

LEADING CHANGE

A two-day program to help you lead change initiatives that succeed

Change is essential to organizational growth and progress. Yet researchers report that over 60 percent of change projects (such as implementing a new strategic plan or enterprise software) fail to achieve intended results.

Through this intensely focused, hands-on program, you'll learn research-based frameworks, models and strategies that will make you become a stronger leader of change within your organization.

The Bottom Line Value to You and Your Organization

You'll learn ideas and techniques you can apply right away, including:

- How to ensure that change projects succeed (and how to apply course learning to a current change project in your organization)
- How to identify common mistakes in order to avoid and anticipate barriers to change
- Understand how to build support for embracing and sustaining change
- Useful strategies to leverage technology for change

"I am absolutely delighted that I chose to attend Leading Change. It has completely changed my focus concerning the character of businesses and the possibilities for change on both the global and individual levels."

"If you want to get a fresh perspective on how to best lead change in your organization—this course is a must! Concepts are taught that you can apply tomorrow."

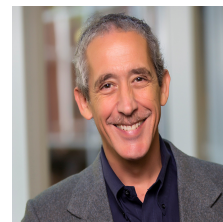


Your Instructor*

Ray Friedman, PhD

Brownlee O. Currey Professor of Management Associate Dean of Faculty and Research Vanderbilt Owen Graduate School of Management

Professor Friedman has taught Leading Change for over 6 years to MBA students. Professor Friedman's interest around the



impact that change has on individuals and organizations began when he completed his dissertation on labor negotiations.

Friedman quickly realized that negotiations often spur organizational change and that strategies must be in place for change management. Professor Friedman has worked with the Department of Labor to develop negotiation frameworks that built in strategies for change management to decreased fear and increased trust. Professor Friedman states that leading change effectively is about managing fear, allowing for vulnerability and developing implicit trust. Change management is about more than applying theories, it is about understanding organizational structures, the individuals in key roles and the overall culture of the organization.

Leading Change – Sample Program Schedule*

	Day 1	Day 2
AM	<ul style="list-style-type: none"> • Introduction: Change Management Basics • When Change Goes Wrong 	<ul style="list-style-type: none"> • GlobalTech Simulation
PM	<ul style="list-style-type: none"> • How Leaders Drive Change • Helping Individuals Change • Day 2 Preparation 	<ul style="list-style-type: none"> • Debrief Simulation Results • Change to a High-Performance Culture • Guest Speaker • Feedback & Wrap-up

Classes typically run from 8:30 AM to 4:30 PM (Central). Breaks are scheduled in AM, PM and for lunch. Schedule is subject to change.

Who Should Attend

- C-Suite executives
- Mid-level managers
- Project managers engaged in change initiatives

Cost

\$2,410

Cost includes tuition, instructional materials, continental breakfast and lunch (all days).

**Program content and faculty subject to change; check website for details.*



“This program is a high value, high impact reality check that you already are—or need to be—a change agent.”

About Vanderbilt Executive Education

Vanderbilt Executive Education at the Owen Graduate School of Management offers proven and practical programs to help individuals and organizations refresh, engage and strengthen management expertise. Short Programs for individuals are short, highly focused programs in areas of Leadership, Management and Strategy. Custom Programs for organizations are custom-built and are uniquely tailored to help each client tackle a specific organizational need or to achieve its developmental goals for established and emerging leaders.

Conveniently located near downtown Nashville, Vanderbilt Owen Graduate School of Management is ranked as a top institution by *BusinessWeek*, the *Wall Street Journal*, *U.S. News & World Report*, *Financial Times* and *Forbes*.

Visit our website for more information regarding programs and schedules, faculty biographies, online registration and maps and directions.



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