

Executing & NRGizing Change



Why do 70% of change efforts fail?

Think about it:

- There may be a good business case written up somewhere in a report to the CEO, but the urgency is lost as the message gets carried down the ranks.
- Leaders are faced with tough questions about the changes. They often get defensive or evasive. The end result is that employees don't get the information they need to make progress and lose trust in leaders.
- On top of that, employees get emotional and leaders don't know how to talk to them about it.

Much of it has to do with **poor leadership communication!** Once the change is announced, the work of a leader has just begun. The execution of change requires **extensive, on-going communication.**

Whether you are leading the change of a **new structure, new titles, new pay, layoffs, new software, new strategy or introducing yourself as a new leader,** this program will give your practical tools to succeed.

Leveraging our best-selling book *Perfect Phrases for Communicating Change* (McGraw-Hill), leaders will learn what to say and how to say it to **build employee commitment and enthusiasm during change.**

Through this **highly interactive and hands on program,** leaders will increase their confidence in their change communication skills by learning to:

- Clearly and succinctly communicate the case for change
- Communicate change through different media (email, phone, web meetings, phone, face to face)
- Leverage the 3 components of all change communication
- Answer tough change questions
- Prevent change related performance problems
- Coach employees through the emotions of change
- Recognize and address 3 different types of resistance
- Lead effective conversations with persistently resistant employees
- Rally their team through 4 key conversations
- Keep people motivated through the change using 8 approaches



Modules:



DAY 1

Winning the Change Battle

- Activity: The Tug of Change. *Class engages in a tug of war. We discuss the connection to leading change*

The 5 Change Dangers

- Lecturette:
 - Urgency and Change: The missing link
 - Trust and the Rate of Change
 - Communication Breakdown
 - The "Change Gap"
 - Breaking down the Change Resistance Wall
- Activity: Change Failure Calculator
- Lecturette: Say YES! To Leading Change Methodology™

Moving from Yikes to Yeah! - Communicating the Change

- Lecturette: 3 Change Message Parts: Information, Emotion, Action
- Activity: Hello, Let's Talk
- Lecturette: The What & Why of Change
- Activity: Roaming Change Speeches
- Lecturette: Creating a 2 way Conversation
- Activity: Eliciting Reactions and Listen
- Lecturette: 8 Dimensions to Consider for Virtual Change Communication
- Activity: Crafting and Delivering Virtual Messages
- Lecturette: Handling Tough Questions: Emotions and Messages
- Activity: Press Conference Q & A

**The YES! Attitude: Part 1**

- Lecturette: Why Change?
- Activity: Personal & Emotional Motivators

Executing & NRGizing Change**Leadership**

- Activity: Hit the Target
- Lecturette: Short-Term, Measurable, Actions
- Activity: Change Target Worksheets
- Lecturette: Feedback During Change
- Activity: Positive Reinforcement the NASA Way
- Activity: Planning for Change Skills

Modules:

DAY 2

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Leadership (continued)

- Activity: Creating a Delegation Meter
- Activity: Checklist for Confronting Change Performance Problems
- Lecturette: Skill Gaps During Change

Handling Emotions

- Lecturette: Coaching The Emotions of Change
- Activity: Practice Conversations
- Activity: The Resistance Wall
- Lecturette: 3 Types of Change Resistance
- Activity: Labeling Resistance
- Lecturette: 4 Change Energies & How to Handle Them
- Activity: Assessment & Planning
- Lecturette: The 4 Keys to Handling Persistent Resistance
- Activity: Crafting Phrases for Handling Resistance



The YES! Attitude: Part 2

- Lecturette: Expect Emotional Reactions
- Activity: Overcoming Your Opposition Mind

Rallying Teams

- Lecturette: Team Principles, Conduct & Optimization During Change
- Activity: Your Team's Keys to High Performance
- Activity: How do I Keep Morale up During Change?
- Lecturette: 8 Ways to Keep People Motivated
- Activity: Phrases that Motivate



The YES! Attitude: Part 3

- Lecturette: Surround Yourself with other Fun Loving YES! People
- Activity: Who is on your Support Team?