
THE CHALLENGES OF CHANGE MANAGEMENT: What Works, What Doesn't, and Why



with

Michael J. Termini

November 15, 1–3 pm ET

ORGANIZATIONAL CHANGE SERIES

Welcome!

Welcome to the Federal Training Network's presentation of *The Challenges of Change Management: What Works, What Doesn't, and Why*, with Michael J. Termini.

Throughout the last decade, countless managers in numerous organizations began the process of reinventing, reengineering, or transforming their operations, business processes, and employee cultures in an effort to improve performance and competitiveness in a radically changing global marketplace. While some managers achieved success, others were largely unsuccessful. As those managers searched for the reasons why their employees continued to resist change, most found answers to be elusive.

The reality is this:

- Most change managers failed to personally lead their change process, leaving subordinates with mixed agendas to carry the banner of change.
- Many change managers failed to recognize that any significant change process requires a long-term, structured approach that is consistent in both direction and leadership.
- Many change managers failed to develop, communicate, and implement tactical plans to guide and monitor their vision for change.

This intensive and highly interactive seminar was designed by successful change managers to provide a framework for any change process, whether in a service, government, or industrial setting. The course was developed to provide tools, techniques, and insight into why organizational cultures resist change, and methodologies to combat that resistance.

Program Outline

Welcome by our moderator, Suzanne Bates

Presentation:

- Establishing the Vision and Defining the Mission
- Communicating the Vision
- Isolating the Barriers to Change
- Forming and Leading the Change Management Team

Question and answer session (10 minutes)

Intermission (10 minutes)

Presentation:

- Establishing the Change Plans...Strategic and Tactical
- Implementing the Change Plan
- Cultural Requirements for Sustaining the Change

Question and answer session (10 minutes)

Wrap up

What You Will Learn

By attending this seminar, you be able to

- Create and gain employee buy-in for your vision for change
- Use the tools and techniques that successful change managers have used to turn their visions for change into action
- Understand why organizational culture is often resistant to change, and what to do about it
- Understand why employee and organizational competencies often work against change, and how to assess and address those key issues.

How to Get the Most from the Seminar

Before the seminar...

- Make a list of objectives you want to accomplish.

During the seminar...

- Participate! Contribute to the discussion. If you are participating in the live presentation of this program, call in or fax your comment or question.
- If you are taking part in an encore presentation of this program, share your question or comment with the seminar coordinator and your colleagues.
- Take notes. Jot down ideas on how you can apply today's information to your own workplace.

After the seminar...

- Take what you've learned back to your organization.
- E-mail Mr. Termini at <mjtermini@aol.com>.
- Learn more about the challenges of change management on the Internet at <www.cagtraining.com>.

Presentation

ESTABLISHING THE VISION AND DEFINING THE MISSION

- Visioning...change versus chaos
- Forced change versus planned change versus engineered change
- Analyzing capabilities, capacities, and competencies of the organization and its enabling subsystems
- Time-phasing the change process
- Isolating the external factors that reinforce or inhibit the change process
- Common pitfalls and mistakes

COMMUNICATING THE VISION

- Marketing the change process to stakeholders
- Creating urgency and purpose...evaluating the business realities
- The requirement for consistency in the selling process
- Using all available communication tools and strategies
- Setting the example...when actions speak louder than words
- Common pitfalls and mistakes

ISOLATING THE BARRIERS TO CHANGE

- Employee culture and behavior...how they are established and maintained
- Employee reward systems...their impact on culture and behavior
- Isolating and measuring resistance
- Understanding why barriers to change exist, then dealing with them effectively
- Driving out the fear of failure
- Changing systems, policies, procedures, and people...no sacred cows
- Thinking outside the box...what reengineering and change management have in common
- Proctor and Gamble...the Theory of Deliberate Change
- Common pitfalls and mistakes

FORMING AND LEADING THE CHANGE MANAGEMENT TEAM

- Leaders versus resisters
- Building the right change management team...and requiring them to perform accordingly
- Walking the talk...a critical element for all change agents
- Change agents versus sustaining managers...which is right for your organization and why
- Making the tough decision about which employees to keep and which to place on waivers
- Establishing the proper “Power Base” to lead your change processes
- Designing turnover at all levels
- Common pitfalls and mistakes

ESTABLISHING THE CHANGE PLANS...STRATEGIC AND TACTICAL

- Developing the strategic and tactical planning models
- Incorporating risk management strategies into the equation
- Skill set enhancements...expanding capability to complement change
- The importance of early victories...creating the culture of success
- Burning your bridges intentionally
- Common pitfalls and mistakes

IMPLEMENTING THE CHANGE PLAN

- Timing and the probability of success...time is of the essence, but patience and consistency are virtues.
- Cross-functional involvement and leadership.
- Enlist key suppliers and partners in the process.
- Establishing controls and metrics to guide the change process.
- Stopping too soon...win the war, not just the battle.
- Dealing with the fallout...people, products, services, facilities, even customers.
- Common pitfalls and mistakes.

CULTURAL REQUIREMENTS FOR SUSTAINING THE CHANGE

- Changing the baselines for performance...constantly raising the bar.
- The need for fresh troops at the front lines...change is a constant battle, and fatigue can be a factor.
- The importance of momentum.
- Never forget the past, but always look to the future.
- Common pitfalls and mistakes.

About Your Presenter

Michael J. Termini is President and CEO of The Consulting Alliance Group, LLC, a multinational consulting and training organization specializing in the fields of strategic planning, strategic supply-side management, strategic project management, and numerous engineering and technical disciplines. An exceptionally talented author, consultant, lecturer, and senior executive, he has demonstrated an expansive, exemplary record of achievement in positions up to and including president and chief executive officer levels for both public and private sector corporations.



Mr. Termini is a highly accomplished business executive and management consultant who has successfully combined more than 30 years of pragmatic business experience with a solid academic base of knowledge to formulate and implement effective operational strategies that have dynamically and profitably expanded each organization under his leadership. An astute problem solver and decisionmaker with an innate talent for absorption and analysis of situational dynamics, he has consistently produced outstanding results for both his public and private sector clients. His extensive international experience and success in mergers, acquisitions, facility start-ups, and supply-base development have led to his recognition as a conspicuous player in the European and Latin American markets.

An internationally recognized lecturer and author, Mr. Termini conducts more than 50 training classes annually for many of the major U.S. universities and trade associations, as well as for his client base of Fortune 500 organizations. He also conducts global satellite training through National Technological University to sites in both the domestic and international venues on far-ranging topics, such as strategic planning, strategic project management, organizational transformation strategies, innovation, and management skills for technical professionals, to name just a few.

Question Sheet

Use this form to write your question or for discussion among your colleagues. Please write clearly.

Your name (optional): _____

Your organization: _____

Your location (city, state, country):

Your question (25 words or less):

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Name (please print): _____

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| 1. Rating that best reflects my overall evaluation to this videoconference: | _____ | _____ | _____ | _____ |
| 2. Reaction to speaker: | _____ | _____ | _____ | _____ |
| | Strongly agree | No opinion | Disagree | Strongly disagree |
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Thank you.

