



SME Change Leadership Program

Session Overview

Pre-Session Preparation Activities

Prior to the session, participants complete four preparation activities that together require approximately 1.5- 2.0 hours of time. They are:

- **Activity 1: My Change.** Participants identify and describe a change initiative that they are leading or participating in.
- **Activity 2: My Change Leadership Appraisal.** Participants evaluate their change against a set of success factors (three for each of the 8 Steps for Successful Change).
- **Activity 3: Review.** Participants review the four Change Leadership Principles, and then read the book *Our Iceberg Is Melting*. As they read the book, they are asked to think about where they see the Change Leadership Principles at work in the story.
- **Activity 4: My Introduction.** Participants prepare a brief, 1-minute introduction of themselves to a table group in which they will describe their change (in a 140-character or less “tweet”) and a challenge they may face in making their change succeed.

High-Level Overview

The 2-day, in-class session is designed around three modules with a total duration of 15.5 hours, including a 1-hour lunch and two 15-minute breaks.

DAY 1: Module 1: Introduction

Participants learn about the goals and objectives for the session, form teams, and hear about the range of changes people in the room are involved in.

| Large Group Discussion: Welcome and Overview – | 9.00AM–10.00AM |
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| Purpose | |
| <ul style="list-style-type: none">• <i>To ground the session in today's climate of constant change</i>• <i>To set expectations for the session</i> | |
| Participants learn about the rates of failure for change in organizations, and that there are eight steps and key leadership principles proven to create successful change. They rate how much change they are experiencing today, and learn that this environment makes effective change leadership even more important. The facilitator provides an overview of the day's content and activities, and talks about the leadership activities — based on the 8 Steps and key principles — that they will be focusing on for the day. | |

Small/Large Group Introductions Activity: Our Change "Tweets"**10.00AM-11.00AM****Purpose**

- *To create a climate of fun*
- *To introduce participants*
- *To become familiar with the range of changes people are involved in*
- *To share insights about potential challenges participants may face in implementing their changes*

In this activity, table groups introduce themselves to one another, share their change "tweets" and create a fun, 3-minute introduction of their group, which they present to the large group.

DAY 1: Module 2: How to Help Build a Foundation for Success

Participants learn about the components that must be in place so that change can succeed: The research-based 8 Steps for Successful Change (and the key success factors for each) and the core principles of effective change (e.g., head and heart), and how to deliver on them.

Presentation: Our Iceberg Is Melting Video**11.00AM-12.30PM****Purpose**

- *To introduce the 8 Steps and change leadership principles*
- *To refresh participants' memories of the Our Iceberg Is Melting story*
- *To provide clear links between story elements and the 8 Steps*

In this activity, participants view a brief animated video of Our Iceberg Is Melting, both to jog their memories about the story and its characters, and to form the basis for the facilitator's introduction to the 8 Steps and change leadership principles and the importance of each.

Small/Large Group Activity: 8 Steps for Success**1.30PM-2.30PM****Purpose**

- *To identify strengths from participants' own Change Appraisals*
- *To explore the key tactics for implementing each of the 8 Steps*
- *To identify change-specific ways to apply the success factors*
- *To allow participants to build a tactics guide to apply to their own change*

In this activity, participants choose the Step that they think they most need to focus on, and distribute themselves around the room at "Step Stations" where they work to build a tactics guide for their organization. Together they identify one tactic used by the penguins to implement their assigned Steps, and come up with a specific way to use that tactic to execute the change.

Partner Activity: Action Planning Advice Exchange**2.30PM-3.30PM****Purpose**

- *To apply the 8-Step success factors to participants' own changes*
- *To gather advice from colleagues*

In this activity, table groups divide into pairs or trios and share their changes and appraisals with their teams, what they have learned so far, and, using a structured process, share ideas and advice from which they choose one item to share in a large group interactive activity.

Small Group Activity: Principles in Action Skits**4.00PM-5.00PM****Purpose**

- *To develop an increased understanding of the four Change Leadership Principles*
- *To consider what these principles look like in various, real-world contexts*

In this activity, participants work with their table groups to create short, 2-minute skits representing one of the four Change Leadership Principles in action. Each table is assigned one of the principles, and asked to consider both effective and ineffective uses of the principle in action. Other tables then guess which principle the other groups were acting out.

DAY 2: Module 3: How to Build Urgency for Ideas and Initiatives

Participants learn what true urgency looks like and what leaders of change need to do to build and maintain it. They learn that people have different communication needs, and therefore respond differently to messages about change. Participants identify the characteristics of their own "change style" and choose ways to adapt it so that they can build buy-in with and leverage the strengths of different styles. Then, applying the principles for building buy-in with different styles, they work on building momentum (through true urgency) for an idea (a change they wish to make) or a current change initiative. They work to gather the breadth of support necessary for their change to succeed by identifying the people who need to be urgent and developing messages that both appeal to all styles and rise above the din of competing messages.

Large Group Activity: Vacation!**9.00AM-11.00AM****Purpose**

- *To identify the characteristics of different "change styles"*
- *To build awareness of the importance of diversity to change leadership*

In this activity, teams of Professors, Buddys, Alices, and Louises formulate vacation plans and share them with the large group in an effort to interest other "penguins" just like themselves in going with them. During the discussion that follows, participants use their experience in the vacation activity to surface the communication needs of different "change types."

Individual Activity: Polar Opposites**11.00AM-1.00PM****Purpose**

- *To identify how to more effectively meet the needs of other styles*

In this activity, penguin teams spend a few minutes focusing on their "polar opposite" change style (Buddys focus on Alices and vice versa, while Louises and Professors focus on each other), identifying some specific things they can do to more effectively communicate the vacation they just designed so that their polar opposites would want to go along with them. They then test their ideas with the target group, gather advice, and capture it in a tactics guide.

Individual Activity: Building Buy in**2.00PM-3.00PM****Purpose**

- *To plan steps to enhance the buy-in of someone critical to the success of their change*

Based on what they have learned, participants now identify someone with whom they need to create true urgency for their own change (participants have the option to choose their own manager or another more senior person in the organization), and consider that person's probable change style and what might be getting in the way of more urgency. Participants consider something they could do to communicate for relevance and impact with that person.

Small/Large Group Activity: Urgency Issues and Guidance**3.00PM-4.00PM****Purpose**

- *To describe how to build and maintain true urgency*
- *To apply tactics for building and maintaining true urgency to participants' own situations*

In this activity, participants discuss and define urgency, complacency and false urgency, and work on both barriers to urgency and the key success factors for building and maintaining urgency. They identify urgency issues for their own changes, and gather ideas to help resolve those issues. The large group discusses key and critical points leaders need to put into practice about building and maintaining urgency, and apply this to their own changes.

Small Group Activity: Join Us!**4.00PM-5.00PM****Purpose**

- *To provide participants with a chance to consider how to create ways for communicating their change in a way that will generate urgency from others*
- *To allow participants a chance to receive feedback from the large group*
- *To leave participants with a concrete next step in implementing their change*

In this activity, participants work in their table groups to brainstorm creative ways for communicating their change initiative in a way that will engage others. One participant from each table group is given the chance to role play their plan in front of the large group, and receive feedback.