## Managing Change

### Intended Audience
Mid-Level

### Delivery Options
- 2-Day In-Person
- 4-Week Virtual

### HR Competencies
- Leadership & Navigation
- Communication
- HR Expertise (HR Knowledge)

### Recertification*
SHRM: 15 PDCs

### Who Should Attend
Individuals seeking guidance managing effective change within their organization

### Program Overview
Managing change is becoming a major focal point for HR professionals as organizations continue to adapt to an ever-changing workplace. In this enlightening seminar, you will use a variety of resources to simulate a change initiative in a realistic work environment. You will interact with other professionals through group discussions, and you will problem solve using a real-world case study—all while receiving coaching from an experienced change management practitioner in a safe learning atmosphere. You will also receive a change management toolkit to reinforce and support your learning well after your classroom experience ends.

### Program Objectives
This program is designed to provide you with the knowledge and skills necessary to:
- Use SHRM’s six-step change framework to guide your change management efforts
- Draw from a range of models that focus on the people side of change
- Develop change initiatives through a case study and simulation
- Identify tools and techniques for assessing change

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Program Modules -
This program includes the following modules:

- **Module One: Introduction**
  - Course Overview
  - Instructor and Student Introductions
  - SHRM Competency Model

- **Module Two: Why Change Management Matters**
  - Types of Change
  - The Complexity of Change
  - Why Change Fails
  - SHRM’s Change Management Strategy Framework

- **Module Three: Design the Future State**
  - The Three States
  - Assess the Scope of Your Change
  - Understanding Factors Driving the Future State
  - The Greiner Curve
  - Force Field Analysis
  - Change Scope Assessment

- **Module Four: Build a Change Coalition**
  - Kubler-Ross Change Curve
  - Prosci’s Flight and Risk Model
  - Commitment versus Compliance
  - Change Style Assessment
  - Roles in Change Management
  - Involving Stakeholders in Change
  - Four Keys to a Successful Change Coalition

- **Module Five: Choose a Change Model**
  - Why Use Change Models
  - Prescriptive Models for Change
  - ADKAR
  - McKinsey 7S Framework
  - Kotter’s Eight-step Process
  - Google’s ChangeRules
  - The Commonalities in Change Models
  - Case Study

- **Module Six: Communicate about the Change**
  - The Burning Platform
  - The Change Announcement
  - Develop a Vision Statement for the Change Initiative
  - Case Study

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• **Module Seven: Measure/Make It Stick**
  • Three Categories of Metrics
  • Sample Metrics
  • The Process for Measuring Success
  • Sample Scorecard
  • Is Your Change Sticky?
  • Leadership and Management in Change
  • Key Areas of Change Reinforcement

• **Module Eight: Simulation**
  • Google’s ChangeRules
  • Introduction
  • Phases 1-5

• **Module Nine: Create a Culture of Change**
  • VUCA
  • The Impact of Constant Change on Employees
  • Organizational Resilience and Agility
  • Agile Organizations
  • Assess the Agility of Your Organization
  • Five Tips for Building an Agile Culture
  • Using HR Programs and Practices to Reinforce an Agile Culture
  • Hiring for Resilience: Six Characteristics

• **Module Ten: Conclusion**
  • Change Management Reinforcement Toolkit
  • Program Evaluation

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