



Change Leadership Immersion & Certification [CLiC] Program

Mombasa 26 – 30 August, 2024

(incorporates Foundation 3 days and Application 2 days)

We cannot control or hold back change. But we can exploit the numerous opportunities and minimise the challenges it presents.

» Course Introduction

Change is essential for progress, enabling us to respond to evolving circumstances, seize new opportunities, and overcome emerging challenges. But often times, when we think about organisational change, what comes to mind are the actions or interventions we implement to bring about a desired state - for example – strategy execution, IT Transformation, Mergers, Culture Change initiatives, process re-engineering, restructuring, etc. Change Leaders look at change differently. They see it as an oscillatory response to address tensions triggered by complexity that emanates from change in the internal and external environment of the organisation. Lurking beneath tensions are dilemmas also called polarities or paradoxes - contradictory, yet interdependent realities. From a change leadership perspective sustainable and impactful change intervention can only be achieved when:

Delivered in partnership with Polarity Partnerships, Plc

Making the Academic Practical

Taught by highly-experienced and qualified faculty. CLI courses are short on vague academic theory & dry lecture and long on hands-on team exercises and interactive discussion for maximum adult learning, engagement, retention and fun. Instead of studying academic case studies, Institute instructors work to ensure that you learn in the middle of change!

(1) **we ‘see the whole’** i.e. changes and complexities around us, identify the polarities creating tension and seek to leverage the energy between the two poles of the polarity.

A Singapore Airlines Example

For decades, Singapore Airlines (SIA) has been ranked among the best airlines in the world. This success can be attributed to its adept management of various polarities. By balancing **People Factors** and **Systems & Structures**, **Cost Efficiency** with **Service Excellence**, **Innovation** with **Tradition**, and **Globalization** with **Local Identity**, SIA navigates complex challenges and remains a leader in the competitive airline industry.

Working with polarities helps SIA to come up with interventions that address the tensions between the interdependent poles to ease tensions and remove ‘stuckens’.

(2) **we work with awareness that change is not linear.** It is an oscillatory movement - a factor of two forces, the desire to stay the same (Stability) and desire to change (Transformation). These two forces are always in conflict and interdependent at the same time. The desire to stay the same is rooted in our need for stability, predictability, and security. Conversely, the desire to change is driven by our aspiration for growth, innovation, and adaptation.



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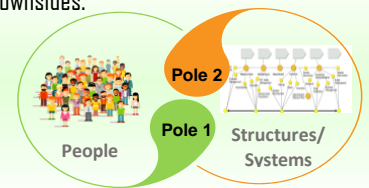
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Course Introduction

- (3) **We “stay with the tension”**, refers to the manner in which change leaders presents themselves in the midst of change or in their interactions with others. It encompasses how we express our thoughts, feelings, behaviors, and attitudes in the present moment. It requires awares that the way we show up enables or inhibits change. Repeated failure of change can partially be explained by leaders’ failure to understand their own prominence in their environments. Chronic issues persist because leaders and managers keep tinkering with everything but what they do.
- (4) **We recognise change programs – actions, initiatives, activites - as interventions to leverage both poles of a polarity to get the desired change faster**, NOT the change itself! When change programs are implemented without due consideration of tensions and underlying polarities, they trigger resistance, polarisation, paralysis, stuckness and ultimately, failure of the change.
- (5) **We recognise that the usual linear, traditional problem-solving lens we use every day - those problems with 1 right answer or 2 or more right answers that are independent - is not adequate to lead change.** There is another necessary paradigm around leveraging polarities through BOTH/AND thinking. Unlike traditional problem-solving, which often seeks to find a single solution, polarity thinking recognises that certain challenges are not problems to be solved but polarities (interdependent pairs that work together to give better results) to be managed.
- (6) **We use a tried and tested framework to respond to polarities, address intractable conflicts, polarisation and stuckness, and to integrate, value, and achieve competing demands.**

Polarity thinking is a way of looking at complex problems that involve opposing forces or ideas, both of which have value and are necessary. Instead of trying to choose one side over the other, polarity thinking focuses on balancing and managing both sides to get the best of both worlds. It’s about seeing issues as “both/and” rather than “either/or” and finding ways to leverage the strengths of both sides while minimizing their downsides.



Change Leadership is both a state and a mindset of consciously embedding Polarity Thinking to the traditional EITHER/OR mindset to navigate changes, complexities and contradictions inherent in individual, team, and organizational life and to recognise what must be done in the present (Continuity) to be ready for the future (Transformation). It is also about requiring change leaders to be open, reflective and aware of how the way they show up enables or inhibits change in their environment.

The Change Leadership and Immersion Certification Program (CLiC™) Program is designed to build core practical knowledge and skills for leading change in a VUCA World. The Program applies the **Polarity Approach to Continuity and Transformation (PACT™)** Framework, developed by Barry Johnson and Polarity Partnerships. PACT™ includes an online assessment tool to engage stakeholder feedback through a polarity lens, allowing organizations to see how well they are leveraging the polarities most integral to their success.



Learning Objectives

This course is designed to help participants understand the fundamentals of leading change in a VUCA World—a world of growing volatility, uncertainty, complexity, and ambiguity – where change is accelerating at an exponential pace. Participants will:

1. Learn to see more using the concept of “the Whole is Greater than the Sum of its Parts”.
2. Understand the paradoxical theory of change and its relevance to organisational change.
3. Learn how to apply Either/Or Thinking and Both/And (Polarity/Paradoxical) Thinking when called for.
4. Learn to sense and stay with tensions and to dig deeper to see, identify and name the presenting dilemmas/paradoxes/polarities.
5. Learn to manage the polarities to drive creativity and sustainability.
6. Learn to draw insights and convert resistance, unresolved conflict, polarisation, friction instability, paralysis/stuckness, paradoxes, into positive energy.
7. Learn to align change to the Purpose/Mission and Vision of the organisation.
8. Learn how to measure the progress and impact of change in the organisation.



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Course Outline

PART I

Module I. Introduction to Change

- An introduction to change and change leadership
- The paradoxical theory of change
- Understand change in a VUCA world
- Introduction to polarities and Polarity Thinking
- An appreciation of the Principles of Change Leadership

MODULE 2 - Introduction to PACT™

Get familiar with the five-steps of the PACT™ Methodology

MODULE 3 – Working with PACT™

STEP 1: See the Whole

- Understand the emergence of VUCA challenges while implementing and using PMSs in organizations
- Learn to identify and stay with tensions in the environment
- Identify polarities/paradoxes/dilemmas causing the tensions and contradictions in the environment, with specific attention to the following categories
 - Continuity and Transformation/Change –understand how to work with these two forces that are ever present in all change.
 - Part and Whole - Recognize and manage tensions and contradictions emanating from the relationship between the “Parts” of the organisation and the “Whole” (the organisation) as you implement change.
 - Part and Part – How to manage VUCA challenges emanating from the relationship between parts of system, e.g., Costs and Quality etc. How do we build a relationship that moves from Polarisation to Optimisation?

STEP 2: Use Polarity Map™ to make sense of your Wisdom

- Use a Polarity Map™ to weigh the costs and benefits of values within a certain paradox, have clarity of taking an ‘inside-out’ approach, appreciate the power of focusing on BOTH/AND
 - Develop Greater Purpose statement (GPS)
 - Develop values to drive behaviours towards the GPS.
 - Develop Goals and Measures
- Convert GPS in clear measurable goals
- Confirm alignment to strategy and other plans.

STEP 3: Assessment & Stakeholder Engagement

Involve those directly or indirectly by the change.

- Plan and execute a gallery for all stakeholders.
- Use Polarity Partnership’s Online Assessment Tool to get real-time results.

STEP 4: Learning

Are our current behaviours getting in the way of change?

- Interpret any feedback received from stakeholders.
- Incorporate feedback into the output.

STEP 5: Implement Change

- Develop a Change Implementation Plan.
- Tract and report impact of the change.

PART 2

The Applied Learning Project (ALP)

MODULE 4 – Work on your Applied Learning Project (ALP)

For your certification, you are required to complete the five-day in-person training to learn the concepts and methodologies for leading change. You will then identify a dilemma in your environment – at home, at work or in your community – and showcase, using the PACT™ Process, how you will lead differently in a complex environment



Upcoming Program Dates, Venue & Cost

Venue

Mombasa August 26 – 30, 2024

Cost

US\$3,950 (net of tax) – includes training, training material, training venue and meals, and certification.

Who Should Attend

Board, Leaders, CEOs, managers, change practitioners, HR practitioners, consultants in private, public, religious or nonprofit-sector organizations who have an interest in leading change to attain better results and minimize resistance.



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