



The Strategic View of Organizational Change Initiatives

Understanding the Change Process

Mastering the Different Change Roles and Phases

**Georgia Tech
College of Management**

**Applied Change Management: Effectively Implementing Change
2-Day Workshop: Wednesday and Thursday; Oct. 31 & Nov.1, 2007**

Identifying and Managing Obstacles to Change

Calculating the “Real” Cost of Change

Understanding the Cumulative Impact of Multiple Changes

Guiding Others through the Change Process

Action-Learning: The ExperienceChange™ Computer Simulation

EXECUTIVE SUMMARY

Thank you for your interest in Georgia Tech's **Applied Change Management: Effectively Implementing Change** two-day executive education workshop. This document provides details on the program content, professor profiles, and the registration process.

The conventional wisdom about change, e.g., people naturally resist it, is wrong. Instead, change success is a function of the complex interplay between the nature of the change, the setting in which it takes place, the people asked to embrace it, and the process used to implement it. This high-impact action-oriented workshop provides new models for thinking about change and helps program participants better understand why so many of our change initiatives do not produce the intended results. Participants will also get the chance—during workshop day two—to test their new change management knowledge and skills through the popular ExperienceChange™ computer simulation. The program content includes:

- **Day One Agenda: Leading Change—Planning and Communication**
 - **Professor:** Dr. David Herold, Georgia Tech College of Management
 - **Morning Topic:** Understanding Change Management
 - **Afternoon Topic:** Best Practices in Planning and Communicating Change
 - **Classroom Activity:** Small team exercise or short case study
- **Day Two Agenda: Leading Change—Implementation**
 - **Professor:** Dr. Luis Martins, Georgia Tech College of Management
 - **Morning Topic:** ExperienceChange™ Computer Simulation—Part One
 - **Afternoon Topic:** ExperienceChange™ Computer Simulation—Part Two
 - **Classroom Activity:** Small team exercise or short case study

The GT professors are master teachers who can translate their research and consulting experiences into practical management tools. Teaching methodologies include:

- Structured multi-media presentations
- Small group discussions and reports
- Active learning exercises

There are four easy ways to register for this workshop:


1. Call 404.894.8700 or 1.800.815.7662
2. Register online at www.execinfo.org
3. Send an email to laura.day@mgt.gatech.edu
4. Complete the registration form on page six and fax it to Georgia Tech at 404.894.5603



Georgia Tech's Huang Executive Education Center offers state-of-the-art executive education classrooms at the Technology Square campus in Midtown Atlanta. You can take a virtual tour at www.execinfo.org.

Day One: Program Content

Applied Change Management: Effectively Implementing Change

- 8:00-8:30 AM **Arrival and Continental Breakfast**
Georgia Tech College of Management, Midtown Atlanta Campus, Classroom 312
- 8:30-Noon **Understanding Change Management**
Professor David Herold, Georgia Tech College of Management
The morning session focuses on proven techniques to create positive change at all levels of the organization and the importance of the individual's change leadership style. Participants will develop a better understanding of the business drivers of change and how to build the groundwork for a major change initiative. Key content areas include: (1) Assessing both individual and organizational readiness for change; (2) Understanding the intersection of change management roles and behaviors; (3) Best practices in managing the "pain" of change; (4) Assessing the political landscape for change; and (5) Balconies as metaphors for change leadership. Break: 10:00-10:15
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- Noon-1:00 PM **Lunch and Networking**
Georgia Tech Hotel Executive Dining Room
- 1:00-3:15 **Best Practices in Planning and Communicating Change**
The afternoon session will focus on the responsibilities of the different change management roles—strategist, implementer, target, and facilitator. Participants will explore why the change process goes through a series of stages and that skipping stages creates only an illusion of speed and never produces a satisfying result. Key content areas include: (1) Addressing the misconception that people naturally resist change, (2) Proven tools for building a change coalition, (3) The importance of effectively developing a pre-launch and launch agenda, and (4) Cascading change through an organization. Break: 2:15-2:30
- Team Activity In both the morning and afternoon sessions, participants will break into small teams to discuss exercises or short case studies on examples of effective or not-so-effective change management initiatives. The teams will answer key questions related to the exercise or case study and then report their decisions to the larger group. Breaks: 10:00-10:15 and 3:15-3:30
- 3:30-4:30 **Best Practices in Planning and Communicating Change (Continued)**

Applied Change Management: Effectively Implementing Change

8:00-8:30 AM

Arrival and Continental Breakfast

Georgia Tech College of Management, Midtown Atlanta Campus, Classroom 312

8:30-Noon

ExperienceChange™ Computer Simulation—Part One

Professor Luis Martins, Georgia Tech College of Management



Many Fortune 500 companies use *ExperienceChange*™ to kick off major technology or organizational changes. The simulation allows program participants to build on their classroom experience and learn by doing. Past participants appreciated the opportunity to work in teams and share their real-world experiences with colleagues. Each team, as change consultants hired by a fictional company, will be required to plan and implement a strategic shift necessary to save the company. With limited time and budget, each team must identify the key issues, create a change plan, and implement the plan in the face of company-wide resistance. The teams will experience the dynamics of managing an important project in an environment of rapid change and uncertainty.

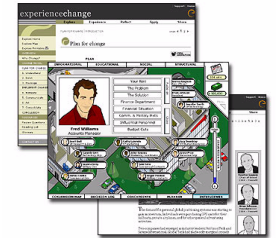
Noon-1:00 PM

Lunch and Networking: Georgia Tech Hotel Executive Dining Room

1:00-3:30 PM

ExperienceChange™ Computer Simulation—Part Two

The goal of the afternoon session is to utilize the *ExperienceChange*™ simulation to demonstrate the power of teamwork and flexible leadership styles. This session will help the program participants reduce the risk of project failure by going through a realistic major change initiative. *ExperienceChange*™ will also give executives and managers the opportunity to improve decision-making and communication skills without risking their reputations. By the end of the day, participants will be able to: (1) Identify the forces for and against change, (2) Use a best practices model to plan for change, and (3) Deal with the inevitable surprises that accompany change. Each team receives a report identifying ways that they could have improved their change plan.



3:45-4:30 PM

Simulation Team Results and Debrief

Professors Herold and Martins present the team results and provide their observations regarding the teams that successfully completed the simulation and the teams that did not succeed. The professors compare the results in relationship to proven methods for planning, communicating, and implementing a major change initiative.

FACULTY & STAFF PROFILES



David Herold, Ph.D.

David Herold is Area Coordinator of Organizational Behavior. He has published widely in the major psychology and management journals, contributed to books and presented numerous papers at professional meetings. His research interests include: behavioral problems in implementing new technologies, performance feedback in organizations, group performance, leadership and various aspects of workplace problems such as stress, alcohol and drugs. Dr. Herold is active as a management consultant, helping companies address a wide range of organizational and human resources issues. His areas of specialization include Executive Development, Organizational Design, Human Resources Systems, Leadership and Managing Organizational Change. He earned his Ph.D. from Yale University.



Luis Martins, Ph.D.

Luis is an associate professor of Organizational Behavior for the Georgia Tech College of Management. He conducts research on diversity in organizations, work-family conflict, managerial cognition and organizational transformation. His research has appeared in the *Academy of Management Journal*, *Academy of Management Review*, *Corporate Reputation Review* and in several book chapters. His teaching interests include organizational behavior, organizational transformation, managing diversity and cross-cultural issues. He is a popular executive education instructor and facilitates an innovative computer simulation called ExperienceChange™. Professor Martins earned his Ph.D. from the Leonard N. Stern School of Business, New York University.



Daniel Stotz, M.S. in Management (Staff)

Dan Stotz is the Director of Executive Programs for the Business School at Georgia Tech. He plays the lead role in designing open-enrollment executive education programs and coordinating custom executive development programs. Dan's major custom clients include GE Energy, GE Healthcare, Boys and Girls Clubs of America, FBI Crime Lab Division, and the Waffle House Corporation. In addition to founding an innovative Leadership Institute that provides training for non-profit executives, Dan is a popular speaker in the areas of marketing and customer relationship management (CRM). Before joining Georgia Tech, Dan was the Manager of Marketing Communications for the University of Michigan Business School's Executive Education Center. He earned his Master of Science in Marketing Management from Colorado State University.



REGISTRATION FORM

The **Applied Change Management: Effectively Implementing Change** two-day workshop is scheduled for Wednesday and Thursday, October 31 and November 1, 2007. The workshop will be held at the Georgia Tech College of Management located in Midtown Atlanta, 800 West Peachtree Street NW.

The workshop price is \$1,900 (\$1,400 **early bird price** if you register before July 31st) and includes Georgia Tech instructional fees, program binders and materials, case studies, book and simulation licensing fees (when applicable), lunch at the Georgia Tech Hotel executive dining room, morning and afternoon refreshments, parking, and Internet access. **Discounts are available to companies that send three or more employees to the same program.** Call Laura Day at 404.894.8700 for more details.

Note: Special discounts for small nonprofits are available through the Georgia Center for Nonprofits.

OPTION 1 **YES**, register me for the Applied Change Management executive education workshop and send an invoice. **I will complete this form and fax it to Georgia Tech at 404.894.5603.**

Contact Name _____ Organization _____

Street Address _____ City _____ State _____ Zip _____

Position _____ Division/Dept _____

Phone _____ Fax _____ Email _____

OPTION 2 **YES**, I am interested in attending the Applied Change Management executive education workshop. Please call me at _____ so I can provide credit card information.

OPTION 3 **YES**, I am interested and will go to the Georgia Tech College of Management's web site www.execinfo.org to register online.

For more information: If you have questions regarding program content or if you're interested in learning about available discounts, please contact Laura Day at 404.894.8700 or laura.day@mgt.gatech.edu. Program offerings, content, dates, and prices are subject to change.