Special Courses · SC357

Leading and Managing Change

Madrid · 30 Nov 2026 - 4 Dec 2026

Date	Venue	Duration
30 Nov 2026 - 4 Dec 2026	**Madrid**	**1 Week**
Fee	**Ref**	**Language**
£5,000 GBP	**SC357**	**English**

Introduction

Recession, globalization, cheaper technology, and crises in financial markets are just a few of the causes of enormous change in the business world. A business which stands still will fail and so it becomes imperative to be able to recognize what drives change in our businesses and how to lead and manage the change which must inevitably occur

This highly interactive and practical program is designed to help anyone with responsibility for change at work to:

- Understand what makes change necessary
- Know exactly when to make changes
- Know what to change
- Know how to galvanize organizational support for change and win ‘hearts and minds’ at all levels
- Be able to communicate change so people listen

Objectives

By the end of the course you will:

- Understand the business drivers for change
- Know the best time to make changes
- Know how to prepare the organization for change
- Understand the psychology of change, what motivates people, how they will react to change and how to manage those reactions
- Be able to manage both the corporate and national cultural aspects of change
- Be able to produce stakeholder value through change
- Be able to apply a range of analytical tools to assist at each stage in the change
- Know how to communicate change effectively

Methodology

We use accelerated learning techniques to embed learning and enhance recall. Every theory is immediately grounded in day to day practice so that delegates can apply everything they have

learned on their return to the workplace. We use a variety of small and plenary group discussions and activities, encourage delegates to present their own ideas and challenge each other in a safe environment, so that they learn not only from the instructor but through shared experience

Organizational Impact

Change is a constant, and so it is imperative that as many people as possible are equipped to manage it. Delegates will return from the program with a solid grounding in how to identify areas that require change, when that change should take place and how to manage the change effectively. The effects will quickly be seen in the ease with which change is managed at any level in the organization whilst causing minimal disruption to business as usual

Personal Impact

Delegates will develop a sense of confidence in managing change, both from a task and results in viewpoint and from a people focus. They will learn how to apply tried and tested techniques for managing organizational change in a practical way that wins over hearts and minds helps others to see the real reasons for and benefits of change and ensures that they are able to work with everyone involved in the change to make it work as effectively as possible

Day 1:

Foundations of Change

- Welcome, Introductions, Programme Objectives, Personal Objectives and ‘Ground Rules’
- “Seascapes” and “Soundscapes” – how change has been a constant in your lives
- Business Strategy and Change
  - The Importance of Strategy
  - Defining Strategy
  - Strategic Drift
  - STEEPLE Analysis
- Where is your Organisation Now?
- Drivers of Change
- Business Drivers of Change
- McGahan’s Trajectories of Industry Change
- Competitive Strength and Competitive Advantage

Day 2:

Preparing for Change

- Review of Day One
- Why Change often Fails
  - Commonest causes of failure in change initiatives and what to do about them
- A causal model of Change
- Burke-Litwin
- Financial Perspective
- Customer Perspective
- Business Process Perspective
- Learning and Growth Perspective
- The Balanced Scorecard
- Organizational Fitness Model

- The Sigmoid Curve
- Change in Teams
- Force Field Analysis
  - Helpers and Blockers for Change
- Porters' 5 forces
- McKinsey 7s
- Change Readiness
- Organizational Fitness
- Timing of Change
- Analytical tools

Day 3:

People and Change

- Review of Day Two
- Reactions to Change
  - Managing Reactions to Change
- Personal Effects of Change
- The Emotional Loop
- Glasser's Drivers
- ABCD theory
- Pink's "Drive" theory: rewards and cognitive skills
- Herzberg – Hygiene and Motivational factors
- Stakeholder Mapping
- Stakeholder Management
- Stakeholder Value
- RACI Analysis
- Kano's Customer Satisfaction Model
- Motivation to Change
- Stakeholders and Shareholders
- Delighting our Clients and Customers with Change

Day 4:

Leading and Managing Change

- Review of Day Three
- Leading and Managing Change
  - The Leader as Role Model
    - Essential Qualities of a Change Leader
    - The VIVE™ model as the basis for Change Leadership
  - Kotter - Top-Down Leadership
  - Balogun and Johnson's – Middle-out Leadership
  - Kaizen – Incremental Change
- Communicating Change
- The "Skyscraper" model for Communicating Change
- Winning Hearts and Minds
- Delegation, Empowerment, and Trust

Day 5:

Culture and Change

- Review of Day Four
- Cultural Dimensions of Change
  - Corporate Culture
    - Edgar Schein
    - Cameron and Quinn Culture Audit
  - National Culture
  - Trompenaars and Hofstede
- Building a Learning Organisation
- Single and Double Loop Learning
- Systems Thinking
  - Laws of the Fifth Discipline
- Detailed Action Planning Session
  - Individual Action Planning
  - Paired Challenge, Coaching, and Discussion
  - Plenary Declaration of Actions
- Bringing it all Together
- Summary and Conclusions
- Program Evaluation and Close

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