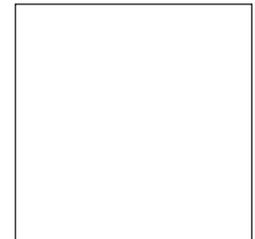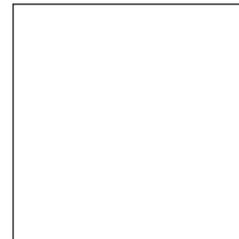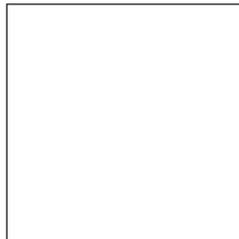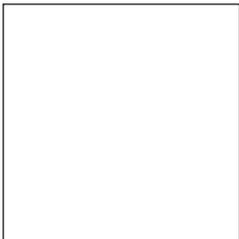# Accountability-Based® Change Leadership (ABCL)

a one-day training program for executives and managers

This one-day program is part workshop and part working session, where managers at all levels learn to lead change in a way that not only achieves the success inherent in the change but at the same time results in performance improvement. Using an Accountability-Based approach to planning, communicating and implementing change, participants learn strategies and skills for achieving major change in compressed time frames while improving morale and building an Accountable culture at the same time.

In the first section, "Planning the Change Effort," participants learn the value of linking the change effort to the organization's strategic business initiatives as well as to the external drivers requiring change. Participants gain insights into what to expect from a change effort in terms of typical reactions and accountable responses, from conception to accomplishment of the change effort. Changing the mindset from "achieving" a change – which can be undone–to a mindset of "embodying" the change is described and reinforced. Finally, participants learn and apply an Accountable Process of Change that focuses on changing habits of performance execution along with the development of Proactive Recovery Planning© to address the unexpected breakdowns or setbacks that occur along the way.

In the second section, "Implementing Change," participants discuss the six stages of implementing change the Accountable way. Participants learn to avoid the typical traps of implementing change that causes breakdowns or setbacks. Also, managers will discuss the impact of the "discouragement trap" that impacts employees at all levels and is often mistaken for resistance or a setback to the change effort. Finally, in this section, participants will receive essential keys for communicating change in a way that influences people to take action and embrace the change even before they have "buy-in" for the change effort. As a result, participants will develop their own plan for a change effort they are leading.

In the third section, participants learn strategies for developing support during a difficult change. After understanding typical reactions to change, participants learn and apply a skill for facilitating Interaction Agreements to create a support system for change.

Finally, "Responding to Obstacles," is dedicated to assisting managers in anticipating future changes based on an assessment of organizational and external environmental conditions that influence the need for change. Participants leave this program with a clear understanding of why previous change efforts failed and with the strategies, processes and techniques for planning and leading successful change efforts.

Purpose and Outcomes

- Apply an outcome-driven approach to implementing change which creates clear criteria for success while simultaneously considering the cultural issues that could prevent success
- Implement strategies for communicating change to most effectively elicit support and action
- Develop critical thinking and questioning skills to assist in the planning of change
- Apply an Accountable Process for Change that identifies habits of performance execution that need to shift in order for the change effort to be successful
- Create Proactive Recovery Plans to ensure success even when setbacks occur
- Learn and practice facilitation techniques geared toward building support for addressing difficulties that occur during a change effort

One-day Agenda and Deliverables

Planning the Change Effort

- Understanding the drivers that provide the context for change
- Implementing Accountability-Based change
- Changing habits of performance execution in addition to improving processes and developing skills
- Application Activity: Preparing for team improvement associated with change
- Application Activity: Implementing an Accountable process for change

Implementing Change

- Six stages for implementing change
- Planning implementation the Accountable way
- Facilitating Accountability during a change effort
- Effectively communicating change to elicit support and action
- Application Activity: Developing an Accountable communication plan
- Application Activity: Planning the implementation of change

Responding to Obstacles

- Critical-thinking questions related to change
- Developing Proactive Recovery systems
- The Personal Accountability Model and leading change
- Application Activity: Developing interaction agreements for creating a support system for change

Anticipating Future Change

- Future trends of external drivers for change
- Internal changes impacting your team
- Developing your team to prepare for change