SCANDINAVIAN ACADEMY
For Training and Development

Course: Leading and Managing Change

Code	City	Hotel	Start	End	Price	Language - Hours
700	Munich (Germany)	Hotel Meeting Room	2025-10-27	2025-10-31	5450 €	En - 25

The Programme Content

Foundations of Change

- Welcome, Introductions, Programme Objectives, Personal Objectives and 'Ground Rules'
- "Seescapes" and "Soundscapes" – how change has been a constant in your lives
- Business Strategy and Change
  - The Importance of Strategy
  - Defining Strategy
  - Strategic Drift
  - STEEPLE Analysis
- Where is your Organisation Now?
- Drivers of Change
- Business Drivers of Change
- McGahan's Trajectories of Industry Change
- Competitive Strength and Competitive Advantage

Generating Momentum and Leading Change

- Leading strategic and cultural change
- Models of change
- Planning for change: Kotter's Eight Stage model
- Gaining support
- Overcoming resistance

- Addressing individual resistance. Winning hearts and minds

Preparing for Change

- Why Change often Fails
  - Commonest causes of failure in change initiatives and what to do about them
- Causal model of Change
- Burke-Litwin
- Financial Perspective
- Customer Perspective
- Business Process Perspective
- Learning and Growth Perspective
- The Balanced Scorecard
- Organisational Fitness Model
- The Sigmoid Curve
- Change in Teams
- Force Field Analysis
  - Helpers and Blockers for Change
- Porters' 5 forces
- McKinsey 7s
- Change Readiness
- Organisational Fitness
- Timing of Change
- Analytical tools

People and Change

- Reactions to Change

- Managing Reactions to Change
- Personal Effects of Change
- The Emotional Loop
- Glasser's Drivers

- ABCD theory
- Pink's "Drive" theory: rewards and cognitive skills
- Herzberg – Hygiene and Motivational factors
- Stakeholder Mapping
- Stakeholder Management
- Stakeholder Value
- RACI Analysis
- Kano's Customer Satisfaction Model
- Motivation to Change
- Stakeholders and Shareholders
- Delighting our Clients and Customers with Change

Leading and Managing Change

- Leading and Managing Change
  - The Leader as Role Model
    - Essential Qualities of a Change Leader
    - The VIVE™ model as the basis for Change Leadership
  - Kotter - Top Down Leadership
  - Balogun and Johnson's – Middle-out Leadership
  - Kaizen – Incremental Change
- Communicating Change
- The "Skyscraper" model for Communicating Change
- Winning Hearts and Minds
- Delegation, Empowerment and Trust

Culture and Change

- Cultural Dimensions of Change
  - Corporate Culture
    - Edgar Schein
    - Cameron and Quinn Culture Audit

- ◦ National Culture
  - ◦ Trompenaars and Hofstede
- Building a Learning Organization & teamwork
- Single and Double Loop Learning
- Systems Thinking
  - ◦ Laws of the Fifth Discipline
- Detailed Action Planning Session
  - ◦ Individual Action Planning
  - ◦ Paired Challenge, Coaching and Discussion
  - ◦ Plenary Declaration of Actions

Inspirational leadership: future action and intent

- The anatomy of leadership
- Inspiring by creating meaning: building a compelling vision
- Inspiring through communication: elevator speech
- Inspiring through trust
- Use inspiration in mentoring and coaching others

Leading the Strategic Skills

- Building trust and encourage teamwork
- Behaviours, values and stakeholder for support the vision
- The leadership qualities that will deliver the vision
- Two fundamental questions on leadership
- Inspiring others
- My leadership challenge

The Scandinavian Academy for Training and Development employs modern methods in training and skills development, enhancing the efficiency of human resource development. We follow these practices:

- **Theoretical Lectures:**
  - We deliver knowledge through advanced presentations such as PowerPoint and visual materials, including videos and short films.
- **Scientific Assessment:**
  - We evaluate trainees skills before and after the course to ensure their progress.
- **Brainstorming and Interaction:**
  - We encourage active participation through brainstorming sessions and applying concepts through role play.
- **Practical Cases:**
  - We provide practical cases that align with the scientific content and the participants specific needs.
- **Examinations:**
  - Tests are conducted at the end of the program to assess knowledge retention.
- **Educational Materials:**
  - We provide both printed and digital scientific and practical materials to participants.
- **Attendance and Final Result Reports:**
  - We prepare detailed attendance reports for participants and offer a comprehensive program evaluation.
- **Professionals and Experts:**
  - The programs scientific content is prepared by the best professors and trainers in various fields.
- **Professional Completion Certificate:**
  - Participants receive a professional completion certificate issued by the Scandinavian Academy for Training and Development in the Kingdom of Sweden, with the option for international authentication.
- **Program Timings:**
  - Training programs are held from 10:00 AM to 2:00 PM and include coffee break sessions during lectures.