CONCEPT

Change Management and Leading Organisational Transformation

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Technical depth: Practitioner · **Practical mode:** Case study

Introduction

Organisations launch restructures, mergers, new operating models and digital platforms faster than they can absorb them. Many initiatives deliver the structure or the system on time yet fail to change how people actually work, so the expected benefits never materialise. This Core Concept course equips managers to lead the people side of transformation with recognised models, from diagnosing readiness to sustaining adoption after go-live. Participants apply each method to case material from several sectors and leave with a Change Leadership Plan for an initiative in their own organisation.

Course Objectives

- Diagnose an organisation's current state and readiness for change using the McKinsey 7-S Framework and structured readiness surveys
- Select and combine organisational and individual change models, including Kotter's 8-Step Process and ADKAR, to fit a specific initiative
- Assess the impact of a change on roles and processes and translate it into stakeholder, sponsor and communication plans
- Identify resistance, change saturation and change-related risk, and apply targeted interventions to each
- Design reinforcement and measurement mechanisms that sustain new ways of working after implementation
- Produce a Change Leadership Plan that can be presented to a sponsor for approval

Target Audience

- Managers leading departmental or functional change initiatives
- Programme and project managers responsible for the people side of delivery
- HR and organisational development managers supporting restructures and transformation
- Transformation office managers coordinating portfolios of concurrent change
- Line managers accountable for adoption of new systems, processes or structures
- Internal consultants and business partners advising leadership on organisational change

Course Outline

Day 1: The Change Landscape and Organisational Readiness

- Transformation Drivers Using PESTLE Analysis
- Change Typology: Incremental, Transitional and Transformational Change
- ISO/TS 10020 Organisational Change Management Process Overview
- Current-State Diagnosis with the McKinsey 7-S Framework
- Change Readiness Survey Design and Scoring

Day 2: Change Models and Standards

- Lewin's Unfreeze, Change, Refreeze Model
- Kotter's 8-Step Process for Leading Change
- Prosci ADKAR Model for Individual Adoption
- Bridges Transition Model: Endings, Neutral Zone and New Beginnings
- Burke-Litwin Causal Model of Organisational Performance and Change

Day 3: Planning and Leading the Change

- Change Impact Assessment Matrix by Role, Process and System
- Stakeholder Mapping with the Power-Interest Grid
- Sponsor Roadmap and Change Agent Network Design
- Case for Change Narrative and Vision Statement Drafting
- Change Communication Plan: Audience, Message, Channel and Cadence Matrix

Day 4: Resistance, Risk and Sustainment

- Resistance Diagnosis Using ADKAR Barrier Points
- Change Saturation Assessment and Portfolio Heat Mapping
- Change Risk Register Aligned to ISO 31000 Principles
- Culture Diagnosis with the Cultural Web
- Reinforcement Mechanisms and Sustainment Audit Checklist

Day 5: Case Work and the Change Leadership Plan

- Merger Integration Case Study: Diagnosing Stalled Adoption
- Public Service Digitalisation Case Study: Sponsor and Resistance Analysis
- Change Readiness Scorecard Build for an Own Initiative
- Change Leadership Plan Drafting
- Peer Challenge Panel and Plan Defence

Skills You Will Gain

- Organisational Diagnosis
- Change Impact Analysis
- Stakeholder Engagement Planning
- Resistance Management
- Change Communication
- Sponsor Coaching
- Change Risk Management
- Adoption Measurement

Why Attend This Course

- Return to work with a Change Leadership Plan for a live initiative, already tested against peer challenge
- Explain to sponsors and teams why a change is needed and what it will ask of them, using a clear case for change
- Recognise the early signs that adoption is stalling and choose the intervention that fits the cause
- Compare approaches with managers from other sectors and countries who lead similar transformations

Conclusion

Transformation succeeds only when the people it affects understand it, adopt it and keep working in the new way. This course moves from diagnosing an organisation's readiness, through the principal change models and planning tools, to the resistance, saturation and risk that cause initiatives to stall. The final day turns that material into a Change Leadership Plan that participants take back to their sponsor, giving them a structured and defensible approach to the next change they are asked to lead.