



# Tempo

## AUDIENCE

All managers responsible for the personal development and performance results of others in a changing or dynamic environment.

Develop the managerial insight and ability to effectively orchestrate change

## Program Benefits

*Tempo*, from BTS, helps managers develop a broader perspective regarding change management and their role in successfully leading change in their organization. This innovative, experiential workshop helps participants better understand the nature of change from both their personal perspective and as it impacts their challenges as managers.

*Tempo* helps managers:

- understand how change impacts productivity and what actions leaders can take to maintain productivity in times of change
- understand four typical stages of the change transition process, and how to coach themselves and their team members to move more effectively through this process
- understand the cycle of growth - from formation, through rapid growth, to maturity and, perhaps, decline - that underlies all organizations
- identify the paradox of the cycle of growth and the trap it can set for the unwary organization
- understand that the most important factor in successfully navigating change is the human factor, and be aware of the mindsets we all bring to a time of change
- realize that the most important first step in leading change is to assess their own readiness for change

## Program Description

*Tempo* is a full-day learning program composed of six major modules. Participants work in teams of six to eight people.

**Module 1: Exploring the relationship between an organization's growth and the need for change.** Participants use the "S" Curve model to better understand the cycle of organizational growth. They assess and discuss how well known organizations have navigated or failed to navigate the "S" Curve. They then explore eight critical positive and negative impacts of change, and the result of initiating change too early or too late as an organization moves along the "S" curve. Using the Productivity Gap model, participants analyze the impact of change on productivity and begin to identify those impacts they have witnessed in their own organization. They discuss what actions leaders can take to maintain productivity in times of change.

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**Module 2: A change-oriented mindset—the most important factor in successfully navigating change is the human factor.** A short video segment highlights the importance of the human factor in successfully navigating change. Participants review and discuss the behaviors they see employed in the video. Participants then look at change from two mindsets - one that views change as an opportunity and one that views it as a danger. They identify the most important characteristics of each mindset and discuss the impacts of those characteristics on productivity in times of change. Next, participants review the 10 most common forms of “self-talk” that may limit their ability to lead in times of change, and explore ways to break through those limitations. Participants complete initial self-assessments of their readiness to lead change.

**Module 3: The Transition Process — a four-stage model of moving through change.** Participants learn a four-stage model of moving through change, from denial to commitment, and explore different paths for moving through each stage. Participants use a set of Change Diagnosis tools to identify where they and their teams are in the transition process, as well as a set of Change Navigator tools designed to help them and their teams move more effectively through the transition. Participants engage in a skill-building exercise that examines what people do as well as say at each stage of the transition model.

**Module 4: Assessing change readiness.** Participants assess where they are personally in the change transition model, with regard to an important shared change initiative. Using a set of Mindset cards, participants complete an assessment of their own readiness to lead change. As a table team, participants plot their change readiness and transition stages, and analyze them for further insights into themselves and the actions they may need to take to be most effective in leading change. Participants return to these assessment at the end of the day and use them to help complete their short-term Call to Action.

**Module 5: Building skill in applying new knowledge.** Table teams analyze, solve problems, and then debrief each layer of a four-layer custom case study built around the challenges expected to be encountered at each of the four stages of the transition model. After the second and fourth layers of the case study, participants role-play their solutions in triads—one as a manager leading change, one as the team member being coached, and one as an observer engaged in the coaching interaction. After the second layer of the case study, participants engage in a skill-building activity that explores best practices for leading change. They then switch roles and role-play solutions again.

**Module 6: Action planning.** Participants assess where each of their team members is in the change transition model with regard to an important current change initiative. Using all the concepts, models, tools, and best practices learned throughout the day, participants complete their Call to Action.

### Implementation/Customization

*Tempo* is a full-day session requiring one trained facilitator per four teams of six to eight people each. Learning in modules 1-3 is supported by a learning map for each table team, and in module 5 by a case study customized to current organizational issues and culture, key industry and market issues, and current management skill gaps. Post-program tools are available.