

# CHANGE & INNOVATION

- Outline for 2 day-residential programme (includes evening work!)
- Pre-event:
  - identify 2 or 3 change/innovation challenges they are currently facing at work
- Minimum 8 delegates; maximum 16 delegates

# CHANGE & INNOVATION

## Day One -- morning

- 09:15-09:45     **Welcome , Introductions and Objectives**
- participants introductions, personal objectives
  - rationale and context for the programme
  - updates from previous modules – examples of application of learning / successes
- 09:45-10:20     **Project 'Minefield' & Review**
- introduction to change/innovation project – how people react and cope with changes factors.
  - Acts as a positioning to some of the issues covered in the day
  - quick-fire review – discussion of how people reacted to change / used innovative thinking.
- 10:20-10:40     **My Change & Innovation Challenges**
- delegates identify their own organisation change / innovation challenges and discuss them
- 10:40-11:00     **Change - A Corporate Context**
- internal / external factors influencing organisations (SWOT / PESTLE)
  - Barriers to change, the political agenda – managing the politics of change
  - change success and horror stories
- 11:00-11:15     *Coffee*
- 11:15-11:45     **Understanding the Dynamics of Change**
- an organisational context / stages of change – what transition really means
  - Incremental / Pendulum / Transformational Change
  - Types of Change – anticipatory / reactive / crisis
  - link back to participant change challenges
- 11:45-12:30     **Tools for Diagnosing Organisational Change**
- Recipe for Successful Change and Planned v Unplanned Change
  - Forcefield Analysis, Lewin's Model – (Unfreeze / Action / Refreeze)
  - McKinsey 7's, Kotter's 8 Steps for Leading Organisational Change
  - plus, other team action planning tools, eg, setting KPIs and checkpoints

# CHANGE & INNOVATION

## Day One - Afternoon

12:30-13:20 *Lunch*

13:20-13:45 **Innovative Thinking to Enable Change - an introduction**

- creativity and innovation - definition and history
- creativity - getting better in an existing paradigm / world
- innovation – operating in a new paradigm / world
- different skills and tools required for each

13:45-14:55 **Project “Paper Tower”**

- set-up and briefing
- competitive team based project – requiring innovative / creative thinking
- objective is to build the tallest AND most profitable paper tower
- link to not all ideas are great ones! - some don't make great return on investment!

14:55-15:15 **Project “Paper Tower” Review**

- review process focuses on handling of ideas / ideas generation / and how teams coped with implementing ideas

15:15-15:30 *Coffee*

15:30-16:30 **How to Stimulate Innovative Thinking**

- paradigm and sacred cows - it's about perspective and beliefs
- utilising left brain and right brain - left brain / right brain quiz
- quick-fire exercises to reinforce and practise techniques and how to talk innovatively!

16:30-17:30 **The Change Curve (kubler-ross et al),**

- shock, denial, etc, exploration of stages, how this curve appears in organisational life
- leadership responsibilities at each stage - vision & direction, alignment & buy-in and motivating & inspiring others

17:30-17:45 **Summary of Day One**

- key learning points and preparation for evening presentations

Evening **Learning Groups work**

# CHANGE & INNOVATION

## Day Two - Morning

### 08:45-09:00 Learning Review / Positioning of Day Two

- learning review, picking up any questions from yesterday
- agenda and outline for day 2
- based on all of the sessions so far, participants revisit their change challenges and review current situation, strategies and actions

### 09:15-09:30 Project 'Big Foot / Little Foot'

- fun engagement activity to position managing resistance to change
- quick fire review

### 09:30-10:45 Managing Resistance to Change

- link back to positions on Change Curve and leadership responsibilities
- what to people want and need to help them move through the curve
- Ok Corral and Circle of Influence / Concern
- Change Agents - early adopter, advocates, quick wins and burning rafts!
- high impact influencing skills, utilising Robert Cialdini's 7 steps model
- coaching techniques, emotional intelligence - utilising EQ in times of change

10:45-11:00 *Coffee*

### 11:00-12:30 Innovation Behaviours, Tools & Process

- innovation booster and the 3 diamonds model, issue, explore, action
- divergence and convergence techniques which support the 3 diamonds model
- divergence tools – sticky brainstorming / detective listening / reversals / metaphor hunt / heroes & villains
- convergence tools – boundary negotiation / reframing / voting / sticky dots / mind mapping / clustering
- behaviours and skills which complement innovative culture
- managing mistakes and risk-taking

12:30-13:15 *Lunch*

# CHANGE & INNOVATION

## Day Two - Afternoon

### 13:15-14:15 Encouraging Visual Thinking

- the power of visual thinking – use in meetings, etc. – creating simplicity out of complexity
- tips and hints for graphic language – practise – even if you say you can't draw!
- using pictures to stimulate thought and interaction
- problem solving business issues with pictures
- storyboarding and idea mapping
- visual planning and practical session
- imaging > engage > think > enact model

### 14:15-15:30 "Project Delta-Force"

- team based practical project which provides an opportunity to practise creativity, innovation and elements of managing change
- four sub projects to resolve against a changing set of requirements and operating constraints,

### 15:30-15:45 *Coffee*

### 15:45-16:00 Project Delta Force Review

- quick-fire review highlighting use of innovation, ideas, processes and approaches to solving the project
- feedback to change leader about the extent to which change behaviours were encouraged / developed

### 16:00-16:30 Change Challenge Action Planning

- based on all of the sessions so far, participants revisit their change challenges and review current situation, strategies and actions to take back to the workplace

### 16:30-16:45 Programme Summary, Q&A, Next Steps

- review of learning from programme
- summary of progress on challenges
- back-to-work challenges for next time

### 16:30 Programme Close