Change Management is so much more than training people or communicating what's new. It requires significant preparation and critical leadership skills to both implement a desired initiative and empower people to embrace the change within their current environment. Understanding the ways in which managing change can reduce barriers to adaptation to change and lead to a more fluid, dynamic organization. This course is intended for local government managers and leaders who want to learn and explore this key leadership competency.

In this online course, local government leaders will:

- Enhance their understanding and increase their impact when it comes to managing change within local government,
- Build change resiliency within their organization,
- Help teams more effectively identify, adapt to and thrive within an ever-changing environment,
- Apply a framework for effective change management to better identify the stages of change,
- Effectively support teams through planned and unplanned change,
- Mitigate preventable resistance and empower individuals to embrace a new path forward.

Guiding your team through change can be challenging. Using self-paced activities combined with virtual webinars, this online course will provide local government leaders with the strategies they need to identify and plan for the stages of change, recognize and evaluate the impact of change, and apply change strategies that support strategic priorities and put the structures in place to foster lasting change.

**Course Format:** This online course includes three x 90-minute facilitated online webinars with Q&As and an overview of the assignments. Participants attend the webinars; review additional resource documents; and will have five days to complete their assignments for each session; submit their assignments for review and receive coaching and direct feedback before the next assignments are due. Participants should plan for 1-2 hours of self-paced activities per Module. This course also includes additional coaching support from local government volunteer HR coaches who can assist participants with applying course learning to the local government context.

- **November 10** Pre-work available on Moodle
- **November 17** Module 1: *Introduction to Change Management* (webinar and assignment)
- **November 24** Module 2: *Designing and Executing Change* (webinar and assignment)
- **December 1** Module 3: *Reinforcing Change* (webinar and assignment)

Final assignments to be completed by November 23.

**Cost:** $590 LGMA member; $675 Non-member + GST

**Registration:** Register online by November 10, 2022. Information will be sent to registered participants before each webinar.
Cancellation Policy: No refunds will be provided after November 10, although substitutions within your organization are permitted.

Instructor: Deanna Foukal, BA(Psyc), MPM, PROSCI Certified, Associate Consultant, Jackson Consulting Group

Module 1: Introduction to Change Management

Through self-paced and interactive webinar activities, participants will explore the following competencies:

- Define change management and why it is important
- Identify and plan for states/phases of change
- Recognize change and evaluate impact within a unit and/or organization
- Understand how to align change with strategic initiatives to foster buy-in
- Assess an individual, unit, or organization's ability to handle change (e.g., scope & scale of change, team capacity, local government context, etc.)
- Recognize the difference between planned and unanticipated or emerging change
- Recognize the type of support the team needs
- Apply change strategies that support justice, equity, diversity, and inclusion in the workplace
- Build confidence in skills, ability and application

Module 2: Designing and Executing Change

Through self-paced and interactive webinar activities, participants will explore the following competencies:

- Develop a road-map and execute the key components of a change management plan
  - Communications
  - Assessing own and others' resilience
  - Coaching to support change and foster resilience
  - Sponsorship and leadership advocacy in a local government context
  - Resistance management; acknowledging and planning for barriers to change
- How to identify and set up the appropriate team approach to execute change activities
- Methods to evaluate effectiveness and take corrective actions to improve overall success

Module 3: Reinforcing Change

Through self-paced and interactive webinar activities, participants will explore the following competencies:

- Define key metrics for success
- Create strategies that make change stick
- Incorporate learning from past successes/misses
- Develop strategies for on-going resiliency to manage continuous nature of change at work
- Address common barriers to change
- Evaluate overall impact (and business value) of the change
- Build change competencies for individuals and team
INSTRUCTORS

Deanna Foukal  
Associate Consultant, Jackson Consulting Group

Deanna is passionate about helping organizations realize their development and transformation goals by aligning strategy with conscious, purposeful change leadership. She has over 15 years’ experience supporting clients across all sectors with system-level process design, business transformation and enterprise-level project management.

With a Bachelor’s Degree in Organizational Psychology, a Masters in Project Management, and certifications in Public Relations and PROSCI Organizational Change Management, her education and training tell a clear story of her fascination with the people side of change. She is looking forward to sharing her first hand experience of supporting small and large scale change gained in private and public organizations, including local government.