



LEADERSHIP AND TRANSFORMATION
CONSULTING

Management of Complex Change

This training course provides the diagnostic and strategic foundation for change management practice. Designed for professionals from diverse organizational backgrounds, the course builds upon the unique experience of the participants focusing on two concrete and practical skill sets: systemic diagnosis and effective leadership action to effect and sustain change. The purpose is to increase one's capacity to manage complex change, lead with and without authority, across boundaries, and from any organizational position. In a world in which most organizations, face enormous adaptive pressures, the course applies a theory of change to leadership – the practice of mobilizing people to succeed in changing and challenging times.

Topics of study include: contrasting climates and cultures in various organizational types; analyzing conditions that foster both acceptance and resistance to change; viewing change management through structural, personnel, political, and symbolic frames; assessing the needs and providing the means for professional development to accompany change; and specific strategies for managing change. Participants will develop a *change management plan* for use in an organizational setting they operate in.

To understand the context of managing change, the course clarifies the relationship among key concepts – leadership, management, authority, power, influence, and followership – to provide a practical, coherent, and clear theoretical framework. The emphasis is on developing both *diagnostic tools* for analyzing the complexity of change in social systems, and *strategies of action* that include: mobilizing widespread engagement, generating innovation, orchestrating multi-party conflict, regulating disequilibrium, moving beyond traumatic histories, refashioning narratives, gaining, using and negotiating with authority, and building a culture of adaptability and transformative capacity for the long-term.

The course also considers methods for managing personally the inevitable *stress fields* of leading change management processes. The course draws from several disciplines: Philosophy and biology provide the concepts of paradigmatic change and adaptation. Political science and business management provide perspectives on the functions of authority. History and literature provide a rich caseload from which to explore the nature of adaptive success and failure. Social psychology provides insight into the dynamics of social systems and an approach to diagnosing their productivity and dysfunctions.



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Specific Course Structure

Session 1

- What is a system?
- What are its boundaries?
- How do variables/elements interact to build a system?

- Where does change happen? Who or what initiates change?
- Who and what upholds a system? How do we intervene to change and improve it?
- Locating causality and effects
- Independent variable versus interaction of variables

- The invisible glue of interconnectedness
- The structure of a complex system
- Feedback loops and the question of causality
- Case 1 to be discussed

Session 2

- How do we distinguish complex from simple problems?
- Is leadership a mobilizing force within and/or for a system?

- Acting in- or outside a system?
- Leading boldly to mobilize resources
- Values, principles, loyalties and habits of human behavior
- Case 2 to be discussed

Session 3

- Leading with questions
- Skillful provocation
- Watching the barometer of stress (i.e.: fears, hopes, anxieties, etc.)

- Avoidance mechanism: defensive attitudes (nationalism, heroism etc.)
- Creating a productive holding environment
- Redesigning values, principles, loyalties and habits
- Concrete cases from participants to be discussed



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Session 4

- What is leverage and how can it be applied?
- Y-Leverage Diagram™
- Applying the Y-Leverage Diagram to real-world cases of the participants
- Concrete cases from participants to be discussed

For more information, please contact sami@y-motions.com