

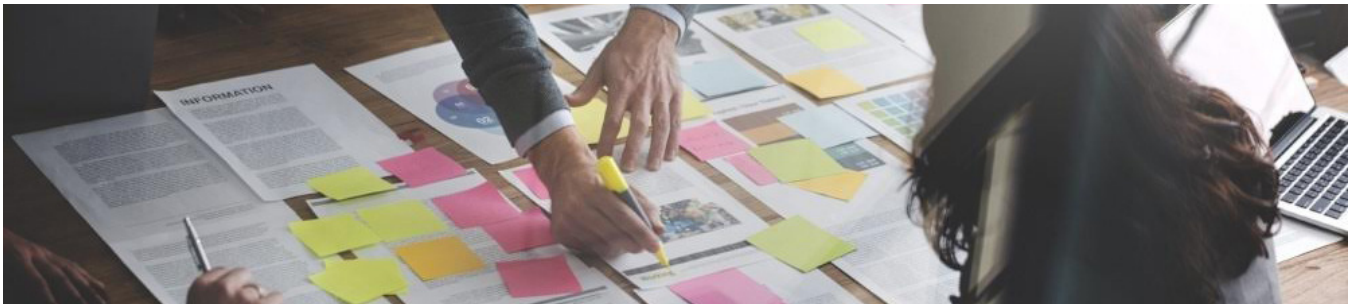
LEADING TRANSFORMATIONAL CHANGE

10 Key Strategies for Achieving Breakthrough Results

An Advanced Program for ***Change Leaders & Consultants*** who are ready to move beyond conventional methods, up-level their approach to change, and achieve far greater success in their projects and careers

Program Overview & Syllabus

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INTRODUCTION

The **Leading Transformational Change** (LTC) Program distills 45 years of our founder's action research into the ten best-practice strategies for leading transformational projects successfully. Over the course of 12 weeks, a cohort of talented change leaders and consultants from around the world will assemble – virtually – for a deep-dive into how deploying these 10 Key Strategies produces successful transformation, with full adoption and sustained results over time. Likewise, you will examine how neglecting these strategies causes change efforts to struggle or fail.

Equipped with these insights, you will be able to both ensure success in your change projects and avoid the common mistakes most others make.

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Five of the 10 Key Strategies you will learn are **“People Strategies,”** designed to:

- Maximize leader/stakeholder commitment
- Support personal change in leaders/stakeholders as required
- Increase engagement
- Reduce resistance
- Work with your cultural dynamics to get sustained results

The other five strategies are **“Process Strategies,”** which include detailed guidance on how to:

- Set up your project for success from the beginning
- Govern it effectively
- Strategically design its change processes
- Implement the essential work required for success
- Spot and make critical course corrections as needed

This is an advanced program for change leaders and consultants who are ready to up-level their ability to lead or consult to change. Your facilitators, the co-founders of **Being First** – Dr. Linda Ackerman Anderson and Dr. Dean Anderson – have been senior advisors to the C-Suite for nearly 50 years. They have successfully guided corporate, government, military, & global nonprofit executives in the design and implementation of their large-scale organization, culture and leadership transformations. Linda and Dean have seen what works and what doesn't work, many times over. Their two books – *Beyond Change Management* and *The Change Leader's Roadmap* – have been in print for over twenty years. They have each received honorary doctorate degrees for their life's work. Now, after five decades of discovery, demonstration and thought leadership, they are committed to sharing their insights with you through the **Leading Transformational Change** (LTC) Program.

LTC is live case applied so you will make real progress on your own change project in each session. Plus, it is a highly interactive learning experience. In addition to insights from Linda and Dean, you will learn a great deal from a unique and diverse cohort of change professionals from across the globe – your peers in the LTC Program. Like you, they can see beyond the limitations of conventional change and project management. Together, you will work as a team, learning from each other's unique experiences while Linda and Dean guide you to see the deeper dynamics at play in human and organizational transformation. All-in-all, your LTC experience will seed breakthroughs in how you lead and/or consult to change. These will increase both the success of your change projects and further your career as a change professional.

LTC Produces Key Paradigm Shifts

Transformation is a unique type of change, more complex and deeply entwined with human dynamics -- like mindset, behavior, relationships, and culture -- than most people realize. The **10 Key Strategies for Achieving Breakthrough Results** represent critical paradigm shifts that will fundamentally alter the way you see and understand transformation.

Most leaders inadvertently approach transformation with a limited perspective: they see it as mechanistic, linear, separate from operations and culture, and prioritize scope, schedule and budget over people, engagement and communications. They often do not see the need for: integrating change initiatives; engaging people early and often; course correcting plans as needed; or, addressing directly their own mindsets, personal change and the culture at large. The change methodologies they use reflect these old paradigms of understanding – and this is where most failure starts.

By participating in LTC, you will start to **See** what is both useful and missing in traditional approaches like: Change Management, Project Management, Organizational Development, Lean Six-Sigma, Agile, and the like. Once you perceive the gaps, a more comprehensive paradigm will emerge. You will see precisely how each of the 10 Key Strategies fills in what is missing in the traditional approaches.

By the end of LTC, you will realize how the **10 Strategies** comprise a way of seeing and being far greater than knowing a few change models. These strategies, and the paradigm they reveal, are not just about organizational change, but rather are highly applicable to transformation of self, family, team, community, and the world. This integrated approach is embodied in the field of **Conscious Change Leadership** that Dean and Linda have been

pioneering as thought leaders for fifty years. This new paradigm of understanding is the basis of every service and product offered by Being First. And the basis of success in all transformation.

Benefits of the Program

LTC provides a bevy of concrete benefits and proficiencies – both for you as a change professional and for your sponsoring organization or client systems.

Benefits for you as a change leader / change consultant

Upon completion of the program, you will be able to:

- Confidently advocate for change that is bold, ambitious and game-changing; strengthening your voice and Way of Being so you're able to influence others to produce breakthroughs in results
- Be an effective strategic advisor to project sponsors and executives
- Communicate the unique requirements of transformation to leaders so they understand what they have missed in the past that has caused problems
- Launch a transformational change effort that has procured the full buy-in and alignment of your executives/sponsors – so they can effectively lay the groundwork for the organization to embrace major change
- Influence leaders to ensure your project includes all the actions required to produce its desired outcomes without overlooking critical pieces
- Mitigate the common mistakes made by change leaders who rely on the insufficient paradigms of change management, project management and others; help leaders expand their thinking and “See what they don't see”
- Design and implement a change process and project plan that:
 - ◆ Is rooted in proven best practices that directly address the critical challenges you typically face
 - ◆ Compels sponsors, leaders and team members to address these challenges because you have been able to help them see them
 - ◆ Remains transparent, responsive and agile so you can make critical course corrections as needed
- Navigate the cultural dynamics that impact your change effort, and educate leaders on how culture deeply influences transformational change
- Recognize self-limiting mindsets, biases or beliefs that you, your teams or your leaders may have that will inhibit your project, and key actions to get beyond them
- Become more secure in your approach and effectiveness as a Conscious Change Leader / Consultant so your value and impact are more widely seen and appreciated

Benefits for your organization / clients:

Upon completion of the program, you will be able to:

- ▶ Produce greater outcomes from transformational initiatives – faster, more sustainable, lower human and capital costs, and higher ROI
- ▶ Create an environment in which transformational change efforts thrive by advocating to leaders and project teams their unique requirements beyond conventional approaches
- ▶ Facilitate open communication and clear decision-making with leaders about what resources, capacity and support are really needed for success in your project
- ▶ Advocate for how mindset, behavior and culture need to be addressed as part of your project's scope from the beginning
- ▶ Establish the conditions for success that will accelerate your project's timeline and ensure full adoption and sustained benefits
- ▶ Optimize your project outcomes by knowing how to facilitate course corrections as critical dynamics emerge
- ▶ Help leaders see and model a more co-creative leadership style that will increase stakeholder contribution and adoption; (demonstrating that HOW we lead is just as important as WHAT we are trying to change)
- ▶ Reduce conflict, confusion and slow-downs by ensuring clear change leadership roles and decision-making
- ▶ Apply tailored engagement strategies that maximize commitment / reduce resistance and bring out your stakeholders' most positive contributions
- ▶ Integrate change efforts previously seen as separate, thus reducing conflicts, resource needs and timeline
- ▶ Apply impactful strategies for addressing the human dynamics of change

Who Should Attend

This program is for change leaders and consultants in all corporate industries, government (federal, state/province, local or tribal), military, NGOs/nonprofits, community, social or environmental activism organizations.

Such Leaders Include:

- ▶ Change Leaders in charge of organization or community transformations or strategic change initiatives, including executive sponsors, change project leaders, change project team experts, and human resource leaders.
- ▶ Change Consultants, including those in change management, project management, organization development, IT, Agile, Lean Six Sigma, strategy implementation, and innovation

Unsure if this program is right for you? Contact us to discuss your needs. Call +1 970.385.5100, or email: info@BeingFirst.com.

Logistics



Format and Delivery Methods

LTC is a high-touch, high-connection learning environment - featuring instruction and mentoring each week with Linda and/or Dean, as well as significant time for collaboration & learning from peers. The program is delivered through a blend of live interactive sessions and self-paced activities:

- ▶ Live Sessions are held virtually each week through the Zoom video conferencing app. Live Sessions include brief lectures, large and small group discussions, Q&A, worksheets, case studies, and application to your project.
- ▶ Self-paced activities (including videos and written materials) will be delivered on our online Learning Management System (LMS) platform. You will receive instructions to access the LMS Platform approximately two weeks prior to the start of the first session.



Case Application

We request that you bring to the program a current project you are engaged in now, or a past project you have worked on recently – to support the practical application of what you learn. Ideally, your project of choice would be transformational, and one in which you have some degree of influence over the change strategy, change process or stakeholder engagement. This will make LTC even more immediately applicable and will enhance the value of your conversations with instructors/mentors and peers each week. If you are not in such a position, your learning will be enhanced by working with other cohort members and their projects.



Program Length and Dates

LTC includes twelve (12) online interactive sessions. Each weekly session is 4-hours total – a two-hour block of time together, a one-hour break, and another two-hour block of time together.



Pre-Work

There is usually an hour of pre-work / application program work to be completed between sessions. Specific time estimates for required program work will be posted in the Learning Management System for each individual session to support your planning and scheduling needs.



LTC and Our Books

Our founder's two books – *Beyond Change Management: How to Achieve Breakthrough Results through Conscious Change Leadership* and *The Change Leader's Roadmap: How to Navigate Your Organization's Transformation* introduce essential aspects of this Body of Work. We suggest participants read both, prior to the program if possible.

While the books outline **what** needs to be done in successful transformation, LTC takes a deeper dive into the **how** to do it. You unpack key topics, get direct advice on your project, explore high-leverage pieces of The Change Leader's Roadmap Methodology, and gain application insights from real-world stories and cases.



Ongoing Access to the Materials

You will have 12-months free access to all materials and recordings.



Certificate of Completion

Participants earn a Certificate of Completion for this program. To receive your Certificate, you must complete all pre- and post-work, and attend the Live Online Sessions for all 10 Strategies (or watch the recorded sessions and complete their work requirements.)



Continuing Education Credits with Various Professional Associations

Graduates of LTC qualify for:

- ▶ Association Of Change Management Professionals (ACMP)
 - ◆ 54 ACMP Professional Development Units
 - ◆ The Leading Transformational Change (LTC) Program is recognized by ACMP as a Qualified Education Provider™ (QEP™) to offer Professional Development Units (PDU) towards CCMP®.
- ▶ Society For Human Resource Management (SHRM)
 - ◆ 54 SHRM Professional Development Credits
 - ◆ Being First is recognized by SHRM to offer Professional Development Credits (PDCs) towards SHRM-CP® or SHRM-SCP®.
- ▶ Human Resource Certifications Institute (HRCI)
 - ◆ 54 HRCI Business Recertification Credit Hours
 - ◆ This program has been approved for Business recertification credit hours towards aPHR™, aPHRi™, PHR®, PHRca®, SPHR®, GPHR®, PHRi™ and SPHRi™ recertification through HR Certification Institute® (HRCI®).

PROGRAM OUTLINE

Program Purpose

To strengthen your ability to design and implement transformational change to deliver Breakthrough results.

Section 1: Getting Started

Purpose

To introduce you to the program and each other, and how to participate to gain the most value personally and professionally

Paradigm Shift

Enabling you to live and work from a Conscious Change Leadership perspective

Topics

- Self as Instrument
 - ◆ You Are Your Most Important Strategy
 - ◆ Centering Yourself
- Introduction to the Program
- Co-Creating Our Culture
- Program Overview: Introduction to the Ten Strategies
- Pre-Work Review
- How Best to Participate
- Technology Overview

Section 2: Develop Leaders' Self-Mastery

STRATEGY: Develop leaders' self-mastery, ability to think big and model desired behavior

Purpose

To explore why the level of self-mastery in leaders is critical to the success of transformational change

Paradigm Shift

Putting top priority focus on developing leaders from the inside out and raising their consciousness so they can be better models of transformation and handle greater complexity

Topics

- What is Self-Mastery?
- Self-Limiting Ego Patterns

- Human Nature: Ego and Being
- Vertical Leadership Development

Section 3: Lead Co-Creatively

STRATEGY: Lead co-creatively to empower people and unleash their potential

Purpose

To introduce Co-Creative Leadership and why it is so essential to leading transformational change successfully

Paradigm Shift

Realizing that how we lead impacts the contribution of others and that a co-creative style unleashes maximum human potential for transformational outcomes in service to the larger system

Topics

- Leadership Behavior and Stages of Development
- What is Co-Creating?
- Your Experience of Co-Creating
- Co-Creative Leadership Style
- The Key Skills of the Co-Creative Leader

Section 4: Ensure Leader Commitment and Alignment

STRATEGY: Ensure your leaders are aligned and engaged from start to finish

Purpose

To understand the importance of leadership commitment and alignment to the success of transformation, and the strategies for getting them

Paradigm Shift

Standing for leadership commitment and alignment as non-negotiable and proactively developing them as an essential strategy and condition for success

Topics

- Debrief: Co-Creative Leadership Practice
- Defining Commitment and Alignment
- Why Leadership Commitment and Alignment Are Critical
- Understanding Human Motivation
- Understanding Impacts of Leadership Style on Motivation
- How to Get Leaders Committed and Aligned

Section 5: Create a Unified Change Strategy

STRATEGY: Create your unified change strategy that integrates mindset, behavior, culture and system changes

Purpose

To discover the critical role of change strategy – why it's a paradigm shift for leaders, what it consists of and how best to use it

Paradigm Shift

Launching change strategically in a way that integrates content AND people outcomes from the start, in advance of and guidance to project planning.

Topics

- What Is a Change Strategy?
- The 12 Elements of Change Strategy
- How to Use Your Change Strategy
- How to Influence Your Leaders to Develop their Change Strategy

Section 6: Clarify Governance Structure and Roles

STRATEGY: Govern your transformation with clear change leadership roles, an effective parallel structure and streamlined decision-making

Purpose

To understand best practices for governing transformational change and explore their paradigm-shifting requirements

Paradigm Shifts

Transcending the conflict between running operations and running the change by creating a parallel structure and staffing it with competent change leaders who embrace clear decision-making

Recognizing the necessity and power of the Change Process Leader role to strategically orchestrate the process of transformation and all its dynamics from start to completion

Topics

- The Importance of Good Change Governance
- Change Leadership Roles
- Change Governance Structures
- Decision-Making
- Interface with Ongoing Operations

Section 7: Consciously Design Your Change Process

STRATEGY: Consciously design your change process using advanced navigation systems to ensure full adoption and sustainment of your desired results

Purpose

To get introduced to Conscious Process Design and the use of a comprehensive, end-to-end change process methodology to consciously design large systems transformation at the initiative level

To expand your approach to leading transformation

Paradigm Shift

Pausing to take a more complete view of all the dynamics at play in your transformation, then consciously designing a process that readily navigates that complexity to successful outcomes

Topics

- ▶ Conscious Process Design
- ▶ Process Guidance for Successful Projects

Section 8: Set Up Conditions for Success

STRATEGY: Go slow to go fast – take time to set up your conditions for success.

Purpose

To understand the power of Conditions for Success as a core enabler and accelerator of your transformation

Paradigm Shift

To consciously identify and establish from the beginning the conditions and factors that raise the probability of a successful change process and result

Topics

- ▶ What Are Conditions for Success
- ▶ Making the Case for Conditions for Success
- ▶ Consciously Design Your Conditions for Success Process
- ▶ Identifying Your Conditions for Success
- ▶ Establishing Your Conditions for Success
- ▶ Monitoring and Sustaining Your Conditions for Success

Section 9: Directly Address Culture

STRATEGY: Learn the twelve critical strategies for culture change and why you must directly apply them to your transformation

Purpose

To understand culture, why it is so important to the success of transformational change, and strategies for transforming it

Paradigm Shift

Elevating culture change from a fuzzy, unattainable idea to an essential strategic priority that can be pragmatically achieved.

Topics

- What Is Culture and Why It Is So Important to Transformation
- Two Approaches to Transforming Culture
- How to Make the Case for Culture Change
- Indicators and Levers for Culture Change
- Ten Elements of a Culture Change Strategy

Section 10: Engage Stakeholders to Maximize Commitment

STRATEGY: Engage your stakeholders early to maximize their commitment and minimize resistance

Purpose

To build stakeholder commitment and reduce their resistance through engaging them from the beginning of the change process

Paradigm Shift

Seeing that early stakeholder engagement optimizes stakeholders' positive contribution and investment in making the transformation successful, accelerating its outcomes.

Topics

- The Importance of Stakeholder Engagement
- Leadership Mindset and Stakeholder Engagement
- Engagement Types and Vehicles
- How to Create an Engagement Strategy
- Engagement and People's Core Needs
- Integrating Engagement and Change Communications
- How to Create an Engagement Plan

Section 11: Establish a Course Correction Mindset and Process

STRATEGY: Establish a course correction mindset and process to keep your transformation on track and focused

Purpose

To understand the importance of Learning and Course Correction to the success of your transformation and learn how to establish the mindsets to optimize its value, legitimize this approach and explore the process

Paradigm Shift

Realizing that transformation by nature is non-linear, and that problems, mistakes and breakdowns are not barriers to success but doorways to success when learning from them occurs and reshapes the process going forward

Topics

- The Importance of Learning and Course Correction in Transformation
- Your Relationship to Mistakes
- Leadership and Cultural Norms Regarding Mistakes
- The Process to Determine a Course Correction
- Making the Case for Learning and Course Correction

Section 12: Putting It All Together

Capture: integrate and deepen your most important insights and actions, and organize them to put them to work!

Purpose

To capture, integrate and deepen your insights and learnings, compile your go-forward actions and plan your next steps

Paradigm Shift

Seeing the integration – and greater whole – of all ten strategies, and how together they open a new paradigm of possibility for you, your career as a Conscious Change Leader, and your organization.

Topics

- Integration and Seeing the Whole
- My Key Take-Aways and Insights
- How I See Myself Now
- How I Will Continue My Development
- How I Will Bring My Contribution to My World

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