

# Leading Strategic Change

Masterclass 14 - 15 November 2019

## TESTIMONIALS



## Testimonials

*"A whistle-stop tour around a lot of theory that can help you sense-check, reference or justify the approach you are taking as a leader, with the opportunity to discuss its practical application amongst a talented group of peers in a supportive environment."*

Corporate Secretary, Scottish Courts and Tribunals Service

*"Great insights into tools and methodologies – it was excellent."*

Technical Manager, Skyscanner

*"Valuable information on the challenges of disparate businesses, and very insightful presenter."*

Programme Manager, Standard Life

*"The environment, pace, discussions and networking were excellent."*

Manager, NHS Scotland

*"Excellent live experience from presenter and panel. Very impressed by quality of attendees."*

Managing Director, Executive Management Forum

## OVERVIEW

In our increasingly complex and interconnected world, nothing stands still for long. For leaders, the challenge is to understand how to navigate the latest developments and lead strategic change in response.

But the processes which lead to effective transformation are often still ill-understood, and more than 70% of planned organisational change fails.

Drawing on real-world experiences and practical exercises grounded in the latest theoretical advances, this two-day programme will equip leaders with the skills required to understand why change is needed and how to deliver it, effectively and sustainably.

### DAY ONE

#### Different approaches to change leadership

In this opening session we will explore different perspectives on change, and assess how our mental models help to shape how we view change problems and solutions. This will allow us to challenge preconceived ideas that often derail change initiatives.

#### Analysing reasons why organisations change

Understanding internal and external pressures for change are vital in determining appropriate responses. You will be introduced to various tools that will allow you to access the fundamental drivers of change.

#### Constructing a change vision

Having an appropriate vision for the future is fundamental to the success of any major change process. Here we will develop techniques for constructing a shared vision.

#### What changes?

In this session we uncover the structures, systems and processes that may be altered during different change initiatives. We explore the varying susceptibility to change in different parts of the organisation and introduce the importance of coherence.

#### Diagnosing change

There are numerous diagnostic tools that can be used to identify priorities for attention, uncover the interconnectedness of change constituents, and provide a guide to effective change sequencing. We will investigate how, when, and where to use these tools.

#### Dinner

A formal, networking dinner will be hosted for all delegates.

### DAY TWO

#### Understanding and using change resistance:

Resistance is ubiquitous when dealing with large-scale change, and thus managing it becomes a key change leadership imperative. In this session we examine the causes of resistance and explore different approaches to managing resistance, including how it can be used to positively influence change outcomes.

#### Leading change implementation:

Implementing new ideas, practices, structures, and values can be very challenging. Here we examine different approaches to implementation, and discuss how their effective use depends on the leadership approach.

#### Change communication strategies:

The success of any change initiative is usually predicated on an effective communication strategy. We will examine different change communication strategies, explore when they might be more and less effective, and develop ways to contour them to fit particular contexts.

#### Sustaining change:

Once implemented, it is vital for change leaders to institutionalise change within the framework of the organisation. We uncover different ways to do this, ranging from altering key processes and behaviours to building in flexibility to keep changes relevant.

## SPEAKERS



### Professor John Amis

John joined the University of Edinburgh Business School in July 2013 as Chair in Strategic Management and Organisation. He is co-Director of the Centre for Strategic Leadership and Director of the Doctoral Programme. John also has extensive teaching experience on MBA and Executive MBA programmes.

He has carried out numerous Executive Development leadership courses, consulting assignments and sponsored research projects, predominantly focussed on strategic change, with a range of organisations. These have included US Fortune 500 firms, public and private sector Scottish companies, and large hospitals.

In addition to two books, John has authored over 50 journal articles and book chapters. His work has been published in leading journals including: *Academy of Management Review*, *Academy of Management Journal*, *American Journal of Public Health*, *Human Relations*, *Organization Science* and *Journal of Change Management*.



## Network Dinner

Participants are invited to attend a drinks reception and formal networking dinner to complete the first day of the Masterclass.

## Who the Masterclass is for

This Masterclass is intended for middle and senior managers in private, public and non profit organisations who are charged with the formulation or implementation of Strategic Change initiatives.

## Course fees

The course fee is £1,050.00 This includes all tuition, course materials, daytime catering and dinner on the first evening.

**An early bird registration price of £895.00 is available until 12<sup>th</sup> September 2019.**

There is a 20% discount for the alumni of University of Edinburgh. Group discounts are also available. Please contact us for further details.

## How to register

To register please visit:

[www.business-school.ed.ac.uk/executive-education/masterclasses](http://www.business-school.ed.ac.uk/executive-education/masterclasses)

## Accommodation

If you require accommodation, please contact us for information on our preferred suppliers and special rates.

To discover if this course is right for you, please get in touch with the **Executive Team** on **0131 651 5245** or email: [executive@business-school.ed.ac.uk](mailto:executive@business-school.ed.ac.uk)