



## A 1-day clinic on the personal side of change & what leaders can do to prepare people

### » Preparing People – Key to Change Success...

Systems and structures don't change unless people do. How people personally respond to change is critical in determining how much, how fast, how well or even whether they'll change at all. The first step in any well-run change program is preparing people for it. It's often glossed-over, but when asked what they'd do differently if they had their change-time over again, many leaders say: "prepare people better for it."



- ❑ For the change-ready, it's helping them learn how to engage constructively, find ways to influence, have a say, be more change-adept.
- ❑ For the change-uncertain, it's helping them develop coping-skills to think clearly, understand the dynamics of what goes on with change, keep emotionally balanced and increase their level of personal 'change-ability'.
- ❑ For the change-fatigued, it's helping them stay afloat and functional – to handle emotional turmoil, confusion and change instability with minimal damage to their blood pressure, career, relationships or confidence.

Such personal needs often get under-played, if not entirely overlooked, in many organisations. Any way you look at it though, people need tools to help them learn how to change, how to engage with it and how to best make it work for them – and that's what *Preparing People for Change* is all about.

### » What does *Preparing People for Change* cover?

One reason change efforts fail is we don't consider change from a recipient's perspective or bother to address their concerns about it. 'If you want change to work, put people at the centre of it'. Many organisations don't. They fixate on planning all the details of the new procedures, the new technology or the new tasks needed to implement the change itself – and neglect the most important element: people.



This action-based clinic looks at the personal side of change and what leaders can do to handle the emotional

dynamics behind change and better prepare people as a prelude to leading them through it. It's about exploring how people respond to change and learning some personal strategies and tools to help you help them handle it better. Often this can also include preparing yourself. Here's just some of the topics we touch on:

- ☑ How people change – and why we hate to
- ☑ Why change is difficult: facts, fears, fantasies
- ☑ Personal attitudes: how people respond to change
- ☑ Assessing change-fatigue & building resilience
- ☑ Change-ability: personal factors & challenges
- ☑ Preparedness: taking the change temperature
- ☑ 'PAVERS' model - change preparation steps
- ☑ Thinking change – impact of mental models
- ☑ Change limiting and empowering beliefs
- ☑ The emotional side: feeling around change
- ☑ Dissecting reasons for resistance/reluctance
- ☑ Getting engagement: models and strategies
- ☑ Change conversations: part they play to engage
- ☑ Changing mindsets – unblocking the culture

### » In-House Clinics and other Change support...

This clinic can be run in-house for groups of 10+ and tailored to your specific change context. Need a helping hand with change? Our [Change Services Profile](#) provides a snapshot of various ways we can help with change. Contact us for a free conversation about your change challenge or use our enquiry form [on-line](#).

### » Do you want...

- ❑ Smoother change take-ups?
- ❑ More change resilience and less resistance and change fatigue?
- ❑ People to more mindfully manage their emotional change reactions?
- ❑ More constructive change cultures?
- ❑ To increase change-ability and get more positive responses to change
- ❑ Convert anxiety and reluctance into constructive change energy?

### » Course Features...

- ❑ Our unique and practical PAVERS Model to prepare people for change
- ❑ Bring along a real change challenge
- ❑ Take-away a 100-page guide with 30 change tools & activities to apply
- ❑ Set change-improvement goals with the Change-leader's Scorecard
- ❑ Develop your personal Preparing People for Change strategy checklist

### » What people say...

*"This was a very beneficial workshop for a general overview of how people feel when there's change, and ideas to assist with helping them change. Course structure, content and methods were all great – as is the self-directed guidebook."* Helen McKenzie Mackay Hospital and Health Service

*"I'd recommend this clinic to others. It was very useful to learn some new strategies/techniques to support staff with the constant change we're facing. It was interesting to hear how different people are at handling change and it became obvious to me that if it's managed well, people can cope okay. I feel better prepared to ask some of the tricky questions we have all been wanting to know and encourage transparent communication about change."* Hayley Farry, Toowoomba Hospital and Health Service

### » Reading about Change...

For insights on our approach to change, see our [FactFile: Looking at Change thru the lens of the 5 Disciplines](#): Peter Senge's *5 Learning Disciplines* provide a useful framework for building change capability as well as understanding the dynamics of effective change processes. Also [FactFile: Leading Change – every manager's business](#): Big or small, the ability of businesses to manage change and make it happen rapidly and smoothly is one of the keys to keeping up your competitive advantage.

### » Registration & Enquiries...

**Cost and registration back page. For in-house quotes contact Bill Cropper**  
**TEL: 07-4068 7591 MOB: 0429-687 513**  
**EMAIL: [billc@thechangeforum.com](mailto:billc@thechangeforum.com)**  
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# Leading Change Management



Strategies, tools and frameworks to run people-centred change management processes

## ▶▶ Leadership is largely about leading Change...

Learning to lead change management initiatives well is critical for success – and it starts with leaders. Whatever shape your change takes, leaders are instrumental in identifying when change is needed, communicating the vision, planning how to best go about it, creating commitment and preparing people for it, getting them into action and then guiding them through it.

Many change management efforts often fall flat because leaders fixate on the mechanics – the steps, stages, systems, structures and schedules to ‘roll-out’ out change, and fail to take into account often more crucial and complex systemic factors such as culture, context, people and the impact of their own behaviour.



## ▶▶ What does Leading Change Management cover?

This down-to-earth toolkit clinic explores the people side of change, not just the mechanics of managing it. It looks at change through the lens of Senge’s 5 Disciplines and takes a people-centred, systems-thinking approach. It focuses on designing sound change management processes in the first place, then turns to what it takes to guide people through them.

### Five Learning Disciplines



It gives leaders at any level a good grounding in practical tools, models and frameworks to initiate, design, plan and lead change management efforts and covers critical practice areas, crunch-points and steps to make change work well – to lead others through it with more confidence, get people engaged, reduce uncertainty, convert anxiety, denial and resistance into

constructive change energy and create a more adaptive workplace along the way. Here’s some topics we touch on:

- ☑ Change management: proven success & failure factors
- ☑ Engaging with change: roadmaps, strategies & tools
- ☑ Leading change with the 5 learning Disciplines
- ☑ Shaping a shared change vision: challenging mindsets
- ☑ Systems Thinking – coping with complexity
- ☑ Designing “people-centred” change processes
- ☑ ‘PIECERS’ – the 7 Change Practice Arenas
- ☑ Change readiness: working out where to start
- ☑ Mobilising coalitions & working with change teams
- ☑ Implementing change & getting involvement
- ☑ Change conversations – forging relationships
- ☑ Leveraging the cultural dimension of change
- ☑ Embedding change: maintaining momentum
- ☑ Goal setting: the change-leader’s scorecard

For this forum, everyone is invited to bring along a real-life change scenario to work on and at the end of the program, to develop a personalised action-plan to help you get started on actual change leadership activities back-at-work.

## ▶▶ Who should attend this clinic? Is it right for me?

Whether a change-veteran or beginner, this clinic is highly beneficial for leaders at any level responsible for designing, leading & implementing change management – small scale or large – even committed staff working on change teams. This clinic takes a wide-angle design view of change.

## ▶▶ Do you want to:

- ☐ Deepen your insights into the role real change leaders play?
- ☐ Learn models, tools and roadmaps to navigate better through change?
- ☐ Find out what to do to get started then keep a change effort going?
- ☐ Learn how to design more ‘people-centred’ change processes?
- ☐ Build-in elements that are the proven keys for change success?
- ☐ Get more commitment and secure the buy-in to make change work?
- ☐ Learn how to handle the inevitable ‘problems’ that arise with change?

## ▶▶ What People Say...

- “Great program - really useful concepts regardless of the size of change” Jeanette Edmestone – Centrelink
- “The 5 Disciplines changed my whole view of the change process as I knew it.” Robert Crookes, Woree High School
- “I’ve never enjoyed a course as much as this before. It gave me tools and confidence to lead change in a tough environment.” Russell Griggs – Qld Health
- “Provided me with useful practical tools to lead change.” Martha Goldman, TNQIT
- “Rewarding, challenging, productive, well-structured and highly relevant...” Alex McGregor – Disability Services Qld
- “A very positive, interactive and participative experience... what set this workshop apart was that it was very relevant and practical.” Deb Ison, Disability Services Qld

## ▶▶ Reading about Change...

For some insights to our approach to change review our [free FactFiles](#):

**Looking at Change thru the lens of the 5 Disciplines:** Peter Senge’s 5 Learning Disciplines provide a useful framework for building change capability, as well as understanding the dynamics of effective change processes [Read our FactFile](#)

**Leading Change – every manager’s business:** Big or small, the ability of businesses to manage change and make it happen rapidly and smoothly is one of the keys to keeping up your competitive advantage. [Read our FactFile](#)

To find out more about the different ways we can help with change – download and review our [Change Services Profile](#).

## ▶▶ For Information & Quotes...

Cost and registration back page. For [in-house quotes](#) contact **Bill Cropper**

**TEL: 07-4068 7591**

**EMAIL: [consult@thechangeforum.com](mailto:consult@thechangeforum.com)**

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# Leading CULTURE Change

Re-shaping & Revitalising  
your Workplace Culture



Designed and delivered by  
**Bill Cropper**

A clinic for leaders who are serious about renovating their culture to improve performance...

## ▶▶ The Culture Change Imperative

Leaders are often told *'getting the culture right'* is the most critical facet to focus on for achieving sustainable results. Research repeatedly shows that culture profoundly affects every facet of organisational life. It limits or enlarges what's possible in an organisation – and ultimately it's the 'X' factor in change success or failure.

Most leaders are acutely aware of how constructive cultures help people perform, collaborate, connect and thrive while dislocated ones breed bad behaviour, toxic climates and under-performance. *"We need to change the culture"* is a much-repeated mantra heard in many management meetings, yet culture is notoriously difficult to change.



While there are no magic bullets or quick-fixes, if you can understand a culture, and learn some lessons about what seems to work and what doesn't, then you have a chance of changing it for the better. And that's *Leading Culture Change* is all about.

## ▶▶ What does the *Leading Culture Change Clinic* cover?

This unique clinic complements our *Leading Change Management* program, to focus on unpacking the components that make up culture and equip you with a substantial resource kit of tools and ideas to handle culture change better, either as part of a specific culture change effort or an adjunct to support other changes you need to implement. Presented in both 2-day and 1-day fast-track formats (see regional schedule for dates), topics this clinic covers include:

- Unpacking the components of culture
- Signs of constructive and dislocated cultures
- The 'CLEVER' Dimensions for cultural revitalisation
- Culture scans – characterising current culture
- Unearthing cultural patterns and layers
- Thinking culture – tacit assumptions
- 8 stages for carry-out of culture change
- Develop a vision of the culture you want
- Applying systems-thinking to culture
- Leading culture change – tips and traps
- Creating space for culture conversations
- Undiscussables and real cultural values
- Encountering and countering cultural resistance
- Replacing habits of thought and behaviour
- Working out where to start with culture change

## ▶▶ In-House Culture Change Clinics and Culture Scan Surveys

*Leading Culture Change* can be conducted in-house as an adjunct to support your culture change efforts or as part of your leadership development strategy.

The Change Forum also creates and conducts customised *Culture Scans* based on our CLEVER Dimensions, tailored to your organisation context, to give you a snapshot of your culture and help get you started on the right path to cultural revitalisation. Scans can be administered externally by us or you can choose a self-directed version that can be conducted internally by you.

We also run team-building and cultural development clinics on a range of topics that can strengthen and support your current culture change programs. Review our [Culture Change Services Profile](#) and contact Bill Cropper to talk over the state of your culture, find out how we may be able to help and arrange a quote.

## ▶▶ Do you want to:

- Come to grips with what all this culture change stuff is about?
- Take positive steps to create a more constructive team/workplace culture?
- Diagnose what your current culture is like and identify ways to revitalise it?
- Re-energise your culture, get people reconnected to and reduce toxicity?
- Make your workplace a more warm, welcoming and happier place to be?
- Develop strategies and processes to revitalise and transform your culture?

## ▶▶ Is this clinic for you? Try this. Are your people more...

- Despondent and de-motivated lately?
- Defensive, irritable, cynical?
- Stressed, frustrated and distrusting?
- Blaming, sniping, back-biting?
- Disconnected, distanced, withdrawn?
- Competitive and less co-operative?
- Erratic in their behaviour/emotions?
- Guarded and less communicative?

➔ If you ticked 3 or more of these why not consider coming along?

## ▶▶ What people say...

*"Leading Culture Change emphasised how understanding organisational culture can't be underestimated – and that changing it is complex and difficult but by no means impossible. The guide is an excellent resource – and all my senior managers who attended learnt a lot. Thank you..."* Ian Church – CEO Tablelands Regional Council

*"Very thought provoking – a good program well worth the time to get my management team on board with leading cultural change."* Darren Campbell – Department of Justice

## ▶▶ Read about Culture Change:

[Issue-12](#) of our *CC E-News* features articles and tips on culture change. Other useful reading includes [FactFile-4: Teambuilding – the Art of Working Better Together](#) and [FactFile-26: Changing Cultures](#). Our Newsletters and FactFiles are free to download at [www.thechangeforum.com](http://www.thechangeforum.com)

## ▶▶ Registration & Quotes...

Scheduled dates above and [on-line Fees and Registration back page](#) or [on-line](#). For more information and [in-house quotes](#), contact **Bill Cropper**:  
**MOB: 0429-687513 TEL: 07-40687591**  
**EMAIL: [consult@thechangeforum.com](mailto:consult@thechangeforum.com)**  
**WEB: [www.thechangeforum.com](http://www.thechangeforum.com)**

## » What about Cost – and how do I Register?

Course Fee (GST inc) covers lunch and refreshments and a comprehensive self-coaching Toolkit designed to assist your ongoing learning back at work. Regular discounts offered for early registration, schools and not-for-profit community organisations subject to payment in advance of attendance. Fees are non-refundable but are transferable up to 14 days prior to an event. Substitute always welcome. Max 20 places (minimums apply at the discretion of The Change Forum). **Timing:** 8.30am arrival – 4.30pm close unless otherwise advised. **Registration: Form** attached for return by Email/Fax or register **On-line** at [www.thechangeforum.com/Registration.htm](http://www.thechangeforum.com/Registration.htm). Contacts below.

## » Other Change Support Services...

Need a helping hand to handle change? Organisations often want help designing their own change processes but the choices and options around change and working out where to start can sometimes overwhelm and confuse. We've been helping organisations and leaders with change projects large and small for many years and have a fair idea how daunting it can sometimes seem. Our [Profile of Change Services](#) provides a snapshot of the sorts of things organisations typically ask us around workplace change and could stimulate your thinking around critical change management areas that we can help you address. Contact us anytime to start a conversation about change.

## » Other Clinics to Support Change...

Culture change is top-listed on organisation agendas today. Yet we often overlook that it starts with how people think, feel and talk together. Our range of [Emotional Intelligence](#), [Conversational Coaching](#) and [Working Better Together](#) clinics equip leaders and staff with the emotional, conversational and relational skills they need to be better leaders and team-players and build vibrant, healthy and connective work cultures...

## » Teambuilding – the Art of Working Better Together...

[Working Better Together](#) is the generic label we use for our team-building approach. Many of us work together for years and never take the time to reflect on how we come across or talk to each other. All teams need to take time-out now and again to work on their team-talk, renew relationships, find ways to discuss difficult issues that get in the way and clarify how they can work better and more constructively together.

We regularly design and run [tailored team-building interventions](#) for workteams that want to build a more positive team culture, harness commitment to a shared vision and create opportunities for growth and challenge. Download our [Working Better Together Prospectus](#) for lots of useful pointers to help plan your next team-building session at [www.thechangeforum.com](http://www.thechangeforum.com). Or contact us by email or phone or on-line enquiry form to request an outline of our approach or find out how a [Working Better Together](#) clinic can help you and your team.

## » Thinking about – personalised Coaching?

Senior leaders often elect to arrange personalised change support on a periodic basis – either in addition to or instead of workshop style activities. As an adjunct to our leadership programs, we provide [personalised coaching](#) services for individuals and small groups at all levels.

We can take a flexible approach to how this is arranged and resourced though a typical coaching program consists of about 5 x 2-3-hour coaching sessions every 3-4 weeks or so, with a blend of face-to-face and telephone coaching and email support. Download our [Coaching Prospectus](#) for some simple, straightforward answers to what “all this coaching stuff is about” to help you make up your mind whether our coaching approach might suit you.

## » Facilitation & Presentation Services...

Bill Cropper, principal of The Change Forum, has an extensive background in organisation change and learning and provides forum facilitation, [key-note presentations](#) and fast-track learning sessions at conferences, planning forums, team meetings or other relevant events.

Bill delivers informative, interactive, thought-provoking sessions on topical themes designed to address or complement particular issues, concerns, challenges and context. Bill's style is relaxed, down-to-earth, amusing, affirming and engaging. He connects with people and puts them at ease, at the same time as raising their curiosity and gently confronting current thinking. More information [on-line](#) or contact Bill direct to discuss ways he can help...

## » Fee Discounts 2014...

	Single	2 places	3 places
<b>1-Day</b>	<b>\$495 pp</b>	<b>\$946</b>	<b>\$1320</b>
<b>NFP/Schools</b>	<b>\$440 pp</b>	<b>\$858</b>	<b>\$1254</b>
<b>2-Days</b>	<b>\$825 pp</b>	<b>\$1575</b>	<b>\$2222</b>
<b>NFP/Schools</b>	<b>\$693 pp</b>	<b>\$1320</b>	<b>\$1980</b>

**Note: Other Discounts** offered from time-to-time – refer email notices or call to enquire. All Fees GST inc. Fees current at time of printing but subject to review at the discretion of The Change Forum. EFT or credit card payments preferred. Places limited – early registration recommended. Dates and venues advised by email and on-line – please confirm dates at time of registration.

## » About your Presenter:

**Bill Cropper** is Director of The Change Forum and principal presenter. He has a wealth of practical experience in strategic change management, designing and facilitating small and large scale change processes where organisation learning and leadership are keys to success. For more than two decades, Bill has actively contributed to the learning, leadership and change capacity of a wide range of federal, state and local government agencies around Australia. He has pioneered innovative approaches to facilitating change, has highly developed process consulting, training and change facilitation skills and proven capabilities for both managing the big picture, facilitating at the workplace and dealing with the practicalities to make it happen. Bill's keenly interested in the benefits of conversational mastery and emotional intelligence to create connective, compassionate workplaces, promote productive, open interchanges and facilitate personal growth and change mastery. Over the past 10 years, he's run hundreds of change, leadership and team-building clinics with numerous managers, team leaders and other professionals from wide-ranging backgrounds and work cultures. Bill has a down-to-earth, relaxed and outgoing style and works comfortably with people from all levels, occupations and backgrounds.

*"I really enjoy your facilitation style Bill - a well balanced mix of theory, practical and humour in a relaxed, fun atmosphere that makes learning easier".*

M. Polkinghorne, Disability Services Qld  
*"I appreciated your laid-back/informal approach to delivery. I left feeling motivated and eager to put what I'd learnt into practice"* Di Grech Bentley Park College

## » Other Services...

We invite you to [contact us](#) any time to discuss our [scheduled](#) and [in-house programs](#), consulting, coaching and facilitation services. Location need be no deterrent – we travel interstate, to remote regions and even internationally wherever possible.

**Contact Bill Cropper at The Change Forum on:**

**MOB:** 0429-687513

**TEL:** 07-4068 7591

**EMAIL:** [consult@thechangeforum.com](mailto:consult@thechangeforum.com)

**WEB:** [www.thechangeforum.com](http://www.thechangeforum.com)

## WELCOME 2014 SUMMER Offer#

(#Refer email for expiration date):

**General**

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### 1 Day Events

1 place

\$473

\$429

2 places

\$880

\$792

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1 place

\$795

\$660

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\$1298

All Fees GST inc. #Standard Early Registration Discount applies after Special Offer period (Refer email circulars or call to enquire)

NFP = non-Govt Community-based organisations. Fees due on registration, payable within 14 days of Invoice and prior to attendance;

Fee transferable up to 14 days prior but not refundable; Substitute welcome up to commencement; See website for [full terms & conditions](#)

EFT & Credit Card payment preferred; Card processing fee applies; Purchase Orders not accepted as payment; Priority given to paid reservations;

**Fee covers course attendance, guidebook, lunch and refreshments only – travel, accommodation and sundries not included.**

▶▶ **YES!** Please Register me for [  ] place/s to attend

Event Title:  Preparing People 4 Change  Culture Change  Change Management  
(Please mark clearly)

AT Location:  ON:  Month:

**Comprehensive self-coaching Toolkit for the course attending included at no extra charge**

Lunch and refreshments included; Venue details provided on confirmation of booking

Please come along at 8.15am to meet others and be ready for an 8.30am start; approx 4.30pm finish

(Timing may vary occasionally please confirm this with us prior to attendance)

▶▶ **Here are my/our Details...** (Please complete all fields wherever possible)

	Participant 1	Participant 2	Participant 3
Preferred Name:	<input type="text"/>	<input type="text"/>	<input type="text"/>
Last Name:	<input type="text"/>	<input type="text"/>	<input type="text"/>
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▶▶ More Information? TEL: 07-4068 7591 Mob: 0429-687 591 or Bill Cropper: 0429-687513

EMAIL: [register@thechangeforum.com](mailto:register@thechangeforum.com)

FAX: 07-4068 7555