



Change Management Workshop

Minding Change & Changing Minds

Program Overview

Everything is subject to a constant evolving process. Markets, products and technology change. As change becomes cumulative, the systems they affect become more complex, while uncertainty increases, resulting in a decline in productivity and commitment for those in the trench-lines. The outcome: assured losses in resources, both economic and human, and an immense likelihood of adding to the alarming rate of failure that accompanies change processes.

It is therefore evident that the single most important core competency to develop today, both for organizations and the executives who manage them, is to learn how to consistently and effectively manage the emotional and rational aspects of change and the positive implications change processes can offer their organizations.



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IE Business School's Change Management Workshop offers an in-depth view of the step-by-step process: conceptual, disruptive, theoretical, practical and finally, tactical approaches to change, as well as, the holistic frameworks needed to understand how the process of change affects the core pillars of organizational strategic management: capital, talent and technology, and how firms can learn to harness them to obtain their given business objectives.

Program Objectives

This hands-on international executive program is designed to provide a clear understanding of the capabilities needed to address the strategic and tactical aspects of change, and the business processes required to undertake them. The result: a learning organization ready to master its competitive edge.

Throughout this program you will develop a sound understanding of how to:

- Assess your personal readiness towards change management capabilities.
- Discover the main barriers that may derail your organization during change processes.
- Identify the change anti-values and barriers that could prevent you from obtaining the best return for your organization.
- Gear up your leadership skills as a change process agent and leader.
- Acquire disruptive thinking techniques, for you and your team, to create and promote change.
- Determine the resources needed for any organizational change project.
- Differentiate among the different types of change required to reinforce and accelerate the path towards competitive advantage.

Program Content

Understanding the philosophical structure of change
These sessions will explain how change often has external drivers and forces that can be detected, corrected and/or rebalanced with the use of organizational resources.

Grasping the conceptual structure of change
During these sessions diagnostic tools, source selection processes, indicator identification and strategic analysis will be presented to foresee difficulties in change processes.

Guiding your organization through change processes
Change does not necessarily imply revolution. Understanding change as a part of life is required to prepare organizations to adequately affront adaptive changes and shifts. The ability to correct the ship's course offers a distinctive cost-effective driver.



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Change management: Changing management thinking

There are several types of change, and not all of them require the same mindset or preparation. Different types of thinking serve different types of change processes.

The backbone: Your Corporate Values

When managing change processes we may lose sight of some fundamental concepts such as, corporate values. That is why looking at the DNA of the organization is a fundamental step to ensure the correct change strategy.

Systemic thinking for change management

Organizations are open systems. Understanding the fundamental structure of systems and how they function can help to better decide which drivers, levers or resources may be crucial for specific change processes.

External and internal markets

External and internal markets send signals and messages to corporate systems that can help management to recommend better change alternatives for their organizations.

Disruptive thinking

Through the use of disruptive thinking tools, we will discover the key to generating new thinking methods that assist change processes.

Innovation and Institutionalization: Spark, hub, take off

Innovation is, through its multiple facets, the perfect ally for change. Understanding the environmental conditions that drive creativity is a priceless tool when generating a culture of risk-taking that supports new project developments.

Changing culture and leadership

At the end of the day a successful change process should also provoke a cultural rebirth within the organization, transforming it into a flexible learning system. Leadership is the key channel for this process.



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IE Business School was created in 1973 as a private initiative designed to offer postgraduate training programmes in the field of business administration and senior management. Since then, IE Business School has grown into a globally recognized and valued education institution.

Based in Madrid, Spain, IE Business School is located in the centre of the financial heart of Spain, giving it hands-on relevance to the business community.

IE Business School has particular knowledge and skills in the telecommunications field. They are an integral strategic partner in Telefonica's global development program, which also gives them desired experience in developing managers and executives from developing markets (not just telecoms). They have also partnered Orange and others to develop top management and leadership skills.

Globally they are ranked in the top 10, and in some cases, the top 5. In January, 2012, Financial Times (FT) ranked IE Business School 3rd in Europe and 8th globally. In 2012, FT also globally ranked them 2nd for Masters of Finance program, 14th for executive education, and 8th for their Executive MBA. Bloomberg ranked their Executive MBA 4th globally in 2011, whilst Forbes ranked their MBA 3rd.

IE Business School has the coveted triple crown comprising accreditation by EQUIS (European Quality Improvement Systems), AMBA (Association of MBAs) and AACSB International (The Association to Advance Collegiate Schools of Business).

