to be heard effectively. Enhanced meeting management and workshop skills. They need to rapidly become comfortable working with groups of people in formal and informal settings and to be able to move the group effectively through a process. Awareness of process tools. There is a large armoury of process tools developed over the years by the OD community.

Chapter 8 : Implementation “ Train Lean-Agile Change Agents ” Scaled Agile Framework

Change Agents who change more or less than the Sponsor asks or attempt to implement the change without Sponsorship. Change Agents who overestimate their own skill and capacity. They may also underestimate Target Resistance and overestimate Target Readiness.

Chapter 9 : Praxis: Training for Change Agents | Sustainability - McGill University

In , a former corporate executive wrote that "change management is the new requirement for leadership success." 1 The demand for key decision-makers who are willing and capable of tackling the change agent role is at an all-time high thanks to organizations' shrinking competitive advantages.