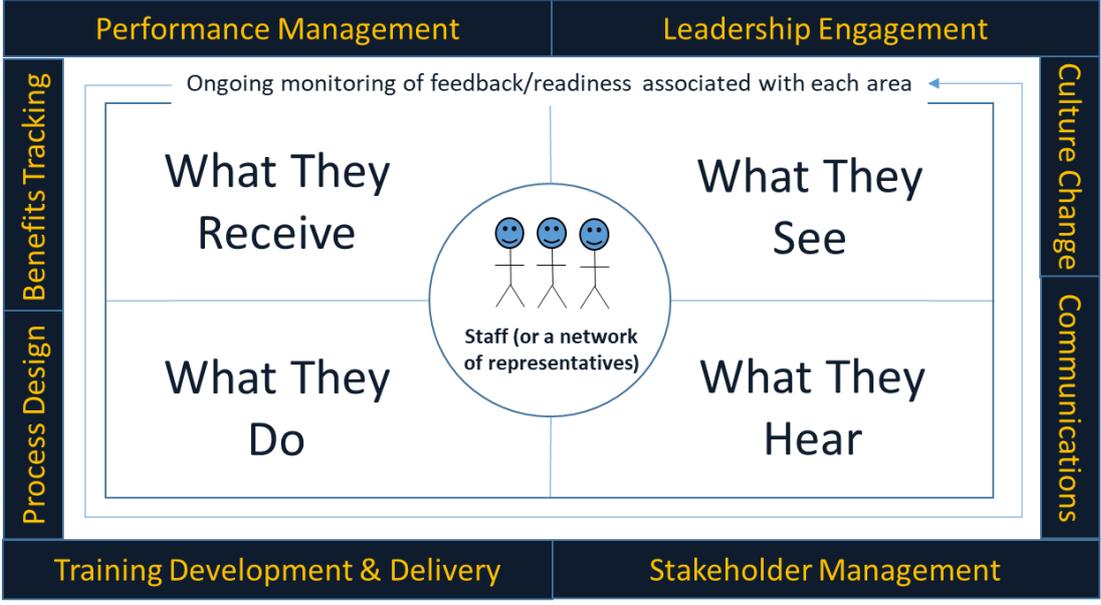|	
Workshop Title	**Managing Change to Deliver Anticipated Benefits**
Why invest in this workshop?	Over 50% of projects fail to deliver the benefits anticipated at their conception because they fail to sufficiently involve those that will make the change happen
Who is it for?	Those involved in designing, delivering or overseeing business change programmes
What output(s) will attendees learn to produce?	Attendees will complete templates for each area shown in the framework below that will ensure change is supported by what people see, hear, receive and do
How will they produce it?	**MODULE 1: What they see** **1a (30 mins): Develop a governance structure and change network** **1b (1 HR): Complete a leadership capability assessment and action plan** **1c (1 HR): Complete a culture assessment, gap analysis and action plan** **MODULE 2: What they hear** **2a (30 mins): Develop a change strategy to support the emotional cycle of change** **2b (1 HR): Complete a stakeholder analysis of impact, commitment & influence** **2c (1 HR): Develop a stakeholder management and communications plan** **2c (1 HR): Complete a change readiness assessment and associated strategy/plan** **MODULE 3: What they do** **3a (1 HR): Use a process mapping template to define AS-IS and TO-BE processes** **3b (1 HR): Create a customer/employee journey map** **3c (1 HR): Complete training templates (TNA, Plan, Content and Logistics Checklist)** **MODULE 4: What they receive** **4a (1 HR): Develop a high-level business case that breaks down individual benefits** **4b (30 mins): Complete a benefits realisation plan to track benefit delivery** **4c (1 HR): Break down KPIs and align performance management frameworks**

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Format	Attendees will complete a mixture of paper-based change management templates in groups as well as some MS office based templates on individual laptops based on a change that they expect to be involved in
Duration	2 Days (for full course) or can be broken down into modules/sub-modules as above
How Success Measured	Comparison of anticipated benefits of a change prior to and 12 months following its implementation
Course Variant	This course gives a high-level overview and an opportunity to complete part of the associated templates. Each module can be expanded into a full day to understand the areas and to complete the templates in more detail.

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Workshop Title	Developing a Robust Business Case / Benefits Model
Why invest in this workshop?	Because many investments are instigated based on an idea that the change will save money/increase revenue without proving the logic or sensitivity of those benefits
Who is it for?	Managers/Project Managers or others responsible for developing business cases
What output(s) will attendees learn to produce?	Attendees will produce benefit summaries like the one below to evidence the return they anticipate from a particular investment/change. They will also collate benefits into an overall financial statement with a supporting business case narrative.

Benefit Owner	HR Director		Benefit Type	Cost Avoidance
Description	Improve quality of management through training		Assumptions	Assume training will reduce those leaving due to management by 50%
Metric Improved	Staff Turnover			
Actual	20%		Dependencies	Identification of suitable trainer
Target	15%			
Discount Rate	5%		Validated By	CEO

Year	2018	2019	2020	2021	2022	2023	2024
Benefit - Most Likely	£0	£100,000	£100,000	£100,000	£100,000	£100,000	£100,000
Benefit - MAX	£0	£120,000	£120,000	£120,000	£120,000	£120,000	£120,000
Benefit - MIN	£0	£80,000	£80,000	£80,000	£80,000	£80,000	£80,000
Operating cost							
Capex cost	£20,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000
TOTAL COST	£20,000	£5,000	£5,000	£5,000	£5,000	£5,000	£5,000
NET CASH FLOW	£20,000	£95,000	£95,000	£95,000	£95,000	£95,000	£95,000

Net Present Value	£440,182		IRR	475%		PAYBACK	2 YEARS

Supporting Information (Calculations and Benefit Logic)

Exit interviews indicate 50% of staff leave due to managers or reasons related to poor management (communication, development etc.). 50% reduction in this = 25% turnover reduction. Average cost to hire staff member is £5k and current turnover is 100/annum. Expected turnover reduction is therefore 20/annum with a cost reduction of £100k/annum.

How will they produce it?	**MODULE 1: Identification of benefits**

MODULE 1: Identification of benefits

1a (30 mins): Understand the difference in an outline vs. detailed business case

1b (30 mins): Define a metric improvement that will drive revenue/cost reduction

1c (1 HR): Write a benefit logic by stating volume/value drivers and assumptions

1d (30 mins): Document benefits and costs on a cash flow forecast

MODULE 2: Production of the financial statement

2a (30 mins): Collate benefit/cost statements into an overall financial statement

2b (1 HR): Calculate decision making measures: Discount Rate, NPV, IRR & Payback

2c (30 mins): Calculate sensitivities: MAX/MIN values and decision change point

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	MODULE 3: Completing the business case narrative **3a (30 mins): Explain the options considered and preference vs. base/do nothing** **3b (30 mins): Identify risks to the realisation of the business case** **3c (30 mins): Develop a benefits realisation plan to track and ensure their delivery**
Format	Attendees will complete a benefit statement in an Excel template on laptops for an investment/project they are aware of. They will see how benefits are automatically collated into a financial statement and summary measures. Finally, they will complete a narrative to summarise the business case in a MS Word template.
Duration	1 Day (for full course) or can be broken down into modules/sub-modules as above
How Success Measured	Comparison of the number of business cases being approved upon first submission before and after the training

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Workshop Title	**Developing a Transformational Training Programme**
Why invest in this workshop?	Because training programmes/courses that are not well planned, structured, delivered and followed-up will not change behaviour or improve performance
Who is it for?	Anyone with responsibility for defining, developing or delivering training courses
What output(s) will attendees learn to produce?	Attendees will produce an outline for a training programme as per the example below and will learn to use templates (*) to develop it further beyond the course.

Project stage	Project Initiation	Project Planning	Project Execution	Project Closure
Potential training programme elements	Define training strategy*	Workshops/ webinars to obtain feedback on training materials as they are developed	Train the trainer events*	Videos/ Workshops/ Webinars to support post go-live
	Online training to build understanding of reasons for change		Classroom*/ computer* based training	
			Improve materials on an ongoing basis based on feedback	Follow-up training where benefits not realised*
	Training Needs Analysis*	Training Pilot		
	Ongoing communications and training messages*			

How will they produce it?	**MODULE 1: Planning training** **1a (30 mins): Understand the theory: Kolb cycle, Honey/Mumford Learning Styles** **1b (1 HR): Define training strategy: Objectives, format evaluation (TTT, e-learning, classroom, web-based, video-based), roles/responsibilities and the roll-out plan*** **1c (1 HR): Use a training needs analysis to group requirements into courses*** **MODULE 2: Developing materials** **2a (1 HR): Use a task breakdown structure/"rule of 3" to define & order content*** **2b (1 HR): Decide the best mix for learning styles: presentation, Q&A, group/ individual exercises, role play, videos, posters, computer-based demo/practice etc.** **2c (30 mins): Structure training days with an introduction, content and summary*** **2d (30 mins): Define a workshop/pilot course agenda to refine materials/approach** **MODULE 3: Delivering training** **3a (30 mins): Prepare for training: logistics checklist*, practice and room set-up** **3b (30 mins): Understand Tuckman and Jensen stages of group development** **3c (2 HRs): Use techniques to vary delivery, facilitate discussion and manage time** **MODULE 4: Following up to ensure benefits are realised** **4a (1 HR): Develop initial feedback vs. long-term benefits tracking approaches*** **4b (30 mins): Use feedback to refine materials and the follow-up approach** **4c (1 HR): Identify follow-up options: webinar, video, simulation, blog, QRGs***

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Format	Attendees will be asked to come to the training with a training programme/course in mind that they wish to develop. In sections with an asterisk above they will complete elements of MS office templates on laptops that would support that programme/course. Other sections will involve exercises/discussion to apply each concept.
Duration	2 Days (for full course) or can be broken down into modules/sub-modules as above
How Success Measured	Option to have feedback collected from managers before and 6/12 months following the course to assess if training development/delivery skills have improved
Course Variant	Other courses can be provided for specific roles that expand on certain modules: • Learning and Development Managers: Expanding on modules 1 and 4 • Trainers: Expanding on modules 2 and 3 and brining in elements of the presentation/facilitation skills training courses later in this brochure • Managers: Focusing on needs identification, training options and follow-up

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