Workshop: Change Management in Administrative Settings

odcp consult gmbh, Switzerland / Training course in condensed mode

Course Description

In searching for the best adaptation to changed circumstances and in seizing on opportunities, public organizations modify their internal steering and service systems. If organizational change is managed in a sustainable manner, it must build on the experience of involved actors in order to facilitate institutional learning. Change management is the state of an organization in transition in order to plan and achieve that change.

Despite the existence of an extensive body of literature on change management, the international development community has paid little attention to the practical side of what works and why in terms of organizational change. Moreover, the bulk of literature has been written from the vantage point of those who support organisational change processes from the outside, and not from the perspective of those involved in such processes.

This workshop focuses on practical concepts and tools gained from the experience of institutional reforms. Upon completion of this course, participants are expected to have developed skills and to have a working knowledge of the following:

- Basics and concepts of organizational change management
- An applied view on change management gained from their own cases
- Skills to determine objectives of change and to plan for the process of change
- Skills to cope with resistance to change and the ability to identify ways of intervention

Course Format

The course is grounded in a participatory training approach, meaning that theoretical and conceptual inputs are constantly confronted with participants' experiences. More precisely, the course is structured into three separate days, each subdivided into blocs, whereby each bloc is composed of presentations by the trainer, working groups to allow for skill-application and/or panel discussions. - The course will take place in an intensive format in three days.

After the course the participants present a working paper (max. 5 pages) on the use of 1-2 tools, or about relevant aspects of a living change process, or about one piece of recommended literature. The facilitator will revise and qualify these papers.

Course Objectives

This course does in fact have two related objectives: not only does it want to familiarize the participants with underlying approaches and the key concepts of organizational change, but moreover does it seek to place these approaches with the professional contexts of participants.

Upon completion of this course, the participants should have an understanding and working knowledge of the following:

- The context of organizational change in the public sector
- Milestones and basic approaches to change
- Basic models of organizational understanding and diagnosis
- Phases and concepts of organizational change process and learning
- Consultancy and monitoring of organizational change and development

Course Assignment

As this training builds on the MPM an optional non major course, before the course the participants will get a copy of selected readings. Additional preparatory work will not be required. However, participants are asked to revise the handout and to prepare a Case Paper of no more than 5 pages with 1,5 spacing on ground of their professional experience in one of the three following issues:

(i)   Presentation of a case of organizational case, using at least one of the presented concepts.

(ii)   Presentation of one selected aspect of a change process (e.g., building a vision, backstage and front stage, analyzing obstacles and potentials, managing resistance towards change, dealing with the diversity of perceptions, etc.

(iii) Critical review of a book out of the recommended literature.

The purpose of this assignment is to give participants the opportunity to reflect upon a specific aspect they have been copying with and to link up conceptual thinking with their own experience.

Course Schedule

The course is structured into three separate days. Thursday and Friday are each structured into sessions spread along four 90 minutes blocs: 1 (9:15-10:45), 2 (11:00-12:30), 3 (13:45:00-15:15), and 4 (15:30-17:00), Saturday with three sessions of 90 minutes blocs: 1 (9:15-10:45), 2 (11:00-12:30), 3 (13:45:00-15:15). Sessions will take place in the seminar room 220, House 5, Park Babelsberg, if not otherwise announced.

The course consists of 11 modules.

Day 1 / Part 1: Understanding what happens

Objectives: The objective of this first day is three-fold. First, an intro session is dedicated to surveying public sector reforms, looking at obstacles and lessons learned.
Secondly, participants will get some basic and practical concepts used for understanding and analyzing organizational key issues. Thirdly, participants should apply these concepts on real cases out of their own experience.

Structure of the day
1. The context of organizational change in the public sector
2. Milestones and basic approaches to change
3. Basic models of organizational understanding / diagnosis and their application
4. Working Groups: application of concepts

Day 2 / Part 2: Preparing for intervention

Objectives: During this second day, participants will present and exchange their cases and learn to apply the concepts. Secondly, they acquire a systems approach and define a change project.

Structure of the day
5. Presentation and discussion of cases
6. Basics of systems approach and its application

7. Definition of change projects
8. Working Groups: Application of systems analysis and definition of change projects

Day 3 / Part 3: Conducting intervention

Objectives: After the review of the change projects, consequently the participants will analyze the dynamics that shape the space for intervention. They will apply tools that help to plan and monitor intervention.

Structure of the day
Besides the critical discussion of cases, the third day will allow for the practice of supportive intervention based on these cases in order to manage resistance and to solve problems of the change process.
9. Presentation and discussion of systems analysis and change projects.
10. Force field analysis, dealing with resistance and shaping intervention
11. Wrapping up, review, open window and Fish Bowl

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