

Registration Form

Places on the Certificate Programme are strictly limited to 12 delegates

Fee Structure*

Certificate in Organisational Change	£4895.00 + VAT £4395.00 + VAT	Standard fee BPC members
Development Days	£235.00 + VAT £195.00 + VAT £175.00 + VAT	Standard fee BPC members CIOC delegates
Expert Seminars	£195.00 + VAT £175.00 + VAT £125.00 + VAT	Standard fee BPC members CIOC delegates

*Discounts are offered to members of the Best Practice Club and delegates of the Certificate Programme. Prices include all tuition fees, resource materials, meals and accommodation, as detailed.

The Certificate can also be run as an in-company event. Please indicate below if you would be interested in discussing this further

Please reserve a place on the Certificate in Organisational Change

First Name: _____ Surname: _____

Please contact me about running this programme in-company

Position: _____

Please keep me informed about other Organisational Change Programme events

Organisation: _____

Please provide me with further information on membership of the Best Practice Club

Address: _____

How to enrol

Please complete and return a copy of this form (one for each delegate) by post or fax to:

_____ Postcode: _____

Sharon Young,
Pearlcatchers Ltd,
5 Clifton Rise,
Windsor,
Berkshire
SL4 5SU

Tel: _____ Fax: _____

Tel: 01753 624985
Fax: 01753 624959
e-mail: syoung@pearlcatchers.co.uk

Email: _____

BPC membership no (if appropriate) _____

Your order number (if appropriate) _____

An invoice, detailing payment options will be generated upon receipt of a registration form. Your place will be confirmed once payment is received.

Certificate in Organisational Change

Do you need to ...

understand

the dynamics of change?

And develop the tools, skills and

knowledge to drive change?

As part of its Organisational Change Programme, Pearlcatchers Ltd are proud to introduce the 'Certificate in Organisational Change' – a flexible and integrated development opportunity. Designed in association with the Best Practice Club, this programme pulls together the three core attributes of effective change management professionals:

- **Knowledge** to understand the drivers and process of change
- Familiarity with the **tools** available to support change
- **Skills** necessary to apply the tools and knowledge successfully

Programme Benefits:

On return to their organisation, individuals will have:

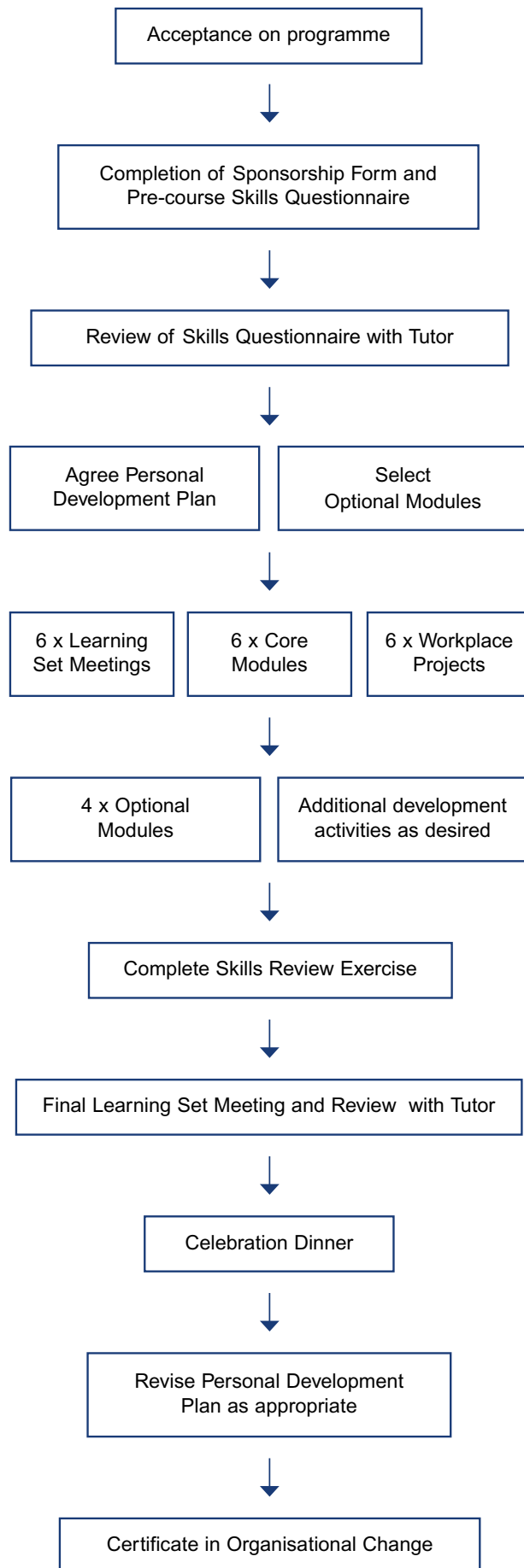
- Acquired the knowledge, tools and skills essential for every change management professional
- Experienced a challenging but flexible programme, designed to fit around busy work schedules
- Developed a personalised development plan based on the priorities for their learning and their organisation's strategy
- Explored and utilised a range of immediately applicable tools and techniques, supported by project work that links development back into the workplace.
- Gained a wide perspective on change, through a network of contacts from different organisations and sectors

Where and When

Training activities will be held at Studley Castle Training and Conference Centre. Conveniently located in the heart of Warwickshire, with easy access from the M40, M5 and M42, Studley Castle provides an historic style with state of the art facilities and a friendly, yet professional atmosphere.

This programme uses a combination of formal training and self managed learning to offer a flexible and truly personalised development opportunity. The pre-course skills assessment will be carried out in May – July 2003, with the first core module commencing in September 2003.

Programme Structure



Sponsorship Form

The purpose of this form is to understand your experience and objectives and to ensure this is the correct development activity for you.

Pre-course Skills Assessment / Personal Development Plan

A combination of questionnaires, 360 degree feedback and status reports on your organisational environment, together with your sponsor and personal objectives will be utilised to identify your learning priorities and prepare a Personal Development Plan (PDP).

Learning Sets

The Learning Set is a group of six delegates and a tutor, which acts as a forum for mutual support, challenge and feedback as you progress through the programme and your Personal Development Plan. These meetings will be held every other month on the evening prior to each of the core modules and include an overnight stay.

Core Modules

These interactive development modules are held every other month and will take delegates through the full cycle of change from identifying the opportunity to embedding change into business as usual. Each module will examine the tools, skills and knowledge necessary to move through that phase of the cycle.

Project Work

A work-based project will be assigned at the end of each of the core modules to help embed the learning and relate it back to your own environment. This Project Work will be reviewed at the following Learning Set meeting.

Optional Modules

To complete the Certificate, each delegate is required to attend four Optional Modules from a choice of ten. These modules consist of six Development Days (held every other month) and four Expert Seminars (held once a quarter). These are agreed with your Tutor at the start of the programme as part of your PDP.

Additional Development Activities

Your PDP may indicate a requirement for additional activities beyond the scope of the programme. Your Tutor can advise you on potential options.

Skills Review

Following completion of the final module, delegates will repeat the Skills Assessment. The results will be reviewed and discussed with your Learning Set and Tutor and your PDP revised accordingly.

Certification

You will be presented with your Certificate at a formal celebration dinner with all programme delegates and tutors.

Programme Content

Core Modules

- **The Fundamentals of Change** - change in the current business environment; why transformation efforts fail; the role of change agents and introduction to the change cycle
- **Recognising the Opportunity** – strategy as a spur for change; environmental scanning; maintaining the competitive edge; harnessing innovation; creating vision and values
- **Building Support** - creating a sense of urgency; communicating the vision and values; identifying sponsors and stakeholders; recognising comfort zones; generating interest and motivation; gaining employee buy-in and achieving consensus
- **Planning for Change** – the link to project management; goals, objectives and measures; managing stakeholders; responsibility mapping; risks, benefits and contingency plans; budget and resource planning; learning and development priorities
- **Implementing Change** – making it real; sustaining the momentum and staying on track; planning for short-term wins; dealing with resistance; empowering others; building the skills; the role of culture; maintaining communication and motivation
- **Embedding and Reviewing Change** – institutionalising into business as usual; linking reward to desired behaviours; anticipating and managing failures; the risk of celebrating too soon; becoming a learning organisation; building on previous success; sustaining high performance

Optional Modules – Development Days

- **Leading Change** – the link between strategy and leadership; raising the profile of the critical role of leadership in change initiatives; turning strategy into reality; leaders, managers and facilitators – the essential jigsaw; initiating and sustaining sponsorship
- **Designing the Organisation** – nine principles for creating, designing and implementing structural changes; understanding the implications to 'choices'; limiting restraints on organisational relationships; meeting the needs of the people and the organisation; testing design options
- **Facilitating Change** – mapping the skills and processes of effective facilitation; understanding group dynamics; different ways of working with groups; potential barriers to achieving group results; managing the pace; maintaining focus and overcoming resistance
- **Influencing Change** – influencing without authority; achieving results through others; the political agenda; networking; understanding your personal impact; developing a toolkit of styles
- **Managing People through Change** – maintaining motivation (yours and others); supporting people through the transition curve; managing conflict and resistance; communication – the critical factor
- **Coping with Constant Change** – traditional v evolution; personal barriers to change; developing the inner resources to deal with uncertainty and ambiguity inherent in contemporary organisational life

Optional Modules – Expert Seminars

The Practical Implications of e-transformation

The technology may be sexy, the potential apparently unlimited, the business case compelling ... what's it really like though? Explore the single big idea at the heart of the e-revolution; applying "internet thinking" to non e-business; creating an organisation's 'Digital Nervous System'; structuring an e-transformation programme.

Building a Corporate Culture

We tend to believe that our corporate culture has been built up over years, much like a character – and takes a lifetime to change. This seminar explains the importance of producing the 'right' culture that fits with values and ways of operating; diagnosing the current culture, why it is what it is and how to influence the 'way we want it to be'.

Surviving Mergers and Acquisitions

It is hard nowadays to find a company that hasn't been involved in a merger or acquisition. But most 'fail' in achieving their short term growth. Why? This seminar explores some of the tactics used to set up firmer foundations for success and for managing the biggest risk through any 'change' process – the people!

Managing in the Global Revolution

Globalisation remains a key business issue as mergers, acquisitions and new technologies force companies to compete in the new global marketplace. This seminar provides an insight into the impact of globalisation on business organisations and how to adopt a strategic managerial approach to global issues, such as legal, economic and cultural differences

Booking Optional Modules

Programme delegates can attend further optional modules at a reduced price (see overleaf)

Optional modules will also be open to delegates not attending the certificate programme (details overleaf)

Certificate in Organisational Change