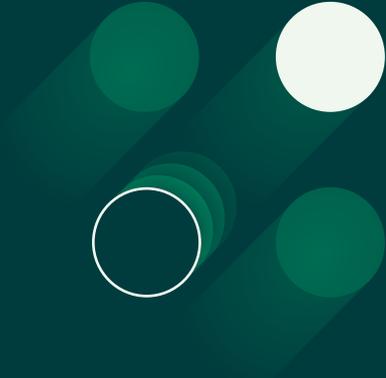




Executive  
Education



Leading Successful  
Change

**Leadership**

The Business School  
for the World®

# LEADING SUCCESSFUL CHANGE

## Overcome resistance and inspire action

In today's dynamic environment, leading successful change is no longer a managerial luxury but a critical necessity. It can be said that if you cannot lead change successfully, you cannot lead. Yet the frightening truth is that up to 70 per cent of change initiatives fail.

Many executives report that the more they press for change, the harder and almost reflexively people push back. It is as though Newton's Law were at work and that for every change action, there is an equal and opposite reaction.

**Leading Successful Change** is a three-day programme designed to help you execute change more effectively in your organisation. You will learn about frameworks and tools that you can apply to lead change effectively. You will analyse the dynamics of the change process and examine peoples' attitudes towards change – from early adopters to hardcore resisters.

This programme is designed to help you analyse different sources of resistance and to create change strategies that factor in the different, non-linear dynamics of a change process over time. Specifically, the programme helps you to enhance your skills in the area of understanding peoples' motivations, creating and sustaining a positive momentum for change and building broad networks of support.

An important component of this programme is the opportunity for you to learn and perfect your change skills by doing instead of just thinking. This practical learning is possible through the inclusion of a change simulation in the programme – a proprietary system called Change Pro Simulation. In addition, the programme is designed to be highly interactive in its approach and you are required to bring a specific change-related challenge that you would like to work on during the programme to ensure a high transference of lessons learned in the programme to real-life impact back on the job.

During the intensive and challenging three days, **Leading Successful Change** will prepare you to introduce, implement and embed change into your organisation.

## Key benefits

- Enhance your understanding of the change process
- Gain the skills required to initiate and execute change
- Create a detailed action plan related to your specific change initiative

## Programme director



**Vibha Gaba**

*Associate Professor of Entrepreneurship*

## Programme content

**Leading Successful Change** is designed to enhance your core capabilities for leading and sustaining change. Specifically, the programme elevates your capabilities in five key areas:

- Helping others see the need for change
- Inspiring and influencing people to change
- Anticipating resistance and obstacles to ensure time-sensitive responses
- Managing the non-linear dynamics of change over time
- Creating and sustaining the momentum for ultimate success

**Leading Successful Change** will cover the following topics:

### Initiating change

- What role do you, as a leader, play in the change process?
- How can you help others see the need for change?
- How can you get people to engage with the change intellectually and emotionally?

### Propelling change

- What are the dynamics of resistance to change?
- How can you anticipate resistance and obstacles effectively?
- How can you assess and manage different people from natural, early adopters to hardcore resisters?

### Sustaining change

- Why do so many change initiatives that get off the 'launch pad' ultimately slide back and fail?
- How can you build your networks and coalitions to help sustain change?
- What are the keys to effective communication of change?

### Diagnosing your change skills

It is hard for anyone to know where to focus their development efforts without knowing their current strengths and weaknesses. One of the unique aspects of this programme is that, through a change simulation and a series of diagnostic tools, you have the opportunity to gain insights into your change management capabilities.

- What is your personal approach to change?
- How vulnerable are you to common traps in leading change?
- How good is your ability to motivate and inspire others?

## Consolidating learning and creating an action plan

The value of any programme is the impact it has when you go back to work. This is especially relevant in the context of organisational change. As a consequence, you come in with a change challenge and leave with an action plan that details:

- Personal change leadership development areas and actions
- Priorities for you to work on your change challenge
- Concrete steps to take to address those priorities

## Participant profile

This programme will benefit executives in middle to upper-middle management with at least eight years' experience and those responsible for teams, units or larger divisions of their businesses. It is especially relevant for those in the position to lead strategic change initiatives in their organisations. While individual participants are welcome, applications are encouraged from several managers within the same organisation (up to three managers) who are current or potential members of a change implementation team.

# Our Mission

We bring together people, cultures and ideas to develop responsible leaders who transform business and society.



## Fontainebleau Campus

Our original campus is based in Europe. There, we are nestled in the tranquil forest of Fontainebleau, which offers a pleasant contrast to the sleek, modernist architecture of the campus. The proximity to local French culture keeps us close to our roots.



## Singapore Campus

Our Asia Campus, based in Singapore, was established as an extension of our longstanding presence in Asia. It is situated close to Singapore's bustling city centre and financial district, and benefits from the area's warm climate and culturally rich environment.



## Abu Dhabi Campus

Our Middle East Campus, based in Abu Dhabi, is INSEAD's latest evolution. The campus is located in Al Khatem Tower on Al Maryah Island, right on the midpoint between the city's downtown district, fast-growing Al Reem Island and thriving cultural district on Saadiyat Island.



## San Francisco Hub

Our first official center in North America, the San Francisco Hub for Business Innovation is a state-of-the-art facility which translates our unique global insights and perspective to organisations and business leaders from the US and around the world. Located in down-town San Francisco, just two blocks from the Giants' Oracle Park, the Hub is set to capitalise fully on the Bay Area culture of innovation and the digital transformation of business.

# CALENDAR 2020–2021

PROGRAMME	DATE	LOCATION	LENGTH	FEE*	LEVEL - Applicable to all sessions
Leading Successful Change <sup>(1)</sup>	7–9 October 2020	<b>S</b>	3 days	SG\$9,000	<ul style="list-style-type: none"> <li>– Experienced General Manager</li> <li>– New General Manager</li> <li>– Senior Functional Manager</li> <li>– Functional Manager</li> </ul>
	5–7 May 2021	<b>F</b>	3 days	€7,500	

\*Fee subject to change. VAT/GST shall apply at prevailing rates according to prevailing laws and regulations.  
 (1) Participants are advised to arrive the evening before as the programme starts early in the morning, unless otherwise stated.

**F** France    **S** Singapore

## Practical Information

### CONTACT US

For further information on our Leading Successful Change programme, contact:

#### INSEAD Asia Campus

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Visit our website: [www.insead.edu/executive-education/leadership/leading-successful-change](http://www.insead.edu/executive-education/leadership/leading-successful-change)

### APPLICATION PROCEDURE

Places on the programmes are confirmed on a first-come, first-served basis, taking into consideration applicants' levels and objectives, and the diversity of the classes.

We recommend that you submit your completed application form as early as possible, preferably six weeks prior to programme commencement. The Admissions Committee will review your application and advise you on the outcome as soon as possible. Please do not hesitate to contact us if you have any questions about which programme may best suit your objectives or for any additional information.

**Note:** All our open programmes are taught in English and participants should be able to exchange complex views, listen and learn through the medium of English.

### TUITION FEES\*

The programme fee covers tuition, course materials and lunches on working days, as well as the closing dinner. It does not include travel, accommodation or incidentals. Participants will have to settle accommodation expenses and incidentals before the end of the programme.

\*Fee subject to change. VAT/GST shall apply at prevailing rates according to prevailing laws and regulations.

INSEAD does not discriminate on the basis of race, gender, sexual orientation, religion, national or ethnic origin, age or disability in the administration of its educational policies, admissions policies, scholarship and loan programmes, or employment or other INSEAD-administered programmes.

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### **INSEAD San Francisco Hub for Business Innovation**

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