

LEADING CHANGE: WINNING HEARTS AND MINDS

Secure your transformation to boost your organization

Lecturer: Nick Landrot

Course Description

In a business environment characterized by continuous innovation and rapid change, organization's ability to develop new skills and adapt teams' habits is central to building sustained competitive advantage. Within companies as in administrations and nongovernmental organizations, managers have to be sure that their strategy is clearly understood and that teams get involved and prepared for change.

When embarking on such modification, organizations must answer some important questions:

- How do we lead change during turbulent times? How do we maintain the engagement and motivation of staff?
- How can we best ensure that change is sustained?
- How do we ensure that results from change efforts are really delivered to the bottom line?
- What are the main risk factors that we should actively manage in our change effort?

This course seeks to provide students with an understanding of effective change management and the challenges that are likely to be faced while transforming an existing organization or shifting to new organizational models. Change management is about building trust and involving/energizing people for change by systematically exchanging thoughts or information, understanding people needs for training and value sharing to achieve specific change goals.

As a result, the course comes in three parts. The first part will (a) provide the theoretical and methodological framework to understand and evaluate the impact of change management on attitudes and behavior, the second part will (b) go through different organizations (business, administrations and international companies) in a comparative approach whereas the third part will (c) focus on different business cases: business strategy evolution, mergers & acquisitions, experience branding.

Course Methods and evaluation

The class consists of lectures, discussions, videos, case analyses, and presentations. Because the course depends on active learning, it is essential that students regularly attend class, prepare in advance of the classes, and participate productively. As a result, evaluation will be based on class participation and attendance (25%), a transformation project chosen by the students and prepare throughout the six sessions (50% on the reports written by a group of 2-3 students and 25% for the oral presentation).

Course Structure and Content

The course extends over 6 sessions of 3 hours each.

Session	Content	External speakers
Session # 1	Introduction and warm-up Change management theory	
Session # 2	The enterprise Strategic Analysis for Transformation Develop a change vision (the transformation strategic plan): "be bold"	<ul style="list-style-type: none"> • HR Director • CSR Director • Group Organization & Transformation Chief Officer
Session # 3	Leadership alignment & mobilization Communication: "make commitments sticks"	
Session # 4	Workforce enabling: "scaling up excellence"	
Session # 5	Foster transparency and integrated thinking: What is Integrated Reporting?	
Session # 6	International teams change management: "take culture seriously and work on it"	

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