

Operational Change Management Week

This week-long training integrates complementary concepts around human motivation for change. Each course is designed to provide participants with the knowledge, skills, and tools to drive successful change initiatives.



Course Specifications

CPE Credits

40

Training Format

Virtual-Live

Preparation

None

Modules

39



Course Objectives

Operational Change Management Week is an excellent opportunity for government agencies seeking an effective response to increasing complexity and relentless change. Participants will learn a people-centric approach to building an agile and adaptive organization.

- **Evaluate Team Correctly**
Proven approaches for aligning programs and management initiatives to an integrated performance management system for your government organization.
- **Motivate Your Team**
Achieve alignment between your programs and strategies while engaging your employees in performance management.
- **Drive Your Team Efforts Towards Priorities**
Prioritize for operational, management, and support levels' personnel to improve the individual and team performance.
- **Increase Your Team's Involvement**
Leverage an employee's sense of purpose (personal, role, and organizational) to increase commitment.

INTENDED FOR

Leaders, key stakeholders, and project teams

Drive successful change initiatives

OCM Week has been designed with 5 specialized courses focused on different branches within the Operational Change Management and Human Capital scope, to lay the foundations and build the necessary knowledge to help you achieve your objectives.

Course	Agenda
<ul style="list-style-type: none">■ FACILITATING EMPLOYEE ENGAGEMENT <p>8 CPE Credits 1 day 6 Modules</p> <ul style="list-style-type: none">• Understand how to establish an environment that positively impacts employees' ability to engage with their work.	<ul style="list-style-type: none">■ ENCOURAGING EMPLOYEE LEARNING <p>8 CPE Credits 1 day 7 Modules</p> <ul style="list-style-type: none">• Guide employees toward increasing their learning capacity and contributing their knowledge to achieve the organization's strategic and operational priorities.
<ul style="list-style-type: none">■ EVALUATING EMPLOYEE PERFORMANCE <p>8 CPE Credits 1 day 9 Modules</p> <ul style="list-style-type: none">• Enhance employee performance by providing effective formal and informal feedback.	<ul style="list-style-type: none">■ FOSTERING CONTINUOUS CHANGE <p>8 CPE Credits 1 day 12 Modules</p> <ul style="list-style-type: none">• Prepare your employees to develop a capacity to adapt effectively in an environment of continuous change.
<ul style="list-style-type: none">■ MANAGING STRATEGIC CHANGE <p>8 CPE Credits 1 day 5 Modules</p> <ul style="list-style-type: none">• Prepare their employees to adapt and thrive while undergoing strategic change initiatives.	

Facilitating Employee Engagement

This course is designed to help managers and supervisors at all levels understand how to establish an environment that positively impacts employees' ability to engage with their work. Employee engagement is one of the multiple aspects of building a workforce that is adaptive to strategic and operational change.



Course Specifications

CPE Credits

8

Training Format

Virtual-Live

Preparation

None

Modules

6



Course Objectives

Government and business leaders know that having a high-performing workforce is essential for growth and survival. They recognize that a highly engaged workforce can increase innovation, productivity, and bottom-line performance and reduce costs related to hiring and retention in a highly competitive talent markets.

- **Boost Participation**
Enhance employee ability to engage and perform at a high level
- **Increase Motivation**
Amplify individual employee's sources of motivation to drive engagement with their work
- **Increase Dedication**
Leverage an employee's sense of purpose (personal, role, and organizational) to increase commitment
- **Enhance Engagement**
Utilize several strategy suggestions to promote and enhance employee engagement

INTENDED FOR

Leaders, key stakeholders, and project teams

Employee engagement can reduce staff turnover, improve productivity and efficiency

Establish a workplace environment with the conditions employees need for full engagement



Agenda

■ **MODULE 1**

Introduction and Overview

- Understand the Change Management track.
- Define employee engagement and its importance.
- Align the impacts of employee engagement to the Government Performance Logic Model.

■ **MODULE 2**

Understanding Employee Engagement

- Recognize the significant impacts of employee engagement on performance.
- Analyze key drivers and index trends of the federal government in rewarding performance feedback, training & development, and performance rating.
- Identify employees' need to develop self-directed learning behaviors.

■ **MODULE 3**

Understanding Employee Motivation Factors

- Learn the motivation spectrum and the factors that drive employees to engage fully.
- Understand motivational themes on work behavior.
- Determine how managers can impact their employees in a positive or negative way.

■ **MODULE 4**

Enabling Employee Sense of Purpose

- Learn the multiple aspects of employee purpose.
- Specify levels of personal and organizational purpose alignment.
- Correlate the various aspects of employee purpose into recognizing an individual's sense of purpose.

■ **MODULE 5**

Understanding Employee Motivation Factors

- Learn the motivation spectrum and the factors that drive employees to engage fully.
- Understand motivational themes on work behavior.
- Determine how managers can impact their employees in a positive or negative way.

■ **MODULE 6**

Strategies for Facilitating Employee Engagement

- Align employee work with their motivations and purpose.
- Establish key conditions employees need to be fully engaged.
- Provide development opportunities that further employee purpose and mastery.

Encouraging Employee Learning

This course is designed to help managers and supervisors guide employees toward increasing their learning capacity and contributing their knowledge to achieve the organization's strategic and operational priorities.



Course Specifications

CPE Credits

8

Training Format

Virtual-Live

Preparation

None

Modules

7



Course Objectives

Enhancing employee learning capacity is one of the multiple aspects of building a workforce that is adaptive to strategic and operational change.

- **Persuade** employees that continuous learning is important to work performance
- **Help** employees develop or enhance the learning skills and abilities
- **Guide** employees to learn about topics that will be useful to them, to their careers, and to the organization
- **Encourage** employees to reach beyond traditional formal training opportunities by exploring informal, social, and experiential opportunities

INTENDED FOR

Leaders, key stakeholders, and project teams



Agenda

■ **MODULE 1**

Introduction and Overview

- Why is employee learning important?
- Where can employees find learning opportunities?
- How can employees learn in multiple contexts?

■ **MODULE 2**

The rationale for Employee Learning

- Identify the four Principles of Adult.
- Learning the five moments of learning need.
- Identify employees' need to develop self-directed learning behaviors.

■ **MODULE 3**

Building Learning Skills and Abilities

- Awaken employees' curiosity and help rebuild their capacity for learning.
- Reflect on information sources that would meet the needs of employees in the workplace.
- Develop ways to collect and organize learning for later use

■ **MODULE 4**

Finding Learning Opportunities

- Understand development opportunities that can positively impact key engagement drivers.
- Identify useful knowledge and ideas adjacent to work.
- Help employees identify how to acquire skills and expertise to perform work responsibilities.

■ **MODULE 5**

Engaging in Learning Activities

- Understand the shared responsibilities of employees, managers, and Learning & Development.
- Identify ways on how employees learn at work
- Enable employee growth by providing learning

■ **MODULE 6**

Contribution to Organizational Learning

- Identify contributing factors of an employee's job role to organizational learning.
- Learn how to improve personal and collective performance.
- Learn how to quicken knowledge acquisition, eager, and ready to work.

■ **MODULE 7**

Strategies for Improving Employee Learning

- Learn how to enhance employee satisfaction by providing learning opportunities aligned with motivation and purpose.
- Determine adaptive ways to practice continuous learning at all levels of the organization.
- Understand how to increase employee contribution aligned with performance expectations.

Evaluating Employee Performance

This course is designed to help managers and supervisors guide employees toward increasing their learning capacity and contributing their knowledge to achieve the organization's strategic and operational priorities.



Course Specifications

CPE Credits

8

Training Format

Virtual-Live

Preparation

None

Modules

9



Course Objectives

This course is designed to help government leaders, managers and supervisors enhance employee performance by providing effective formal and informal feedback.

- **Utilize** several strategy suggestions to help improve employee performance evaluation results.
- **Assess** employee performance continually and deliver timely, helpful feedback.
- **Generate** periodic performance appraisals to document performance results and enhance future performance.
- **Address** employee performance problems, develop improvement plans, and monitor progress, and remove poor performers (if necessary).

INTENDED FOR

Leaders, key stakeholders, and project teams

Getting employees exposed to relevant and consistent training

The increasing pace of change in the workplace necessitates that employees adapt quickly by learning, unlearning, and re-learning effectively.



Agenda

■ **MODULE 1**

Introduction And Overview

■ **MODULE 3**

Setting Performance Expectations

- Learn setting performance expectations that employees understand
- Help employees understand their own progress toward mastery
- Understand how to utilize employee goals using the
- SMART criteria and reach mutual understanding of performance expectations
- Identify criteria to align employee performance with strategy and set goals

■ **MODULE 5**

Delivering Performance Feedback

- Understand the importance of providing employees with a valuable feedback
- Specify factors in creating feedback that has the most impact on performance
- Enhance methods in delivering feedback in a constructive conversation

■ **MODULE 2**

Why Do We Evaluate Employee Performance

- Understand the impacts of effective employee evaluation to employee satisfaction
- Learn how to analyze and utilize the OPM model as a part of performance evaluation
- Understand the evaluation process necessary to gauge an employee's contribution to the organization

■ **MODULE 4**

Finding Learning Opportunities

- Differentiate performance from documented expectations and goals
- Learn how to utilize performance standards to gauge task performance
- Learn how to utilize outcome metrics to gauge goal performance
- Identify performance gaps and determine the potential sources and reasons
- Learn assessment considerations for an effective feedback discussion
- Learn how to guide employees to work-related learning to help them and the organization



Agenda

■ **MODULE 6**

Addressing Performance Issues

- Learn how to handle poor performers in the organization
- Identify the steps for dealing with a poor performing employee
- Know how to deal quickly in mitigating the effects of a poor performer

■ **MODULE 8**

Rewarding Employee Performance

- Understand how you can enhance engagement by rewarding good performance
- Recognize ways to tailor your reward structure to your employees
- Identify ways to create a transparent rewards process that employees believe is fair, predictable, and achievable

■ **MODULE 7**

CASE STUDY: Removing a Poor Performer

■ **MODULE 9**

Rewarding Employee Performance

- Understand how to drive employee development through performance evaluation and treat employee performance on an individual basis
- Assess and utilize your Performance Management Checklist efficiently as a tool for improved performance
- Identify key drivers to evaluate employee performance

Fostering Continuous Change

This course is designed to help managers and supervisors prepare their employees to develop a capacity to adapt effectively in an environment of continuous change.



Course Specifications

CPE Credits

8

Training Format

Virtual-Live

Preparation

None

Modules

12



Course Objectives

Acknowledge the importance of support function roles to enhance the learning capacity and capabilities of your team

- **Communicate** the importance of change management activities to initiative success
- **Understand** the psychology behind how employees are impacted by the change in their work environment
- **Set** priorities for operational level, management-level, and support-level personnel to improve individual, team, and group performance, and leverage learning strategically
- **Encourage** the workforce to take advantage of change opportunities they face in Routine, Complex, and Innovation operations

INTENDED FOR

Leaders, key stakeholders, and project teams

Employee engagement can reduce staff turnover, improve productivity and efficiency

Acknowledge the importance of support function roles to enhance the learning capacity and capabilities of your team



Agenda

■ **MODULE 1**

Introduction And Overview

■ **MODULE 3**

Psychology of Change

- Learn about developmental change and its importance
- Understand the difference between transitional and transformational change
- Analyze the impact change can have on your employees

■ **MODULE 5**

What is Continuous Change?

- Understand the VUCA world: its benefits, challenges, and possibilities
- Identify new talents need it in your workforce
- Understand the importance of continuous learning and growing

■ **MODULE 2**

Why is Change Management Important?

- Define change management and the types of change response
- Understand the value that people and culture have in the change process
- Identify typical failures

■ **MODULE 4**

Employee Resistance to Change

- Identify resistance factors and learn how to deal with them
- Learn about helpful communication practices to transmit your messages in a better way
- Plan communications that address employee engagement factors

■ **MODULE 6**

Learning to Adapt: Operational Level

- Recognize the role active learning plays at an operational level
- Promote knowledge transfer among team members
- Analyze weak links between your team and work to overcome them



Agenda

■ **MODULE 7**

Learning to Adapt: Management Level

- Create a positive learning environment within your team and organization
- Transform your learning culture to adapt to plan and unexpected change

■ **MODULE 8**

Learning to Adapt: Support Level

- Acknowledge the importance of support function roles to enhance the learning capacity and capabilities of your team

■ **MODULE 9**

Adaptive Performance for Routine Operations

- Learn about developmental change and its importance
- Recognize the importance of providing teams and people autonomy over their work

■ **MODULE 10**

Adaptive Performance for Complex Operations

- Gain trust and responding to complex situations
- Create tailored approaches to difficult and complex situations
- Empower employees to analyze and solve operational problems

■ **MODULE 11**

Adaptive Performance for Innovation Operations

- Remove obstacles to an innovative culture
- Capitalize on employees with a persistent sense of curiosity
- Recruit employees that actively network with colleagues
- Promote a "future-back" mindset at all organizational levels

■ **MODULE 12**

Strategies for Adapting to Continuous Change

- Improve your decision-making skills
- Prepare employees ahead of time with an ability to adapt on their own

Managing Strategic Change

This course is designed to help managers and supervisors prepare their employees to adapt and thrive while undergoing strategic change initiatives.



Course Specifications

CPE Credits

8

Training Format

Virtual-Live

Preparation

None

Modules

5



Course Objectives

This course provides the know-how to plan and implement change initiatives successfully by helping each affected employee to transition to a new end-state successfully.

- **Use** change management to help your organization achieve strategic goals and objectives
- **Assess** your organization's readiness for change and the likelihood of a successful initiative
- **Learn** to develop the operational plans necessary to prepare the organization adequately for change
- **Utilize** several strategy suggestions to enhance the results of change management activities

INTENDED FOR

Leaders, key stakeholders, and project teams

Measure, Strategize, Organize, and improve. Traditionally, major change initiatives have neglected to adequately prepare the workforce for change, leading to widespread resistance among employees and a high failure rate.



Agenda

■ MODULE 1

Introduction and Overview

- How are strategic goals and objectives achieved through the change process?
- How do we assess your organization's readiness for change?
- What are the critical elements of a change strategy?

■ MODULE 2

The Process of Strategic Change

- Define your current, transition, and future state
- Understand the technical side of a change initiative
- Identify the connection between change management and project management

■ MODULE 3

Assess Change Readiness

- Estimate the size and scope of change and evaluate how your organization has handled the change in the past.
- Anticipate where resistance to change may occur in your organization, so you can plan for mitigation.
- Assemble team members with the right attitudes and competencies.

■ MODULE 4

Plan and Implement a Change Strategy

- Help people succeed in a changing environment
- Integrate all your change management plans into the overall project plan
- Execute change management activities effectively throughout the initiative

■ MODULE 5 Monitor Results and Correct

- Gather feedback during change implementation to assess
- Monitor implementation to confirm that employees are complying with the change and adapting to new processes
- Detect pockets of resistance and take corrective action



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