

## **Managing Change**

### **Dealing with Change and Building Resilience**

We further accelerate complexity and dynamics of the (working-)world through technological developments technical and social networking every day. “Permanent change becomes the reliable constant of our world” (E. Geffroy). To initiate changes pro-actively and work with them strategically requires knowledge of instruments as well as a deep understanding and a systematic approach regarding the anxieties that predictably are involved in the process. In short it requires professional leadership through the resulting organizational dynamics.

The next centuries will be imprinted by grave changes (shifting of the world trade cores to the east, various grave imbalances, resource diminishment, ecological alterations, migration etc.). This will require enormous adaptations on all levels of societies to keep overall stability. To serve as templates how to deal with these acute and future challenges we need to build such change-competencies and implement such change in organizations willing to become convincing pioneers in establishing *learning organizations*.

#### **Your profile**

You are

- leading already or in preparation for a leadership-role
- responsible for innovation, knowledge-management or change in your organizational unit
- or confronted with deep competition that can only be met by collaboration on your side.

#### **Your profit**

The participants are aware that successful change depends on holistic and simultaneous management of different levels:

- You will understand the (team, organizational, even societal) dynamic of change processes
- You will understand the principles of resistance
- You will reflect own leadership approaches towards change and learning
- You will gain and experiment with methods and instruments to deal with change

#### **Workshop content**

- Conscious leadership in times of quick changes
- Demands on leadership: working world and the vision of the learning organization.
- Individual resistance, team and organizational dynamics
- Implementing and managing change

A methodological mix is used. Theoretical interdisciplinary impulses, examples, self-reflection, and analysis enables participants to reflect on change, how to implement new ideas in general and the *learning organization* specifically. With an outstanding simulation game you gain in-depth practical understanding, experience and you develop competencies to deal with the challenges and pitfalls of change management.

### **Change Simulation:**

Theoretical introduction, intense simulation of a company's change processes and students transfer to other business objectives. Core topics of the simulation:

- Leading organizational change;
- Experimenting interventions;
- Organizing a change process;
- Resistance during organizational change.

The game participants form an external change team that can choose from and experiment with a wide range of actions, while the supporting software provides immediate feedback. In a few rounds the change team guides the company's employees through the various psychological stages involved in a change process.

The change simulation game is a powerful training tool for senior and middle management, offering an ideal vehicle for individual and shared reflection about change processes within organizations and how they should be approached, also in relation to relevant theories. The game is based on a broad spectrum of theories, including innovation, resistance, the learning organization and phases of organizational change.

### **Referee**

Dr. Silvie Klein-Franke, **Ideas x Skills**, Certified Management Consultant (CMC), international Constantinus-Award 2008. EU-expert in gender (EU research framework) and intercultural and social competence (Leonardo). Certified careers advisor, studies in diversity management, dissertation as biochemist at the Max-Planck-institute for Immunology.

Longstanding years of management and leadership experience taking large and small international and interdisciplinary teams through change and reorganization processes. Among others reorganization of a university language centre, building a career service and placement centre, coordination of an international and technical women's university.

Counseling of German, Austrian and Swiss universities, as well as small and large technical companies regarding reorganization. Professor in human resource development, organizational development and change management for several national and international study programs at the Management Centre Innsbruck.

### **References:**

University of Göttingen, Würzburg, Stuttgart, Basel, St. Pölten and Wels, Max-Planck-Society, Management Centre Innsbruck, Counties of Tyrol and Vorarlberg, Tyrol Health Insurance, Employment Centre Vienna, Mentoring Platform Tyrol, Julius Blum GmbH, Kommunalkredit Austria, Lufthansa Technical Training, PDA-Group, Rolls-Royce Europe, ZF.

### **Format**

The workshop is given as a 2-3 day workshop (depending on how much input is requested and whether you want to fulfill a complete change process during gaming).

Language: The seminars can be given in English or German or bilingual.

Group size: 8 to 24 participants.

Costs: Upon request.