Leading Organizational Change and Renewal

Faculty Director

Ms Felicity J. McRobb

Founding Member, Insigniam
Consulted, coached and trained some of the most senior executives around the world for over 20 years
Head of graduate programs in London for a leading global education company where she and a team of three expanded its U.K. business by a factor of twenty in just two years.

Felicity is the founding member of Insigniam’s Asia practice since 1993, a leading management consultancy committed to breakthrough performance. She has consulted for, coached and trained senior executives and company leaders around the world, working with over twenty-five nationalities throughout Asia, Europe, The Gulf and the United States. Over the last twenty years, she has had the opportunity and privilege of working with some of the most senior leaders across a broad spectrum of industries. Felicity has also worked with senior leaders throughout the developing world, in villages in Bangladesh, India and Africa, designing strategic roadmaps with them and witnessing the first-hand transformation from poverty to self-sustaining communities. Prior to joining Insigniam Performance in Hong Kong, Felicity was head of graduate programs in London for a leading global education company where she and a team of three expanded its U.K. business by a factor of twenty in just two years.

“It’s a turning point for me in this program…. gained inspiration from others on my own goals and values and valuable tips on how to lead and communicate with others”
- Director, Author Solutions (Directors Leadership Program Participant in 2012)

“Apart from the clarity of how the topics were illustrated and conveyed, it’s more of how Felicity has opened up a stage for a rich and fruitful discussion. Thank you Felicity!”
- President, Dentsu Hong Kong Limited (past participant in 2012)

“Gained immensely on leadership styles and how to approach people with different style”
- Director, Intel (Directors Leadership Program Participant in 2012)
Leading Organizational Change and Renewal

**FACULTY DIRECTOR**

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**PROGRAM SUMMARY**

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<th>Program:</th>
<th>Leading Organizational Change and Renewal</th>
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<tr>
<td>Dates:</td>
<td>4 — 5 September, 2013</td>
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<td>Location:</td>
<td>Shangri-La Hotel, Singapore</td>
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Early Bird 1 (Register & pay by 10 July 2013): $3,350  
Early Bird 2 (Register & pay by 7 Aug 2013): $3,550  
Regular Tuition Fee: $3,650

For limited period only:  
Registration for 2 participants, 10% on 2nd participant  
For limited time only by 7 August 2013, registration for 3 participants, the 4th participant will receive a complimentary seat (one discount scheme will apply)

Program Essence:

Leading an organizational change can be difficult, even for a senior management executive with considerable influence. The change may be complex and require dozens or even hundreds of managers and supervisors to be committed and aligned in implementing the shared vision; resistance to change will be considerable; and the change have to be accomplished while the company continues to serve its customer base.

A merger or acquisition, a new business model, an ERP implementation, or a host of other catalysts may precipitate the change. Most seasoned executives are skilled at drawing up a strategic plan, and charting a course of action. However, to design and execute a strategic roadmap that successfully engages the people of the enterprise to lead the changes remains elusive. Most change initiatives are met with enormous resistance, resulting in failure to achieve the desired outcomes. It is therefore critical that the skills and planning tools for engaging people throughout the organization to lead the changes, become known and practiced.

Note: GST is applicable only to participants from Singapore registered companies.
There are numerous studies that show more than 66% of change initiatives fail or even worse, create a new set of problems. A Deloitte & Touche study indicates that the reasons most often cited for these failures are:

- 60% – Resistance to change
- 42% – Limitations of existing systems
- 39% – Lack of executive consensus
- 28% – Lack of senior executive champion
- 28% – Unrealistic expectations
- 26% – Lack of cross-functional project team
- 25% – Inadequate team skills
- 18% – Ancillary staff involved too late
- 13% – Project charter too narrow

In summary, many of these issues that lead to failure in change and renewal initiatives involve people. A traditional strategic plan is a piece of the puzzle – the elusive pieces of the puzzle center around leadership’s failure or inability to engage the people throughout the organization in the case for change. This lack of engagement has real impacts on business results, growth and shareholder expectations. It is imperative that there is a critical mass of people throughout the organization who not only understand the case for change, but are actively leading the changes.

This program will give you the executive tools, competencies and skill sets to significantly elevate your prowess in leading successful organizational change. You will learn how to design a reliable roadmap to engage the important individuals and stakeholder groups throughout the organization. You will have practice in inspirational leadership that will allow you to generate leadership at all levels of the organization – people aligned and committed to accomplishing rapid and unprecedented results.

Program Details

PROGRAM ESSENCE

In this two-day comprehensive Leading Organizational Change and Renewal executive program, you will learn how to successfully lead a complex change in your organization and mobilize people to be committed and aligned in executing a shared vision. You will discover strategies on how to form a guiding coalition comprised of committed individual and group stakeholders to facilitate the change. Participants will engage in concepts and case studies developed by Harvard Business School and understand how successful business leaders are able to transform and adapt their organizations in new environments. At the end of the two-day program, you will go back to your workplace with renewed perspectives and leadership skills on how to successfully lead changes in your organization and engage in a renewal process.

This two-day intensive and hands-on executive program will be led by Felicity McRobb – a Founding Member of Insigniam’s Asia practice. Felicity has previously led and facilitated the following programs: ‘Executive Director’s Leadership Program,’ ‘Leading a High Performance Organization,’ and ‘Coaching for Extraordinary Results,’ in both Singapore and Sydney, Australia. Her programs have consistently become one of the most highly-rated executive programs at Clariden.

PROGRAM OVERVIEW

There are numerous studies that show more than 66% of change initiatives fail or even worse, create a new set of problems. A Deloitte & Touche study indicates that the reasons most often cited for these failures are:
Program Details

KEY BENEFITS

You will learn the critical skills and tools to design and implement change. This is a highly participatory and practical program. The secret to success is in your participation and the application of what you learn.

In this intensive two-day executive program, you will learn how to:

- Design a case for change that will give you competitive advantage, whether or not you have a “burning platform.”
- Establish a sense of urgency to accomplish the changes
- Create a leadership coalition committed to leading the changes, and aligned on a set of objectives
- Design an organizational context to empower the changes
- Define ‘breakthrough results’ and the kind of leadership required to produce unprecedented results
- Draw up a plan to engage key stakeholders from various cross functional groups to lead the vision
- Overcome people’s resistance to change
- Plan and execute the three key phases of successful change
- Make complex change manageable and break it down into ‘bite-sized’ pieces
- Install a culture with high levels of trust, accountability and performance
- Communicate effectively to accomplish your objectives, inspire and motivate yourself and others
- Rapidly resolve issues, problems and obstacles
- Practice acknowledgement and appreciation – the most under-utilized leadership tool

PARTICIPANT MIX

This executive program is designed for:

- Directors, Vice Presidents, Managing Directors, Managing Partners, Senior Directors, Senior VPs, General Managers and C-Level executives who have strategic responsibilities in their organization and are seeking the critical tools to “how to’s” to change their organizations for competitive advantage
- HR Leaders in organizations who are involved in implementing organizational changes or are advising their C-level executives on successful strategies to implement changes
- High potential global leaders who are leading and managing teams, and wish to be able to engage people across their organizations in new possibilities that produce unprecedented results
Program Outline & Agenda

DETAILED TWO-DAY AGENDA

The promise of this program is to give you the skills and tools to design and implement change. This is a highly participatory and practical program. The secret to success is in your participation and the application of what you learn.

DAY 1

08:30- 09:00  Registration & Morning Coffee
09:00- 10:30  The Case for Change
  • Introductions: Why we are here. What you can expect from these two days
  • Designing ‘The Case for Change’ whether or not you have a “Burning Platform.”
  • Establishing a sense of urgency
  • Why 66% of change initiatives fail
10:30- 10:45  Break
10:45- 12:15  Creating a Leadership Coalition Committed to Leading the Changes, and aligned on a Set of Outcomes
  • Developing a shared vision
  • Creating an organizational context to empower the changes
  • Breakthrough changes require breakthrough leadership
  • Defining ‘Breakthrough’ and the kind of leadership required to accomplish it
12:15- 01:30  Lunch & Networking Break
01:30- 03:15  The Power of How Your Message is Received
  • What can get in the way of your success and how to deal with it
  • What people hear versus what you say
  • Elevating your success in “getting your message across” and people being excited about the changes
03:15- 03:30  Break
03:30- 05:00  Developing a Plan to Engage Individual Stakeholders and Stakeholder Groups
  • How to choose the individuals and stakeholder groups
  • Speaking the vision in many different ways
  • The three key phases of a change initiative
  • The activities in each of the three phases
Program Outline & Agenda

DETAILED TWO-DAY AGENDA

DAY 2

08:30-09:00  Registration & Morning Coffee

09:00-10:30  Developing a Critical Mass of People Across The Organization to Lead the Vision
             •  The power of a compelling future
             •  Taking a stand for what the future holds
             •  Making a complex change manageable and breaking it down into bite-sized pieces

10:30-10:45  Break

10:45-12:30  It All Boils Down to the Actions People Stop Doing and Start Doing
             •  Retiring old practices
             •  Designing new team and organizational practices to anchor the changes
             •  Committed versus uncommitted speaking and listening

12:15-01:30  Lunch & Networking Break

01:30-03:15  Developing Short Term, Long Term and Medium Term Wins
             •  Accountability, Responsibility and Integrity
             •  The language of action: Requests and Promises
             •  Monitoring the changes and making the necessary course corrections

03:15-03:30  Break

03:30-04:50  How to Rapidly Resolve Inevitable breakdowns (Interruptions to Your Commitment)
             •  Distinguishing breakdowns from problems and upsets
             •  Coming up with creative and fast solutions
             •  Acknowledgement and appreciation - critical leadership tools
             •  Breakthrough practices
             •  Conclusion and values from the two days

04:50-05:00  Evaluation Form. Awarding Certificates & Closing of Program
Leading Organizational Change and Renewal

4 - 5 September 2013 | Shangri-La Hotel, Singapore

REGISTRATION PAGE

Booking Contact (Approving Manager) Mr/Mrs/Ms: __________________________
Job Title: __________________________ Department: __________________________
Telephone: __________________________ Fax: __________________________
Email: __________________________
Organization: __________________________ Address: __________________________ Postal Code: __________________________

I would like to receive more information on hotel accommodation using Clariden Global corporate rate.

Please register the following participant(s) for this Program:

1st Participant Name (Mr/Mrs/Ms): __________________________
Job Title: __________________________ Department: __________________________
Telephone: __________________________ Fax: __________________________
Email: __________________________ Date of Birth: __________________________

2nd Participant Name (Mr/Mrs/Ms): __________________________
Job Title: __________________________ Department: __________________________
Telephone: __________________________ Fax: __________________________
Email: __________________________ Date of Birth: __________________________

3rd Participant Name (Mr/Mrs/Ms): __________________________
Job Title: __________________________ Department: __________________________
Telephone: __________________________ Fax: __________________________
Email: __________________________ Date of Birth: __________________________

4th Participant Name (Mr/Mrs/Ms): __________________________
Job Title: __________________________ Department: __________________________
Telephone: __________________________ Fax: __________________________
Email: __________________________ Date of Birth: __________________________

PROGRAM FEES

☐ 1st EARLY BIRD FEE: S$3,350 (Registration and payment must be received by 10 July 2013)
☐ 2nd EARLY BIRD FEE: S$3,550 (Registration and payment must be received by 7 August 2013)
☐ REGULAR FEE: S$3,650

GROUP DISCOUNT: For 2 registrations from the same company and billing source, the 2nd participant enjoys a 10% discount. One discount scheme applies per company.

Note: GST is applicable only to participants from Singapore registered companies.

Important Notice: Payments are required with registration and must be received prior to the course to guarantee your place.

PAYMENT METHODS

BY CHEQUE / BANK DRAFT: Made payable to CLARIDEN GLOBAL INTERNATIONAL LIMITED and mail to:
3 International Business Park, #04-29, Nordic European Centre, Singapore 609927.

BY TELEGRAPHIC TRANSFER TO:
Bank Name: Standard Chartered Bank
Branch Code: 001
Bank Address: 6 Battery Road, #01-01, Singapore 049909
Bank Account No: 0107775042
Bank Account name: CLARIDEN GLOBAL INTERNATIONAL LIMITED
Bank SWIFT Code: SCBLSGSG

Please note that all bank charges are to be borne by participants. Please ensure Clariden Global receives the full invoiced amount.

Note: Please include invoice number on all payment types and your company’s name in your payment instructions for our reference.

CREDIT CARD:
To make payment by credit card, please call our client services hotline at +65 6899 5030.

4 WAYS TO REGISTER

Email: admissions@claridenglobal.com
Fax: +65 6567 4328
Call: +65 6899 5030
Website: www.claridenglobal.com

DATE AND LOCATION

This executive program will be held at:
Shangri-La Hotel, Singapore
4 - 5 September 2013
22 Orange Grove Road, Singapore 258350
Tel : +65 6737 3644
Fax: +65 6737 3257
Website: http://www.shangri-la.com/en/property/singapore/shangri

The fee for this two-day executive program includes all written materials, lunch and refreshments.

HOW TO REGISTER AND PAY

An invoice and registration confirmation will be sent within 7 days, please contact us if you have not heard from us within 7 days. Payment can be made by credit card, by bank transfer or by cheque.

ALL PAYMENTS MUST BE RECEIVED IN ADVANCE OF THE EVENT.

ACCOMMODATION

Accommodation is not included in the program fee but you will be entitled to use our corporate rate for your accommodation. Information will be sent along with your registration confirmation.

SPONSORSHIP

INTERESTED IN PROMOTING YOUR ORGANIZATION TO OUR PARTICIPANTS

For more information on sponsorship, tabletop displays & insert opportunities, please contact us at 6899 5030.

CANCELLATIONS AND SUBSTITUTIONS

Once we have received your booking, the place(s) are confirmed. No refunds will be made for any cancellations, however, program credits of equivalent value only applicable for Clariden Global events will be provided. Credits can only be redeemed for 1 program and is valid for only one (1) year from date of issue.

Substitution with a qualified candidate is allowed by providing at least 5 working days of advance notice to Clariden Global. One time substitution is allowed with no charges. Subsequent substitutions will be charged 10% admin fee.

ALL CANCELLATIONS MUST BE RECEIVED IN WRITTEN FORM

PLEASE NOTE: Clariden Global reserves the right to change the content and timing of the programme, the speakers and the date and venue due to reasons beyond their control. If in the unlikely event that the course is cancelled, Clariden Global will refund the full amount and disclaim any further liability.

ENQUIRIES: If you have any queries about registration or payment please do not hesitate to contact our client services department on +65 6899 5030.

PRIVATE DISCLOSURE STATEMENT: Any information provided by you in relation to this event is being collected by Clariden Global and will be held in the strictest confidence. It will be added to our database for the primary purpose of providing you with information about future events and services.

Visit us at www.claridenglobal.com for upcoming events

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