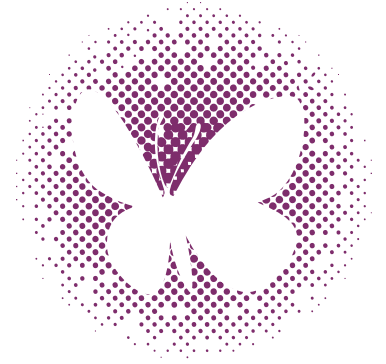# The Cultural Change Company

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The Cultural Change Practitioners Tool Kit:

A CMI Level 7 Award in Strategic Management and Leadership Practice

Introduction to the Course Syllabus

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Contents

Introduction

The central strategic change theme that will be the focus of this course is organisational culture, its relationship to successful strategy work and the tools required for its change management.

The Cultural Change Company in partnership with the CMI will deliver this programme which aims to provide an opportunity to further develop the leadership skills and knowledge to successfully navigate an organisation through strategic cultural change. The course is suitable for HR Managers, Operational Managers, Heads of Department and Senior Team Leaders involved in leading and managing change in their organisations. It is also very suitable for Business Coaches involved in Executive Coaching and Change Consultants who are seeking to specialise in the cultural dimension of change management consultancy.

The link between strategic development and successful implementation and the underlying culture of an organisation is well established. The strategic competitive positioning of an organisation requires an understanding of the analytical tools, theoretical models and the leadership soft skills required to react to and meet the needs and expectations of stakeholders and respond to changing market dynamics

The core objective of this course is for leaders to develop a clear appreciation of the scope, context and complexity of leading strategic change involving cultural change methodologies. On completion of the course participants will understand how the application of analytical techniques, theories and models of change, and creative problem-solving can be used to equip them to lead strategic cultural change with confidence.

The course is action orientated , and whilst being very practical in terms of application the course is theoretically informed and grounded in an evidence base drawing from peer reviewed journals and seminal books on strategic change work especially involving the role of leaders in facilitating cultural change to support strategy development and implementation.

To really internalise the knowledge and skills and to achieve the CMI Level 7 Award in Strategic Management and Leadership Practice there is a post course assignment moderated by CMI professionals.

Management Diagnostics Self Evaluation

As a CMI Registered Centre we advise clients to consider taking the above self-evaluation in advance of starting the Cultural Change Toolkit programme. The diagnostic self-evaluation method simply involves answering a range of questions about your knowledge and experience. The diagnostic self-evaluation will assess your management skills against the Professional Standard Wheel for Management & Leadership **https://www.managers.org.uk/education-and-learning/professional-standards/professional-standard/.** Grounded in 75 years of Management & Leadership expertise, and developed in consultation with professionals far and wide, the CMI Professional Standard is an invaluable tool for anyone looking to develop the highest quality skills and capabilities.

What is more, your results come with a fully personalised learning plan, packed with resources to help you fill your skill gaps **https://www.managers.org.uk/membership/resources/management-diagnostics/.** As you progress through the Cultural Change Toolkit programme towards your Level 7 Award in Strategic Management and Leadership Practice you can reflect on your strengths and your areas for personal development identified by the diagnostic assessment. This reflective process can be really useful for you to identify activities you can engage in regards your personalised learning plan resources to improve your expertise.

Teaching Approach:
Experiential Learning by Doing

We use an exciting learning strategy that combines innovative ideas with an action learning approach developed around proven change management methods. Our legacy is to leave you with transferable skills that you can share with your colleagues, and which will improve your cultural change leadership capabilities through the acquisition of new learnings and the effective application of change methods. Mediated through 8 x 4-hour seminars the learning project will incorporate several learning strategies drawn from:

- MBA strategic change learnings.
- Organisational development learnings.
- Action research learnings.
- Case study learnings.
- Learning through practice.

These seminars are, whilst being very practical and experiential, firmly based upon industry best practice examples and cutting-edge ideas and evidence-based literature regarding strategy development and related cultural change work.

Principal Course Tutor

The principal course tutor will be David Potter who holds an Executive MBA specialising in strategy development, Postgraduate Diploma in Research Methods, a PhD specialising in cultural change dynamics and change. David is also a qualified Coach and Mentor and an Advance Behavioural Change Trainer specialising in developing behavioural and emotional flexibility in change leaders. David has led complex strategic change initiatives having previously worked at a senior level in the area of developing and leading strategic change across sectors. David is also an established Author, highly experience Lecturer, Tutor , Course Moderator, and Dissertation Supervisor and designs and delivers course of Managing strategic Change for several business schools both here in Scotland and in Europe.

Course Objectives

The main objectives are to:

1. Introduce you to a tool kit for managing cultural change to support strategy development and strategic change.
2. Enable you to improve your management decisions concerning leading and working with cultural change initiatives.
3. Explore the soft skills required to lead effective cultural change processes linked with strategic change and its leadership.

The seminars aims are to introduce you to ways of:

- Appreciating strategic change and organisational culture as related concepts.
- Working with relevant analytical tools to build the case for cultural change initiatives.
- Through the application of models for analysing organisational culture with strategic intentions appreciating the scope, context and drivers for organisational change.
- Establishing the target i.e. focus of cultural change.
- Understanding the process of changing organisational culture from a systems thinking perspective and a project management perspective.
- Critically appraising and evaluating the complexities of leading strategic cultural change from a practical and theoretical base.
- Recognising common fault lines, based on research, that undermine change efforts.
- Diagnosing cultural change blockers and enablers.
- Designing cultural change interventions to support strategic development through stakeholder management and engagement techniques.
- Building the case for change through building a shared construct of culture (beliefs and values) , mission, vision and identity.
- Developing critical awareness of various leadership models to enable leading strategic cultural change with impact.
- Understanding how to build leadership resilience for leading strategy development and related cultural change work.
- Evaluating cultural change outcomes.
- To develop a practical grasp of action research methodologies for informing strategic development and related cultural change.

Course Syllabus

Seminar 1: Introducing strategic and cultural change

For seminar 1 we will initially define key concepts such as strategy, strategic change, organisational culture and cultural change. We will review our cultural change toolkit framework and explore the relationship between strategic development and organisational culture. Several models for thinking about culture shall also be presented that illustrate a multi-dimensional model of culture through which participants may expand their cultural analytical skills.

Seminar 2: Building the case for change

In this seminar we move into the practical realm of building the case for cultural change as a strategic intervention. We review 10 Best Practice Principles for building the case for change. Then we shall review fundamental change management models. The focus then shifts towards environmental analysis to identify a range of change drivers that can be further analysed to inform the case for strategic cultural change. Stakeholder mapping techniques and the value of composing a stakeholder communications plan is then considered in detail. This is followed by a review of Scenario planning techniques . The seminar concludes with the composition of a Cultural Change Case for Change Narrative drawing from the previous analytical techniques.

Seminar 3: Introducing the focus of strategic cultural change

This seminar introduces fundamental features of strategy and strategic change. It elaborates from a research basis upon the relationship between strategy development and organisational culture pressing home the premise that the focus of strategic change can be and often is aspects of the organisations culture. The concept of first and second order change shall be explored .Then a framework for guiding the cultural change management process will be presented for consideration. The focus of cultural change is discussed and several analytical models to explore the practical elements of culture are expanded upon. Finally we present the cultural change formula for applied practice.

Seminar 4: Introducing strategic cultural change profiling

Initially we shall review applied participatory action research and corporate ethnography as two highly effective research approaches for diagnosing culture and building cultural profiles. The principle of applying a key performance indicator framework to a change project will be reviewed and advanced. The Triangulation principle and three distinctive research techniques for reaching validity consensus when analysing qualitative research data to diagnose culture at work will be developed. The Staff Engagement Assessment Survey will be introduced along with Cultural profiling tools such as The Cultural Web and the Identity Matrix. Finally , we present The Cultural Diagnostic Ten Step framework for applied practice along with a review of Pulse Checks for measuring impact.

Seminar 5: Introducing intervention strategy part A

In his seminar we shall unpack a project management approach through the Intervention Strategy Model. This model will unpack a systematic approach to framing the workflow to design an intervention strategy for strategic cultural change. The attention will then be placed on introducing the concept of cultural change vehicles namely Cultural Connections through action Learning Teams. Followed by Coaching for Strategic Cultural Change. In seminar 6 we continue with the theme of cultural change vehicles.

Seminar 6: Introducing intervention strategy part B

Throughout this seminar we continue with the theme of selecting intervention strategies and so we shall build on the concept of cultural change vehicles. We shall review Motivational Drivers, The Marketing of Cultural Change, Dialogue Seminars and Communications and finally The Internal & External Consultant & Project Sponsor.

Seminar 7: Introducing leadership for effective intervention design and implementation

In this seminar leadership is considered as the meta cultural change vehicle that informs the enabling powers of the previous change vehicles reviewed. We shall review a multi-dimensional view of leadership that involves multiple kinds of expression in terms of identity and functionality. The applied practice of modelling leadership moments that enable successful change work will be presented for consideration. We shall unpack a blended leadership model and identify key leadership styles and the theories that underscore these. Finally, we explore the concept of conscious and toxic leadership traits.

Seminar 8: Analysing and planning for managing change enablers and blockers

In the final seminar we shall review Kotter's eight step change model and explore the utility of the model and how each of its themes relate to the course content covered from seminar 1 through to this final seminar. Then we shall address barriers and enablers of successful cultural change work and review the use of Force field Analysis and the Ecology Audit as suitable tools for analysing these variables. The subsequent task of building strategies that strengthen enablers and weaken blockers will be explored. The blended leadership model will be revisited and four of its conscious leadership elements , rapport, psychological safety, reflexivity and emotional intelligence as key leadership traits unpacked. Finally action research to measure the success of interventions will be reflected upon through the use of action research pulse checks.

Assignment Review Session

There will be a final session that will unpack the CMI Level 7 Award for Strategic Management and Leadership Practice. This will allow participants the opportunity to explore the assignment brief in detail and ask any questions that they may have. The course trainer will also review one working draft of each participant assignment and book in a one-to-one discussion on Zoom or Teams to provide feedback.

Assignment Brief in Summary

You are to assume the role of a strategic change consultant working on behalf of a client. Therefore, you should choose a case study that will be **anonymised.**

Drawing from evidence-based literature, theories, methods and models taught throughout the course, in relation to your case study, you are to develop a proposal for leading strategic cultural change inclusive of a critical reflection regards how approaches to leadership and change management tools and models can be applied to deliver the strategy for strategic cultural change. The assignment will also focus in on applied theory and its utility for change management approaches

The focus of the change is an aspect of the underlying culture e.g. changing the leadership culture or creating a culture based on collaborative working or innovation or creating a high-quality culture synonymous with psychological safety. Or any other relevant cultural theme that is considered a strategic change. Final word count is 4,500 words excluding references. A full example of a suggested assignment framework will be provided within the course manual when you start the course.
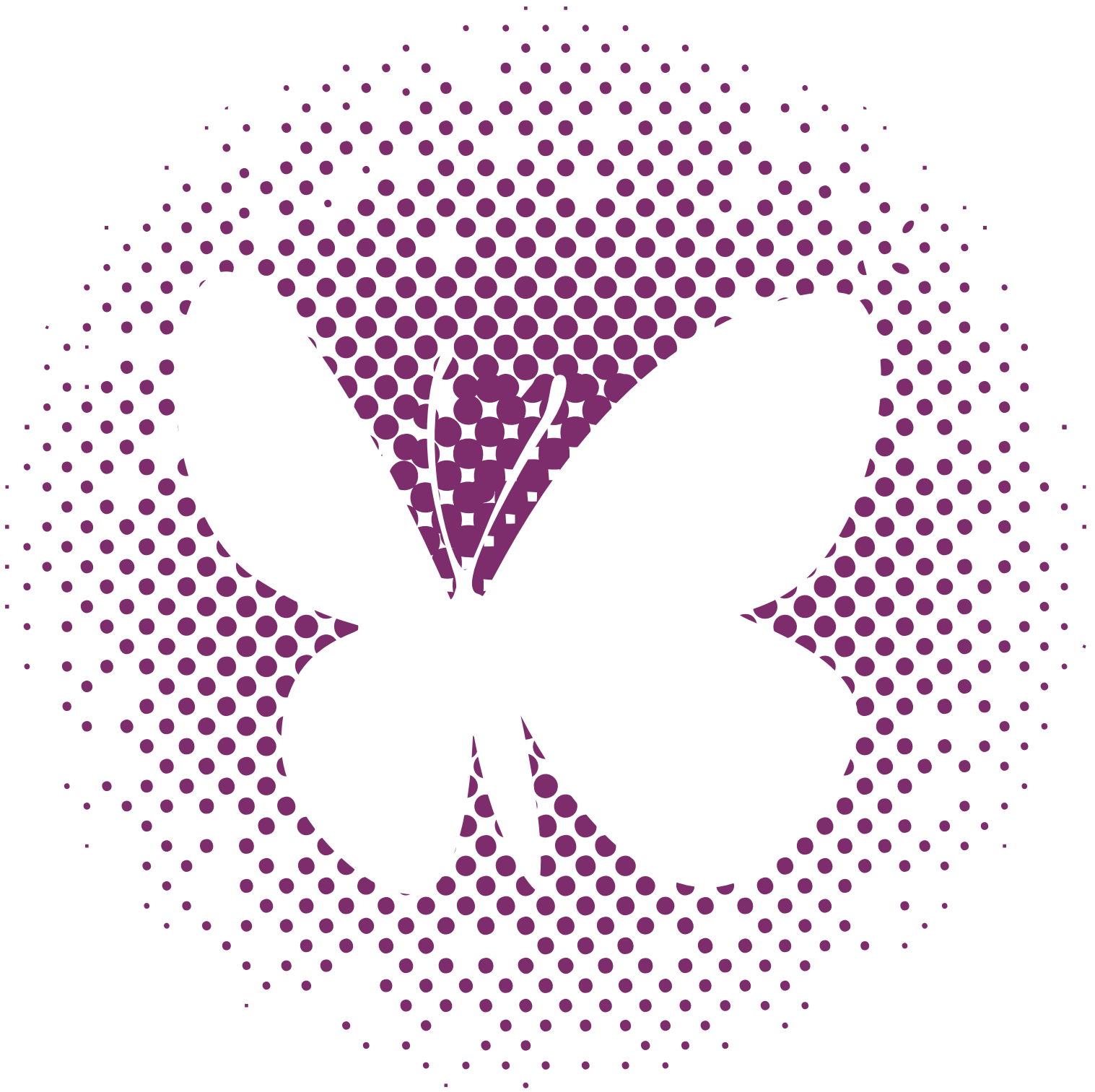
We invite you to be curious

For more information, visit **www.culturalchange.co.uk**,
where you can view our training products and client case studies,
or you may email **david.potter@culturalchange.co.uk**.