

*“Applying Relational Thinking can help explain many of the more perplexing challenges businesses face today.”*

*Paul O'Donnell  
Chairman, Ogilvy Group UK*

*“Dialogue with Relationships Foundation has helped me to understand more about delivering public services, managing large organisations and handling communities in conflict.”*

*Sir Joseph Pilling  
Identity Commissioner and  
former Permanent Under Secretary to the Northern Ireland*

# Change That Works

*Getting Relationships Right to  
Drive and Lead Change Effectively*

12 October 2010  
Central Cambridge  
(venue to be confirmed)

*Includes:  
~ complimentary online assessment of a selected  
relationship using our Relational Health Audit  
~ complimentary one-hour follow-up advice  
and post-course consultation*

Change is now a core competence for business and public services. In many cases, it is also a crucial stepping stone to high performance. To increase the success rate of change, a new approach that emphasises the importance of relationships is needed.

By attending the course participants will:

- be equipped to do change differently and avoid the pitfalls that have reduced the success of many change initiatives;
- acquire the ability to see organisational change through a relational filter and to get the relationships that are critical for the change process right;
- obtain the insights into how change can be done and managed in a way that leads to high performance (in the public sector, this is despite budget cuts and layoffs); and
- begin to apply their learning to develop and implement change initiatives that will be more effective, sustainable and successful.

## About the course

“The only constant today is change” is fast becoming a truism for organisations trying to keep pace with the rapidly evolving landscape that influences the way we do business, manage organisations and deliver public services. The challenges presented by disruptive technologies, changing consumer trends, rising energy prices and production costs, competitors’ innovation, climate change, new ways of communicating, and imminent cuts in public sector budgets and overall public investments all necessitate leaders to initiate, drive, lead and manage the organisation’s response, be it reactive or proactive. What is certain, though, is that two imperatives define the leadership agenda today:

*Business as usual is dead – change or die.<sup>1</sup>*

*The era of flagrant public spending is history – enter the era of getting more for less.*

Leaders, executives and managers in both private and public sectors all know that organisational change initiatives have the highest likelihood of success if they are driven by visible support from the sponsor and top management, when employees and subordinates know what they have to do to support the change, and when adequate resources are allocated for the process. Yet approximately 70% to 75% of major organisational change initiatives still fail to meet the expectations of key stakeholders.<sup>2</sup> Enhancing employee engagement and obtaining discretionary effort from employees are well-known pre-requisites for successful continuous change. Yet only 21% of employees regularly feel engaged in their work and willing to go the extra mile.<sup>3</sup>

At the same time leaders in the public sector are also grappling with the change implications on employee morale and performance brought about by budget cuts and imminent layoffs. Many are wondering what must be done in order to deliver the quality public services that taxpayers expect in the face of significantly reduced financial resources, manpower and a decentralised structure that the Government’s Big Society idea implies.

In the quest to find the elusive breakthrough to change that is effective and sustainable, leaders are beginning to challenge the orthodoxy of change management thought leadership that has been a feature of management education and popular leadership literature for decades. Many now realise that there must be a better and more sustainable way of doing change.

This course is specially designed to equip leaders with the skills and insights to approach change differently, that is by **getting to the heart of what makes change most effective and sustainable – relationships**. Leaders will be provoked and challenged to take on a completely new way of thinking – a new relational paradigm that alters the way change is driven and led. Participants will be shown how relationships can be systematically analysed and intentionally strengthened to effect change that works and lasts.

1. In addition to Jack Trout’s time-honoured “differentiate or die” mantra for marketers.

2. Mourier, P. and Smith, M. (2001), *Conquering Organizational Change: How to Succeed Where Most Companies Fail*, Atlanta, GA: CEP Press.

3. Towers Perrin (2007), *The 2007 Global Workforce Study*, Stamford, CT: Towers Perrin.

## Instructors

**John Kay** is Director of Change Management in Transforming Business at the University of Cambridge. He studied Natural Sciences and Management Studies at Cambridge University before working in the early implementations of IT in ICI and Shell. Since then he had been a manager and partner of PA Consulting Group, one of the world’s leading management and technology consulting companies. With experience spanning more than 30 years, John is an expert on high performance organisations, managing change, coaching business leaders and optimising intellectual and human capital.

**John Ashcroft** is the Research Director of the Relationships Foundation. He has led the Foundation’s work on assessing and developing relationships, and on the development of *Relational Thinking* as a policy and organisational agenda. He has also been involved in consultancy and training for a wide range of private, public and third sector organisations. His recent client and speaking engagements have included Relationships First Singapore, the Commission for Rural Communities, BT and the Cabinet Office. He played a key role in developing the *Relational Health Audit* psychometric tool, and has co-authored and contributed to several key publications. John holds degrees from Oxford University and King’s College, London.

## Learning methods

The course is designed to be both relaxed and yet highly stimulating and thought provoking. It offers an optimal mix of seminars, interactive learning by analysis, case studies and group exercises. Discussions will also be drawn from participants’ own leadership contexts, hence allowing for the most current and pressing issues to be explored and addressed. All participants will be required to complete a short *Relational Health Audit* online before the course. Results from the exercise will better inform the discussion and pinpoint specific areas where relationships need to be addressed in a structured manner so as to enable effective change.

## Key learning objectives

The course will enable participants to develop their own solutions to the following specific issues that affect the success of change initiatives:

- why organisations change, the key contemporary catalysts for change and why an improved approach to leading change is necessary;
- the true but often glossed-over reasons why change initiatives fail or are unsustainable;
- the added value a relational approach brings to a change initiative and to your organisation as a whole;
- how a relational language enables leaders to strategise, instigate, communicate and manage change more effectively;
- how to use a practical framework – the *Relational Proximity Model* – that helps you measure and analyse the quality and strength of relationships that are critical for the change process;
- how to apply practical relational tools in the context of leading organisational change or transformation programmes; and
- how to increase the relational capital of your organisation.

*“I am now more familiar with a structured approach towards viewing and managing relationships within an organisation.”*

*SyenHuei Hong*

*former Associate Project Director, Razorfish Hong Kong /  
a Relationships Foundation course delegate*

## Course outline

### Pre-course *Relational Health Audit* online exercise

#### The purpose of change

- Why do organisations embark on change or transformation initiatives?
- What are the different kinds of transformation initiatives, and what do they involve?
- Change sponsors and change agents – who are they?

#### Why change has not been successful

- How do most leaders do change and what are the often-touted “best practices” of change management?
- The true reasons why many change or transformation initiatives fail – what business schools and popular literature fail to tell you.
- What are the key challenges and pitfalls leaders face in driving and leading a *successful* change?

#### Unlocking the door to successful change

- The need for a new paradigm: might relationships be the answer?
- Uncovering the brutal truths: why do people find relationships and relational issues hard to tackle?
- Why is there often a disconnect between relationships in theory and in practice?
- The relationships that are most critical in a change process.

#### The keys to relational change: understanding relational proximity

- Introduction to the *Relational Proximity Model*: directness, continuity, multiplexity, parity and commonality.
- How do the five dimensions interrelate and affect the change process?
- How to influence and intervene in relationships to enable effective change.

#### Discussion on the outcomes of the *Relational Health Audit*

- How the RHA helps in systematically analysing the state of relationships in an organisation.
- What insights can we gain from the RHA and what are the implications on the effectiveness of the change initiative?
- From learning to practice: answering the “what can I do?” question following the audit.

#### Case studies and group exercise, including application, discussion of participants’ cases and exploration of potential scenarios

### About Relationships Foundation Consulting & Leadership Development

Our mission is to help leaders, decision-makers and executives get relationships right in order to drive business performance, deliver quality public services and enhance personal effectiveness. We specialise in helping them make the proverbial “quantum leap” from viewing strong and effective relationships as a cliché to identifying, developing and managing key internal and external relationships in ways that will translate into meaningful and breakthrough outcomes. We are a wholly-owned unit of the Relationships Foundation, the Cambridge-based think tank for a better connected society and a UK registered charity. RF believes that a good society is built on good relationships, from family and community to public service and business. RF studies the effect that culture, business, policy and government have on relationships, and campaigns on issues where relationships are being undermined. RF is non-partisan and works with a wide range of leaders in business, academia, public services and politics to implement relational ideas.

# COURSE REGISTRATION FORM

## Change That Works: Getting Relationships Right to Drive and Lead Change Effectively

12 October 2010; Central Cambridge (venue to be confirmed)

### Course fee \* (inclusive of coffee breaks, lunch, course documentation, online Relational Health Audit and post-course consultation \*\*)

Normal rate	£449 per delegate
Group rate*** (three or more delegates)	£405 per delegate
Public/third sector rate	£399 per delegate

\* No VAT is charged on course fee.

\*\* Delegates are entitled to consult with us via telephone for follow-up advice for up to one hour in the six months following the course.

\*\*\* Applies to three or more delegates from the same organisation.

### Payment and cancellation policy

The full course fees are payable in advance in Pound Sterling. Substitution is allowed for registered delegates. A 10% administration charge will be levied on cancellations up to two weeks before the course. No refund for cancellations within two weeks prior to the course. Registered delegates who fail to turn up and do not cancel at least two weeks prior to the course will be charged the entire course fee.

#### Registration details

##### Delegate 1

Title: \_\_\_\_\_ Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

##### Delegate 2

Title: \_\_\_\_\_ Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

##### Delegate 3

Title: \_\_\_\_\_ Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

##### Organisation

Organisation name: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

#### Payment method

##### By cheque payable to "Relationships Foundation"

Total amount: \_\_\_\_\_

Cheque number: \_\_\_\_\_

Issuing bank: \_\_\_\_\_

Please send cheque and this completed form to:  
Relationships Foundation  
3 Hooper Street  
Cambridge CB1 2NZ

##### By credit card

Please visit our website  
[www.relationshipsfoundation.org](http://www.relationshipsfoundation.org) for  
instructions on how to register and pay online.

#### Registration contact

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#### Accommodation

For delegates requiring accommodation overnight in Cambridge, please see our website [www.relationshipsfoundation.org](http://www.relationshipsfoundation.org) for a list of recommended accommodation (with hyperlinks) within close proximity to the course venue.