



# Call for Applications

## LEADING CHANGE AND TRANSITION WORKSHOP

The Caribbean Leadership Programme (CLP) is pleased to issue a Call for Applications for its Leading Change and Transition Workshop. This 4 ½ day workshop will be held at the Courtyard Marriott, Barbados from June 17 – 21, 2019.

**Call issued: January 17, 2019**



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### WORKSHOP GOAL

The goal of ***Leading Change and Transition*** is to equip participants with the knowledge and skills to implement change strategies in a structured, logical and sustainable manner. This means having directors, managers and other senior staff see themselves as leaders within their organisation who can contribute to advancing change initiatives by reducing resistance within their teams, mobilising their teams to support change from a strengths-based perspective, effectively engaging stakeholders within and outside the organisation, and providing strategic change advice to senior leaders from a “people perspective”.

### TARGET AUDIENCE

The target audience for this workshop includes Chief Executive Officers, Permanent Secretaries and senior leaders involved in change processes within their organisation, and across the public service system, multiple stakeholder groups or regionally.

### APPROACH

Organisational change is a long-term capacity-building process that requires significant leadership, not only from the top of an organisation, but throughout. Therefore, ***Leading Change and Transition*** is grounded within the context of strong organisational development, leadership, and leadership development principles. The workshop explores change and transition from five key perspectives:

1. The role of the leader and change agent;
2. The change process and transition experience;
3. Being able to manage contradictions in change;
4. The importance of internal and external stakeholder engagement; and
5. The lens of organisational structures and systems.

***Leading Change and Transition*** applies an experiential, adult learning approach. It is possible to teach new approaches and models, but the real learning only begins with the application to real life situations. The workshop approach is also tied to the world of senior leaders. Therefore, it introduces leaders to new concepts and approaches, and then through dialogue and practical exercises, helps them work out the implications of these ideas within their organisation as part of a broader system.

### OBJECTIVES

Given the gap between the existing culture and the desired culture within organisations undergoing change, it is essential to not only have senior leaders be able to lead teams through change, they must also see their role as change agents within the public service and organisational systems over which they exert some control and influence. Therefore, the broad learning objectives for the Leading Change and Transition workshop are that participants:

- Develop a mind-set that shifts from resisting change, to accepting, welcoming, and being able to generate it;
- Be able to distinguish “change” from “transition” so as to recognise each and support both;
- Learn a change process that they can then apply to their own organisation’s change initiatives;

## Call for Applications

- Learn strategies to lead people through the different phases of their personal transition experiences;
- Be able to generate a vision for change within their own organisational sphere of control and influence and contribute to the change visions of others;
- Develop strategies to shift organisational culture that may be naturally resistant to change;
- Learn how to use a polarity-thinking model to help manage seemingly contradictory perspectives;
- Be able to generate strategies for moving from the current state to a desired state;
- Learn how different organisational systems can be leveraged to bring about desired change; and
- Learn how to identify and engage stakeholders in a change initiative.

### EXPECTED OUTCOMES

Given the above recommended workshop objectives, organisations can expect that, back in the workplace, participants will be able to apply what they have learned at four levels:

#### **AT THE INDIVIDUAL LEVEL:**

- Apply their leadership to a change initiative so as to contribute to making change happen; and
- Be better equipped to respond to change rather than react to it.

#### **AT THE TEAM LEVEL:**

- Appreciate the different strengths and perspectives that team members bring to a change process, in order to be able to better leverage those strengths.
- Apply strategies to support their team through the transition process, thus helping to reduce resistance to change; and
- Develop strategies to help unify seemingly divergent perspectives, in the context of change.

#### **AT THE ORGANISATIONAL LEVEL:**

- Collaboratively engage teams and stakeholders in generating a vision for change and in contributing to the change visions of others (e.g. ministers, permanent secretaries and others);
- Contribute a change leadership process to the planning and execution of an organisation's change initiatives.

#### **AT THE STRATEGIC LEVEL:**

- Identify the relationships, opportunities, tools, systems and structures that are currently present to support a change initiative, and contribute to the development of strategies to create those that are missing; and
- Map-out stakeholders with an interest in a change initiative, in order to engage them from an interest-based perspective.

## Call for Applications

### CONTENT AND FLOW

The Leading Change and Transition workshop is 4 ½ days in duration and includes the following pre-course assignments and classroom sessions.

Leading Change and Transition includes an introduction of change and transition concepts through exercises and dialogue, and includes opportunities for personal and group reflection and discussion into how concepts could be applied to participants' change initiatives back in the workplace.

### PRE-WORKSHOP ASSIGNMENTS

- Pre-course reading/viewing of short articles and videos on leadership, change, and transition.
- Identify a change initiative within your own sphere of control and influence within your organisation that will serve as the context for learning, application and transfer to the workplace.

#### ***Day 1***

- Introduction and Setting the Stage
- 110% Listening
- Being a Change Leader
- Leadership and Possibility

#### ***Day 2***

- Working with Breakdowns
- Conversations for Enrolment and Relationship
- Experiencing Change and Transition
- Change and Transition Processes

#### ***Day 3***

- Sense-Making and Perspective-Taking
- Working with Change Styles
- Bringing it All Together: Strategies for Leading Transition
- Influencing Organisational Systems: Dynamics of Roles in Systems
- Organisational Systems: The Four Circulatory Systems

#### **DAY 4**

- Generating a Vision for Change
- Mapping Stakeholder Relationships
- Great Eggspectations! – Horizontal Leadership
- Conversations for Action

## Call for Applications

### *Day 5*

- Sense-Making and Perspective-Taking
- Leveraging Polarities in Change Leadership
- Reflection and Application to the Workplace

### **ON-THE-JOB APPLICATION AND TESTING**

Participants will develop areas for action for their change initiative and be given a reflection and recording tool to assist them in recording their progress and challenges as they practice their knowledge and skills in the real-world environment.

### **COST**

USD\$1500.00 inclusive of tuition, programme materials and lunch/breaks on workshop days. Airfare, accommodation, other meals and all other associated expenses will be borne by the sponsoring organization and/or participant.

### **HOW TO APPLY**

Interested candidates are required to:

- Complete the [electronic application form](#). (Hand-written application forms will not be accepted).
  - If candidates are being sponsored by their organisation, the relevant section on the [application form](#) should be filled out by the Head of the sponsoring organisation or his/her authorised designate.
- Completed [application forms](#) must be submitted to [applications@caribbeanleadership.org](mailto:applications@caribbeanleadership.org) by March 29, 2019.
- Once your application has been provisionally accepted, details will be emailed to you with regards to payment arrangements. **Registration in the workshop will only be confirmed upon receipt of full payment**
- Note that workshop spaces are limited, so early registration and payment are highly recommended.

### **FURTHER INFORMATION:**

For further information, please contact us at [info@caribbeanleadership.org](mailto:info@caribbeanleadership.org). For additional information about the Caribbean Leadership Programme, please visit [www.caribbeanleadership.org](http://www.caribbeanleadership.org), and for information about CARICAD, please visit [www.caricad.org](http://www.caricad.org).