

## Managing Change in Difficult Times

How to **Get Started, Implement** and **Deliver Results** in a very difficult environment.

Programme directed by:

**Eddie Molloy, Ph.D.**

**A 3 x 2 day intensive programme for Senior Managers.**

### Dates:

Module 1: Sep 14 – 15

Module 2: Oct 19 – 20

Module 3: Nov 16 – 17

## An Unprecedented Crisis

Ireland is in trouble. Our **public finances** have collapsed and we have lost national **competitiveness**. We face multiple crises: a **social crisis**, with unemployment heading for half-a-million and a **banking crisis**, which has done huge damage to our international **reputation**. Some would say we also face a crisis of **legitimacy**, due to a loss of authority and credibility in some vital national institutions.

The impact of this ‘perfect storm’ on organisations in all sectors has been massive and, in some cases, catastrophic. It has also presented great challenges.

In the public sector, managers are faced with a colossal programme of transformation arising from major critical reports as well as pressure to deliver from the ECB-IMF.

In the private sector, it has become apparent that survival and sustainability require twin-track progress - on both cost-cutting and innovation.

In the NGO and voluntary sectors many organisations will struggle to survive due to significant shortfalls in funding and policy changes.

## The Senior Management Challenge

Senior managers stand at the centre of this vortex. They face, many for the first time in their careers, the challenge of implementing **complex, multi-faceted step change**, in an environment characterised by **fear, anger** and **uncertainty**. They also need to implement this change **quickly**. They are required, for example, to:

- Justify their continuing relevance.
- Reduce costs by 20 – 40%.
- Restructure, reintegrate, merge or close down organisations.
- Manage redundancy programmes with minimum loss of vital skills.
- Remain personally engaged and “positively” engage others to change in the face of adversity.
- Transform deeply-embedded dysfunctional cultures.
- Break down barriers across institutional silos to achieve efficiencies and improve services.
- Drive radical innovation.
- Meet the demands of more intense external scrutiny and governance standards and, at the same time...
- Meet **increased demands** for customer service, on **a tighter budget**.

## A Practical Programme that Addresses the Challenge

Advanced Organisation delivers a programme in which managers work through, in a deep and practical way, the three essential steps of effective change management: **Get Started**, **Implement** and **Deliver Results**.

The 6 day programme is delivered over three, two-day modules. It is based on decades of hands-on experience. Eddie Molloy and Advanced Organisation have worked with clients in virtually every change scenario from turnaround, to merger and acquisitions, to innovation and growth. All of their tools are founded on sound research and are proven in the field.

### Step 1 / Module 1: Get Started

*Quickly getting clear and realistic about the scale and scope of change required.*

In this module, participants will learn how to:

- Establish the business case for radical change.
- Create a comprehensive, coherent, change programme that is communicable to all stakeholders. (Not just another report).
- Get the senior management team and the extended, mid-management team aligned and committed to the programme with the necessary sense of urgency.

### Step 2 / Module 2: Implementation

*Getting the change programme 'up off the page' and working – strategy into action.*

In this module, participants will learn how to:

- Establish a 'change unit' to ensure successful implementation.
- Rigorously apply the disciplines of programme management to ensure clarity of objectives, ownership and accountability, achievement of results and effective coordination of multiple, interdependent initiatives.
- Create a 90-day rapid results plan and implementation roadmap.

### Step 3 / Module 3: Deliver Results

*Ensure the delivery of results and avoid the counter implementation games of 'status quo'.*

In this module, participants will learn how to:

- Understand the enablers of and barriers to change, at the levels of organisational 'culture' and individual 'mindset'.
- Develop a staff engagement action plan that will be sustained beyond the initial launch.
- Apply tactics to achieve results and sustain momentum

Note: All participants are strongly encouraged to build and share their change strategy and action plans throughout the programme. The Advanced Organisation Team will provide opportunities for 1:1 consultation on this work.

## The Advanced Organisation Team

A team of five people will deliver this intensive programme. Team members are currently involved in this type of work with Private Sector and Semi-State companies, NGOs, Government Departments and State Agencies, dealing in every case, with the Senior Management Team.

### Eddie Molloy Ph.D:

Eddie has 35 years' experience of organisational transformation programmes in all sectors. He led Advanced Organisation's Open Programme "Managing Change in Turbulent Times", which was attended by over 400 senior managers.

### Hilary Hough, FCCA:

Hilary is recognised as a master at helping managers understand and develop business cases and programmes for change that deliver real economic value. He has also written several books on financial management.

### Ian Kierans M.B.A., M.A. (Psych.):

Ian has 15 years' experience in developing and implementing strategic change in Ireland and internationally. Ian specialises in strategic communications, staff engagement, culture change and innovation.

### Aidan McHugh M.Sc.:

Aidan is an expert in strategy implementation. He specialises in the 'hard' side of change and is known for simplifying activities and embedding an ethos of accountability, pace, progress and demonstrable results.

### Loren Duffy, M.Sc.:

For over 15 years Loren has helped leaders get better business results through personal, team and organisational development. Loren is an expert in the psychology of change and empowerment.

## Booking Details

<b>Cost:</b>	€1850 per manager.
<b>Venue:</b>	Hilton Hotel, Charlemont Street, Dublin 2.
<b>Dates:</b>	Module 1: September 14 – 15 Module 2: October 19 – 20 Module 3: November 16 – 17

To book a place or to address any queries regarding the programme

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