

Managing Organisational Change (4 days)

Practical skills and knowledge to lead or manage successful organisational change

What is this course about?

Successfully leading and managing an organisation involves making and implementing strategic decisions concerning how to maintain your organisation's direction whilst continuously improving performance and impact in a changing environment. Today, leaders and managers require a wide and diverse range of competencies to successfully motivate, drive and facilitate strategic development and change in an organisation.

This course is the third of three that make up NMA's Certificate in Strategic Management, which focuses on the strategic management of non-profit organisations and its importance to their success. It provides you with core knowledge, practical skills and tools to support you in the strategic management of your organisation.

All organisations are faced with the continuous imperative to evolve and develop in response to the demands of their environment. Such changes may vary from minor operational adjustments to more fundamental shifts in direction.

Central to the success of any organisational change is how the impact on those people affected is managed. For change to be successful, a strong case needs to be built that is convincing and objective. It requires a clear explanation of: i) how things will be different in the future; ii) the benefits that will be derived from the proposed changes; and iii) presents the steps that will be taken to implement the changes. Leading and managing successful organisational change requires effective communication and the building of commitment, ownership and trust amongst those who will be affected by the proposed changes.

This course provides you with practical skills and knowledge to lead or manage such organisational change. It provides you with an understanding of the different perspectives and approaches that exist to organisational change. It also provides you with a range of different frameworks, tools and approaches for assessing the desirability and feasibility of proposed changes. Finally, this course provides you with a practical overview of what is involved in designing and implementing a successful organisational change process.

Who should attend?

Leaders and managers of non-profit organisations responsible or involved in the strategic management of an organisation, in particular:

- Executive Directors
- Senior Managers
- Programme Directors, Managers, and Coordinators
- Functional Directors, Managers, and Coordinators (such as of human resources, administration, planning, PME)
- Senior Project Managers
- Consultants
- Board Members

What will I learn?

After this course, you will be able to:

- Explain the relationship between strategic management and organisational change and the difference between planned and unplanned change
- Identify and understand the drivers of organisational change and role of change agents
- Explain the influence of knowledge management and organisational learning on organisational performance
- Describe different perspectives and approaches to organisational change and the implications of these differences
- Explain evolutionary and revolutionary change and determine which type of change is required
- Assess the organisational desirability and cultural feasibility of proposed changes
- Recognise potential impediments to change and the understand different sources of resistance to change
- Identify and apply some of the tools and models available for assessing and managing change in a given situation
- Understand how to promote change and manage resistance to change constructively, including how to: i) communicate effectively, ii) promote commitment, ownership and trust, and iii) encourage and facilitate participation
- Know how to design, plan and manage a process of change within an organisation and develop an appropriate and relevant change management plan

Course Approach

Emphasis is placed on “action learning” and each module features presentations, structured learning experiences, facilitated discussions, individual and group activities.

This course includes three hours of tailored individual post-course coaching in the months after the course to ensure that new skills and knowledge are fully embedded in professional practice and bring new competencies to your organisation.