

EFFECTIVE CHANGE AND CRISIS MANAGEMENT



International School
Of Management

— UNLOCKING KNOWLEDGE —

INTRODUCTION



Nowadays, crisis management is a fundamental part of strategic management and the effective and efficient survival of organization is typically considered as a strategic goal. By utilizing the findings of crisis management and its combination with the achievements of strategic management, the managers attempt to prevent unpredictable dangerous waves.

Crisis management can be considered as a scientific major, generally in the area of strategic management and it is a process for the prevention of crisis or minimizing its effects at the time of a crisis occurrence and for accomplishing the process, the worst conditions should be planned and then methods should be searched for managing and resolving them.

However, when change initiatives are not well presented and managed; the resulting experience may be more of a crisis situation than change. Furthermore, businesses seem to have generally entered the age of crisis. Every day another major company enters the headlines, and usually not in a flattering context.

These trends are further amplified by an ever-faster-moving global news cycle and are scrutinized by activists, interest groups, and an increasingly sceptical public. Crises have been frequently conceptualized as threats, but on the flip side, they can also provide opportunities but seizing such opportunities requires a close connection to the company's position in the marketplace as well as strategic frameworks for effective crisis response.

Increased globalization and the use of information technology have further accelerated these trends. Moreover, as political activists, NGOs and the media begin to recognize the increasing importance of businesses in bringing about social change, companies will find themselves the target of activists that hope to advance their cause.

One of the key challenges presented by these developments is that they do not arise from the usual, contract-based interactions that characterize "normal" business interactions but from sincere efforts to innovate and make happen positive changes that fulfil the vision of organisations.

This course is delivered based on experiential-learning: a rich set of case studies and simulation exercises that balance the theoretical and conceptual frameworks and will help students to improve their strategic thinking as well as team management and communication skills in high-stress situations. Students should be prepared to be challenged and work hard.

COURSE OUTLINE

MODULE 1: CHANGE PLANNING, IMPLEMENTATION & MANAGEMENT

After completing this course, students will know how to:

- Understand the fundamentals of managing change by identifying the levels of change, the misconceptions about change and the importance and benefits of change, as well as recognize the behaviors and traits of a change leader, and the role of resilience during change.
- Identify the steps of a change process, analyze a change situation, choose an action while avoiding risks, create a sense of urgency, set goals, motivate employees, prevent failure, and monitor the progress of a change.
- Identify the obstacles to change including resistance and negative reactions to change, empower employees, and ease the tension caused by a change, as well as identify the causes of complacency and understand the effect of crisis during change.
- Begin managing change by encouraging creativity and commitment to change in employees, using effective communication and listening skills, and controlling the grapevine.
- Recognize the truths and misconceptions about change, differentiate between change and transition, identify the factors that affect the response to change, recognize the styles of response, and identify the strategies to manage the endings phase.
- Identify the emotions, responses, and needs experienced during the exploration phase, and the strategies to manage the exploration phase.
- Identify the information required during and the common responses to the new beginnings phase, as well as strategies to manage the new beginnings phase.

Module 1 Outline:

1. Fundamentals of change management
 - Basics of change management
 - Understanding levels of change
 - Identifying misconceptions about change
 - Importance of change
 - Understanding the benefits of change
 - Identifying essential areas of change
 - Leading change
 - Promoting successful change
 - Understanding resilience

2. Change process

- Steps of a change process
- Analyze a situation
- Understanding the aspects of change
- Choose an action
- Implement the action
- Creating a sense of urgency
- Motivating employees
- Preventing failure
- Monitor the progress

3. Obstacles to change

- Resistance
- Resisting change
- Understanding negative reactions
- Easing the tension
- Complacency
- Identifying causes of complacency
- Crisis
- Reacting to a crisis
- Preparing for a crisis

COURSE OUTLINE (Cont'd)

MODULE 2: CRISIS ANTICIPATION, PREPARATION & MANAGEMENT

During this class, students will:

- Challenge their basic beliefs about the nature of crisis
- Learn to scan their business practices for reputational, political, and regulatory risks.
- Anticipate and prepare for potential crises
- Explore techniques for successfully solving problems in high-pressure crisis situations characterized by complex decision environments, time-pressure, high stakes, unanticipated events, and information overload
- Develop strategies for managing stakeholders, public opinion, media relations, and public officials • Design reputation management strategies and processes
- Integrate your crisis management approach into your overall business strategy

Module 2 Outline

1. Crisis Leadership Basics:
To develop successful crisis management strategies, managers need to be able to evaluate the crisis potential of their business
2. Managing Perception and Product Crises
There is no crisis without the news media. The focus of this session is the impact of the news media on business strategies and their public perception, as well as how managers can identify the key business assets affected by the crisis and integrate crisis management into their market and non-market strategy.
3. Crisis Simulation A – Part 1
This session will simulate a crisis scenario involving activists and the media. Readings and assignments will be distributed in advance and during the simulation.
4. Political and Regulatory Crises
Reputational crises frequently lead to regulatory and political crises. All economies are shaped by formal and informal norms and regulations that structure market competition. These “rules of the game” vary significantly across countries. These rules, and in many cases, their enforcement, are not fixed, well-defined constraints, but are determined, implemented, and interpreted by legislatures, government administrative agencies, judicial institutions, public sentiment, and moral sentiments.
5. Crisis Simulation B- Part 1
In this session students will conduct a second crisis management exercise in a global business context
6. Crisis Simulation B- Part 2
In this class we will debrief a final crisis case and discuss the importance of values in anticipating and managing crises.
7. Understanding Values and Corporate Culture

REGISTRATION & ENQUIRIES

Duration : 2 days

Tuition :

In-Person: N180, 000

Live Online: N150,000

LMS: N100,000 (2 Weeks)

FOR FURTHER ENQUIRIES, PLEASE CONTACT:

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