

**Two-day conference and workshop:
7-9 May 2008, Rydges World Square, Sydney**

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Change Management: Achieving Organisational Evolution

DRIVING CHANGE WITH STRATEGY, COMMUNICATION, LEADERSHIP AND CULTURE

This conference will allow you to gain practical insights on how to:

- Facilitate a strategic approach to change management
- Engage the organisation through effective leadership and communication
- Deal with resistance to change and change fatigue
- Implement methods to ensure change becomes a part of everyday business processes

Post-conference workshop: Friday, 9 May 2008

Communicating and facilitating change

Facilitated by: Adrian Cropley, CEO, Cropley Communications; Immediate Past President, IABC Victoria Chapter

"Nothing endures but change" – Heraclitus

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really concentrate on
your problem areas**

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an interactive
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benchmarking
discussion**

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Change Management: Achieving Organisational Evolution

DRIVING CHANGE WITH STRATEGY, COMMUNICATION, LEADERSHIP AND CULTURE

In life and in business, change is inevitable. Organisations constantly find themselves undergoing change and moving through transitional periods, so it is therefore crucial to know how to actively and effectively manage the change process to ensure that all objectives are met and that business continues to function efficiently.

In order to see change initiatives through successfully, those responsible for them need to first identify a strategy that will work for their particular situation and find the best means of implementing it. Beyond that they must effectively utilise communication frameworks and seek to actively engage the organisation and develop a culture conducive to change. It is also important to have the leadership of the organisation onside, to help minimise and negate any barriers to change.

This conference will provide practical insights on how to deal with these challenges and includes case studies, interactive discussion sessions and an intensive full-day workshop to assist you with:

- Devising change management strategies that match organisational objectives
- Linking communication strategies with change initiatives
- Overcoming roadblocks to change and effectively engaging the organisation
- Engaging the support of organisational leaders and developing change champions
- Implementing new processes during and after change to ensure a smooth transition

Post-conference Workshop – Friday, 9 May 2008

Communicating and facilitating change

Facilitated by: *Adrian Cropley, CEO, Cropley Communications; Immediate Past President, IABC Victoria Chapter*

Registration: 9.00 am
Workshop starts: 9.30 am
Workshop ends: 4.30 pm

About the workshop: This workshop is essential for any manager or communication professional trying to help their team or organisation cope with change, and will focus on understanding what change is, how it affects people and the emotional journey they go through. You'll learn how to make the process as pain-free as possible with the help of discussions, models and case studies. Pick up some handy models to help you with change as well as hear a number of major case studies.

Learning outcomes:

- Understand what change is and the emotions encountered along the way
- Learn how to define, engage and manage stakeholders throughout the process
- Be able to identify and manage a network of change champions and employee advocacy groups
- Develop a strategic internal communication program for change
- Understand and define the channels that will support change
- Understand the importance of employee participation in change

Share your experiences as Adrian discusses his successes and failures in what is always a landmine of emotions during change.

About your workshop leader:

Adrian is the principal and founder of Cropley Communications, a specialist consultancy developing internal communication and change communication strategies for clients across Australia and Internationally, which he founded in 2004. Prior to this he was the Head of Internal Communications for Ericsson in Australia, New Zealand and the Pacific Islands.

This role saw him develop a company wide strategy for internal communication which was recognised globally as best practice. He built and managed a team of professionals that managed all corporate channels including the intranet. His CEO communications strategy was recognised with a major award in 2003.

Adrian now works with a variety of clients on major change communication initiatives from mergers to downsizing and cultural change to major relocation change, working on projects such as the relocation of Ernst & Young as part of a national cultural change through the physical environment. He is also an advisor and business/life coach to a number of professionals and lectures at RMIT on communication and leadership. He is a sought after facilitator and speaker on a local and international level, and is the Immediate Past President of the IABC in Victoria.



Advisory Board

This event has been validated and researched with a broad range of practitioners from across a variety of sectors. We are grateful for the ideas they have provided us with in regards to speakers and the programme content, and in particular our special thanks go to the following people for their invaluable input: **Severine Gearon**, Communications, Branding & Sponsorship Officer, Alcoa Victorian Operations; **Pita Norris**, Internal Communications Manager, Powerlink Queensland; **Maria Mercurio**, Chief Executive Officer, RSPCA Victoria; **Adrian Cropley**, CEO, Cropley Communications; Immediate Past President, IABC Victoria; **Snezana Milosavic**, Manager Change and Communication, EDRM Project, Department of Human Services and **Nifeli Stewart**, Researcher and PhD student at RMIT University working within ACID projects.

Who should attend?

Directors, Managers and Professionals responsible for:
Change Management, Internal Communication, Corporate Communication, Human Resources, People Capital, Employee Engagement, Employee Communication, Stakeholder Communication, Organisational Development, Organisational Culture and Project Management.

DAY ONE – Wednesday, 7 May 2008

8.20 Registration and refreshments

8.50 **IABC NSW Chapter President's opening remarks**
Simon Covill, President IABC NSW Chapter; Corporate Communication Manager, Cuscal

9.00 **Chairperson's introduction**
Jonathan Champ, IABC NSW Board Member; Head of Internal Communication, QBE

Strategy, frameworks and evaluation

9.05 **Planning effective change management strategy**

- Crafting a change journey for the organisation
- Gaining stakeholder input before change initiatives begin
- Assessing when not to proceed with change initiatives
- Branding the change: creating identifiable goals

Gillian Burrows, Group Manager Corporate Affairs, John Holland Group

9.50 **Selecting a framework for change**

- Examining a range of possible frameworks
- Addressing the people dimension within a framework
- Creating and maintaining a sense of urgency for change
- Empowering people and removing barriers to change

Rachael Richards, Organisational Development Manager, British American Tobacco

10.35 **Senior Executives and their role in change management**

- Managing leaders through change
- Understanding the impact on senior executives
- Using leaders to "sell" change

Sue Repanellis, Executive Manager Commercial Insurance, Corporate Affairs, Suncorp; Vice President, PRIA NSW

11.20 Morning refreshments and networking

11.40 **Evaluating past change initiatives**

- Evaluating change history
- Applying new thinking whilst accepting past experience
- Stakeholders - who are they really?
- Roadblocks and networks

Susan Vaughan, General Manager, People, Group Loyalty, Qantas Airways

Communication and cultural engagement

12.25 **Integrating communication strategy with change strategy**

- Ensuring communicators are involved in change planning sessions
- Coinciding communication with crucial points in the change process
- Targeting communication to those particularly affected
- Communicating effectively beyond change

Jess Hudswell, Corporate Values & Communications Specialist, Mercedes Benz Financial Services Australia

1.10 Networking lunch

1.55 **Building internal relationships and understanding to facilitate change**

- The importance of a common vision for collaboration and cooperation
- Building internal relationships and understanding
- Planning for networking
- Understanding the capacity and limitations of others

Glen Hoppo, Manager Customer Strategy, SA Water

2.40 **Facilitating a cultural shift within the organisation**

- Gaining trust and buy-in from the organisation
- Achieving open and transparent communication
- Getting people to structure their own processes around change
- Dealing with the political environment of the organisation

Rohan Lane, Sub-Programme Change Lead, Communication and Change Taskforce, Department of Immigration and Citizenship

3.25 Afternoon refreshments and networking

3.45 **The CEO's views on communication and change management**

- Leading from the top: engaging an organisation through change
- Effectively communicating to external audiences
- Encouraging feedback from the organisation and community
- Maintaining CEO involvement for the duration of change projects

Mike Zissler, Chief Executive, ACT Department of Territory and Municipal Services

Discussing Strategies

4.30 **Interactive discussion**
Sharing change strategies and establishing best practice
 You will be asked to compare your experiences and challenges with change strategy and establish a sense of what constitutes best practice change management
Helen Campbell, Principal Consultant, Catalyst Business Solutions; Founding Member, The Change Management Institute

5.15 Chairperson's closing remarks and end of day one

DAY TWO – Thursday, 8 May 2008

8.25 Registration and refreshments

8.55 **Chairperson's opening remarks**
Peter Salt, IABC NSW Board Member; Director, Salt and Shein

Negotiating change barriers

9.10 **Dealing with resistance to change**

- Managing the different expectations of various business units
- Tailoring the approach to change to different stakeholders
- Dealing with the inevitable: anticipating and planning around resistance
- Identifying when it is necessary to isolate pockets of resistance
- Communicating the risks posed by resistance to change

Cathy Tomkins, Vice President, Leadership and Talent Management, Merrill Lynch

9.55 **Opportunity knocks! Winning hearts and minds**

- Recognising and managing emotional responses to change
- Understanding the patterns of emotional transitions
- Creating a climate for change

Tony Vickers-Willis, Psychologist; HR Executive, Victorian Public Service; Lecturer, OD and Change Management, Monash University Graduate School of Business

10.40 Morning refreshments and networking

11.00 **Overcoming change fatigue**

- Reminding people of the benefits and the end results
- Engendering enthusiasm so that change becomes something positive
- Creating rest periods
- Scheduling logical starts and ends for change programs

Denise Wright, Change Integration Manager, International Benefits & Payroll Project and Starters, Transfers, Leavers Project, Macquarie; Director, Changeworks Consulting

11.45 Interactive focus group session: Dealing with specific change challenges

During this session, you will be able to team up with other attendees who are dealing with similar change situations within their organisation. Together you can assess and analyse common challenges and come up with ideas to implement when you return to the workplace.
Nifeli Stewart, Researcher and PhD student at RMIT University working within ACID projects

12.45 Networking lunch

1.30 **Using effective communication to reduce opposition to change**

- Who to engage in the communication process and at what stage, in particular the importance of union involvement
- Using appropriate business communication styles to engage stakeholders
- How policy and procedures can support the communication process
- Options for facilitating change through restructuring
- Alternate communication strategies, including e-communications
- Measuring organisation evolution after restructuring

Gail May, Manager Organisational Development; and Amanda Cohen, Learning and Development Manager, NSW Department of Health

The importance of leadership

2.15 **Incorporating leadership into the change process**

- Getting opinion leaders to get behind change programs
- What are the key capabilities for leadership in change?
- Developing change champions
- Maintaining the focus and support of management on an ongoing basis

Kate Holz, Professional Development Manager, Brown Wright Stein; and Business Development, Adept Executive Solutions

3.00 Afternoon refreshments and networking

Rounding out the change process

3.20 **Embedding change in an organisation**

- Redefining processes and building change into processes
- Engraining new processes into organisational culture
- The important role of transition management
- Linking business process improvement, project management and change management methodologies
- Key lessons for a successful change program

Caroline Perkins, Director, Carbon Group Change Consultants; Founding Member, The Change Management Institute

4.05 Human capital risks associated with change

- Identifying the human capital risks arising from change
- Assessing the impact of these risks
- Implementing risk mitigation strategies

Ingrid Selene, Principal, Aon Consulting

4.50 Chairperson's closing remarks





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**Change Management:
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