

DIALOGUE & LEADERSHIP OF CHANGE

This programme is for:

- Individuals who are leading a change initiative or transformation
- Any who are accountable for parts of a larger change process
- Employees to whom others look for change expertise
- Those with leadership aspirations that will inevitably require organisational change skills



The emphasis is on Change Leadership more than Change Management. Whereas Change Management is often thought of as a technical process, Change Leadership requires Adaptive and Dialogic skills. The programme introduces the foundational Dialogue skills, so no prior Dialogue experience is required. Learning is enhanced by participants working within a Learning Circle with people from a variety of other organisations. To see participants from previous programmes talking about their experience visit <http://www.dialogue-associates.com/leadership-of-change-programme>.

This unique '*learning-through-doing*' programme enables participants to further their organisation's current change needs over an intensive three-month period through six days off-site tuition supported by regular telephone coaching. The skills are practical, immediately applicable, proven in practice and theoretically rigorous, arising from original academic research in the 1980s. **Group participation**, of two to five colleagues, is required for greater impact on the change process. This can involve individuals from the same or different parts of one organisation, or the inclusion of others from related stakeholder or supply chain organisations. **Executive sponsorship** is deliberately incorporated in the application and review of the course to further deepen the organisational effect. A distinctive feature of this programme is the **networking and innovation** opportunity, as participants from different corporate and social sectors support and challenge one another's thinking and practice.

Dialogue & Leadership of Change is the Foundation course of the Academy of Professional Dialogue. Graduates are eligible for further specialised courses such as Executive Coaching or Working Interfaces.

Length: 6 days off-site face-to-face sessions, over a 3-month period, plus 6 hrs coaching by video conference

Location: Dialogue Associates, The Firs, High Street, Chipping Campden, Gloucestershire

Participants: 12-20 participants in total

FOR INFORMATION ABOUT OUR 2019 PROGRAMME CONTACT:

For advice or guidance contact Jane Ball: jane.ball@dialogue-associates.com or 01386 840448

For background information about the theory and practice of Dialogue and Adaptive Change, published materials, the Dialogue Associates faculty and their clients, visit the Dialogue Associates website www.dialogue-associates.com

COURSE OUTLINE



Time Commitment: Less than seven days over the three month period of the programme. This includes three two-day sessions and six hours of coaching. Field Work and skills practice are undertaken in work between the face-to-face sessions. Once you have registered, the programme begins with your enrolment call.

Enrolment Call: Talk with the Faculty by video conference to establish your individual and organisational situation and receive guidance for the contracting conversation with your Sponsor.

Sponsor Contracting Conversation: Your contracting conversation with your Sponsor (see Sponsorship attachment), to ensure their ongoing involvement in the change work and how you will be approaching it.

Preparatory Reading: Reading materials will be mailed out before the first session.

Session 1: The first session gives participants an overview of the understanding and skills required for effective and sustainable change that form the key elements of the programme, and time to become established as a practitioner learning circle. The overview includes: the Implicate Change Model for participatory adaptive change; an Organisational Power map for understanding power distribution in organisations and the impact that has on how change usually happens; and the foundational Dialogic skills for engagement and communication that are required to lead change. In addition the session includes introductions, practice with dynamic engagement and reciprocal coaching, set up of the Field Work to be delivered through one's ongoing work accountabilities, and an opening dinner for everyone.

Field Work: Ongoing application of the Implicate Change sequence, practice with the Dialogue skills and a cycle of planning and review of change work supported by coaching calls. A specific Field Work request is made at each session building on what has been learnt.

Reciprocal Coaching Calls: Between off-site sessions groups of three participants receive coaching and practice giving coaching with their colleagues from the programme, facilitated by the Faculty. Use of video-conferencing allows participants to see each other as they coach at a distance. Additional coaching calls are arranged as needed.

Individual Coaching Calls: Participants also have 30-minute video conference with the faculty between sessions to focus entirely on their situation, their development, organisational context or change work.

Session 2: The session provides an in-depth understanding of the early phases of the Implicate Change Model, and introduces skills required to facilitate and lead these phases effectively. The learning model combines live practice in the room, and reflection and planning about current change work. This encourages greater self-awareness as well as skills development.

Session 3: This session completes the in-depth review of the phases of the Implicate Change Model, and the leadership and facilitation skills required. Once again there is close reference to current work and feedback from colleagues. The session closes with a review of: the Dialogue & Leadership of Change curriculum; progress achieved in the change initiatives; individual professional development and sponsor engagement, and considers future work and development.

Completion Call: Video conference for the Faculty to provide direct, confidential coaching feedback for participants individually and to consider possible next steps within the Academy of Professional Dialogue

Sponsor Sign-off Conversation: A conversation for participants to feedback their own professional learning and learning about the Dialogue & Leadership of Change, and the benefit this has provided to the organisation.

SPONSORSHIP

Effective sponsorship is a key part of the success of Change Leadership. Sponsors should feel comfortable that they have the right range of participants to underwrite the change work currently underway in their organisation. We encourage two to four participants to attend the programme together for greater change impact and sustainable transfer of capacity. The participants may work together in the same team, they may be from different teams or departments, or they may be from related stakeholder and supply chain organisations. Whilst furthering immediate change needs the participants will develop in their professional leadership capacity. Embedding change skills in the organisation in this way grows capacity and reduces the need for external change consultants. IP arrangements are designed to reinforce this. As a sponsor you will have a limited range of conversations with participants that will track the change work and enable you to support and influence its progress. The Dialogue & Leadership of Change is applicable to corporate, as well as social, governmental and other sectors.



The Faculty are available to talk with sponsors or potential participants about how to select the best grouping to register for Dialogue & Leadership of Change.

When Jane described how the Leadership of Change programme would be designed, the sponsorship element was positioned as a key component. From the perspective of creating a sustainable engagement right from the outset, I could see that this had the potential to be powerful. I did have misgivings however, as from previous experience in other contexts I have found the sponsorship element to be one of the weakest pieces, with varying levels of commitment sustained throughout.

In preparing for our participation, my business-line colleague and I took a number of steps to embed the connection we had with our sponsors. We set up a four-way meeting ahead of our programme participation to discuss intent and expectations – both theirs and ours. We agreed to meet for an hour a week after each of the group sessions. For each of these, I prepared a selection of the materials (simply pages from our field books pasted onto A3 sheets, scanned and copies printed) and came ready with a check in question. These proved to be incredibly candid and fruitful discussions. Both sponsors found the materials provocative and relevant, and the check-in and check-out process became surprisingly generative. The materials became a springboard for broader discussions about the organisation and the leadership team – their culture, helpful and unhelpful dynamics and growth points. We engaged in mutual coaching and the language presented through the leadership of change materials became a natural lens through which to view the issues.

Our sponsors both joined the group for one of the sessions held at our offices in London. They commented on the value of seeing first-hand the calibre of the group of leaders present, their enjoyment of how the materials were presented and interacted with, and the impact of seeing Peter and Jane in action.

I would strongly recommend that participants to future programmes carefully consider how to draw their sponsors in. If done intentionally, it has the potential to open up the conversation within the organisation, and to create a sustained impetus for change. The door is now open to engaging our senior leaders in the dialogic frameworks the Leadership of Change programme presents so effectively.

Cara McCarthy, Head of Talent and Organisation Development, M&G Investments

PARTICIPANT PROFILE

The Dialogue & Leadership of Change will help you to make significant strides in your development and organisational impact if you are:



- A leader or manager with responsibility for structural, process or cultural change within your organisation.
- Open to developing a strong foundation of change skills whilst 'getting your work done', building a network with and learning from others outside of your current organisation and sector.
- Experiencing the challenges of partnering with other departments in your organisation, or across your value chain, and want to do something about this.
- Partnering with other organisations and stakeholders to achieve wider system change
- An HR professional leading or facilitating a transformation programme.
- Driven by leadership aspirations, looking to make a greater contribution to your organisation or sector and influence leadership effectively.
- The person whom your organisation looks to for expertise in change.
- Sponsored by a senior leader to develop new and applicable skills to take back to your organisation.
- A consultant who wants to partner with your client to jointly create a new way of working.

No prior experience of Dialogue is required.

Which colleague fits this profile and should come with you to ensure that the organisation gains maximum benefit from the change work and learning?

Taking part in the Dialogue and Leadership of Change course as a team has been valuable in so many ways. We all learn differently and took away our own interpretation of the learning from each session, practised and applied the techniques in different ways. By attending as a team and therefore understanding each other's working environment, allowed the feedback and continued learning to have so much more meaning and therefore a much greater understanding of how the learning can be applied to effect varying outcomes.

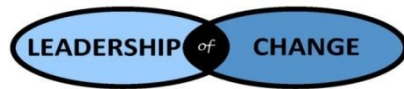
Neil Richards, Executive Governor, National Offender Management Service

Having delegates coming from such different and unrelated sectors meant I felt relaxed about being open which helped me to gain more from the programme... (and) as participants on Leadership of Change we all signed confidentiality agreements.

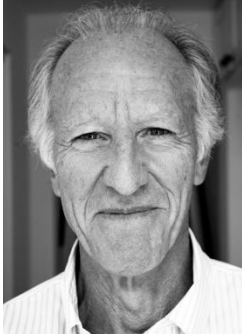
Mine Bolgil, Global Supply Director, Air BP

FACULTY

Dialogue Practitioner Learning Circle



for Leadership of Organisational Change



Peter Garrett has been a leader in the development of Dialogue theory and practice since the 1980s when he partnered with David Bohm on the very first Dialogue work and jointly authored the seminal text *Dialogue - A Proposal*. He has been working as a Dialogue consultant in commercial and social organisations since 1990, and has taught Dialogue in many educational programmes to many hundreds of practitioners and leaders.



Jane Ball has been a Dialogue Practitioner and Consultant since 1999, in commercial and social organisations, and in developmental programmes. Prior to that she worked extensively in social and community change, and this experience led her to see the practical value of Dialogue to front line workers as well as executives to address organisational and system challenges.

You can read about the work led by Peter and Jane in Dialogue Associates on www.dialogue-associates.com

APPLICATION FORM

PARTICIPANT

Name:

Position:

Organisation:

Email:

Telephone:

SPONSOR

Name:

Position:

Email:

Telephone:

Brief description of change work and/or reasons for attending programme:

Invoicing Address:

Other Invoicing Details:

We will contact the Sponsor at the beginning of the programme to talk through expectations.