ITD WORLD
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Transformational Leadership and Change Management

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↗ CENTURY PARK HOTEL

*World #1 Succession Planning and
Talent Management Coach*

↗ INTRODUCTION

10%
population are natural leaders

20%
possess leadership traits

69%
millennials feel a lack of leadership development

83%
businesses agree on the importance of leadership development

The world is changing fast. What college students learn in their first year of study is outdated by their third year. Never before has leadership been so important. According to a study done by Gallup, 10% of the population are natural leaders, and another 20% possess leadership traits, and with training and guidance, they can be great leaders. Consider: Delays in leadership development can cost a company 7% in annual sales. About 69% of millennials feel a lack of leadership development in their organizations, and lack of appreciation from managers can be an important factor in turnover. 83% of businesses agree on the importance of leadership development. According to DDI's 2023 Global Leadership Forecast, leaders believe these five skills are crucial to success:

1. •• Identifying/Developing future talent;
2. •• Strategic thinking;
3. •• Managing successful change;
4. •• Decision-making/prioritization; and
5. •• Influencing others.

However, only 12% of leaders rate themselves as effective in all of them. Also, only 29% of companies offer training for these skills.

Leadership is all about positively influencing others to get results. Transformational leadership is about influencing others to get results, oversee dramatic change inside and outside organizations, and build bench strength. Transformational leadership can often mean leaders who "think outside the box" and "think beyond efficiency (doing things right) to effectiveness (choosing to do the right things)." Change Management is about managing organizational change with people. This workshop examines the role, competencies and behaviors of the transformational leader in managing change.

Who is a transformational leader? What do transformational leaders do? How do transformational leaders behave? What are the ethics and values of transformational leaders? When are transformational leaders needed, and are there different types or categories of transformational leaders? How are managers changed into transformational leaders? What models can guide change management, and how are those models used? This Workshop addresses these critical questions and related questions.

↗ LEARNING OBJECTIVES

Upon completing this two-day workshop, participants will be able to:

- **Define** such terms as manager, leader, transformational leader and change management

- **Explore** new thinking on leadership and leadership development

- **Examines** why transformational leadership and change management are essential to managers (and often even workers) today

- **Reviews** models of change management and examines when and how they are used

- **Describes** the characteristics/skills associated with transformational leadership and change management

- **Summarizes** how ethics and values relate to transformational leadership and change management

- **Reviews** categories of change, change management and transformational leadership and when each is appropriate to use

- **Describe** how to transform managers into transformational leaders
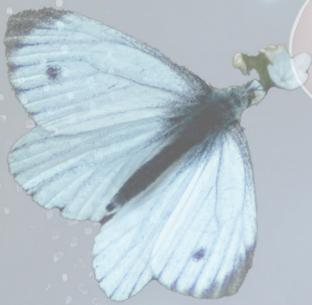
↗ TARGETED AUDIENCE

- Anyone who aspires to become a transformational leader or change manager

- Anyone who wishes to attract, develop or retain transformational leaders

↗ TAKEAWAYS

- Tools to guide transformational leadership

- Tools to guide change management

- Checklists for transformational leaders and change managers

DAY **1**

Introduction

- •• Workshop purpose
- •• Workshop objectives
- •• Workshop organization/structure
- •• Icebreaker: What issues does your organization face with leadership, transformational leadership, and change management?
- •• Debrief of the icebreaker

Defining Transformational Leadership and Change Management and Demonstrating the Need for Them

- •• Activity: What is a leader, a transformational leader, and a manager?
- •• Debrief of the activity
- •• Defining leader, transformational leader, and a manager
- •• What are the limits of leadership versus followership?
- •• New thinking about leadership and leadership development: What does it mean?
- •• Defining change manager and change management
- •• How can the business case be made for transformational leadership and change management? (Why care about them?)
- •• What trends particularly influence transformational leadership and change management?
- •• Activity on trends that create the need for change management and transformational leadership

Guiding Change Management Systematically and Strategically

- •• Why change management models are important to managing change and transformational leadership
- •• Models to guide change management
- •• Step-by-step review of the models
- •• Activity on using the models
- •• Debrief of the models

Types of Change and the Role of the Transformational Leader

- •• Ways to change people and models to guide change analysis
- •• The role of the transformational leader in pursuing a normative organization
- •• Change through reorganization and restructuring: What it is, what it means, what are the advantages, and what are the disadvantages
- •• The role of the transformational leader in reorganization
- •• Change through rewards and recognition: What it is, what it means, what are the advantages, and what are the disadvantages
- •• The role of the transformational leader in changes in rewards and recognition
- •• Change through policies and procedures: What it is, what it means, what are the advantages, and what are the disadvantages
- •• The role of the transformational leader in changes in policies and procedures

The Role of the Transformational Leader

- •• What do transformational leaders do?
- •• What are the competencies of transformational leaders?
- •• How do transformational leaders behave?
- •• When are transformational leaders needed, and are there different types or categories of transformational leaders?
- •• How are managers changed into transformational leaders?

Ethics, Values and Transformational Leadership

- •• What do transformational leaders do?
- •• What are the competencies of transformational leaders?
- •• How do transformational leaders behave?
- •• When are transformational leaders needed, and are there different types or categories of transformational leaders?
- •• How are managers changed into transformational leaders?

Attracting Transformational Leaders

- What attracts transformational leaders?
- Developing an employment brand that attracts transformational leaders
- Approaches to recruiting/attracting transformational leaders
- Activity on attracting transformational leaders
- Debrief

Developing Transformational Leaders

- How are transformational leaders developed: Are leaders born, made or both?
- Identifying transformational leaders competencies and characteristics
- Developing a development strategy
- Approaches to developing transformational leaders
- Activity on developing transformational leaders
- Debrief

The Role of Transformational Leaders in Inspiring Innovation

- What is innovation?
- How do transformational leaders inspire innovation?
- Approaches to encouraging innovation for transformational leaders
- Activity on inspiring innovation
- Debrief

Retaining Transformational Leaders

- What is retention?
- How are transformational leaders retained? What's unique about them?
- Approaches to retaining transformational leaders
- Activity on retention
- Debrief

Planning for Action: What to Do Back Home

- What will you do when you return to your job in your organization?
- How can you build interest in talent management and development?
- Action planning activity
- Debrief of the action plan
- Presentation of action plans

Conclusion

- Summary of the workshop
- Review workshop objectives
- Final questions and answers
- Workshop evaluation

PROF DR WILLIAM ROTHWELL

World #1 Succession Planning and Talent Management Coach

Ph.D., DBA, SPHR, SHRM-SCP, RODC, FLMI, CPTD Fellow

- •• President of Rothwell & Associates, Inc., Rothwell & Associates, LLC, and Rothwell & Associates Korea
- •• Before joining Penn State in 1993, he had over fifteen years of executive-level work experience in human resources, talen development, and Organization Development leadership in government (the Illinois Office of the Auditor General) and in business (Franklin Life Insurance Co., a wholly-owned subsidiary of American Brands, #forty-eight on the Fortune 500 list)
- •• As a consultant, he has worked with over fifty multinational companies and countless governments and nonprofits around the world. In addition to the three consulting companies he founded, he also founded three small businesses (a vacation rental home company employing three people; a personal care home for the elderly licensed for fifty beds employing twenty-seven people; and an eighteen-unit motel employing nine people)
- •• As a Distinguished Professor at Penn State University, University Park, where he has taught for 30 years, he is co-Professor-in-Charge of an online and onsite academic program that offers a master's degree in Organization Development (the MPS in ODC) and a Ph.D. program in Workforce Education and Development with an emphasis in Talent Development/Organization Development. With a combined total of fifty years of work experience in HR, OD, and Talent Development, he has published 161 books in the Human Resources field
- •• He earned a special award in 1998 from the American Society for Training and Development for his leadership on ASTD Models for Human erformance Improvement; in 2004 he was awarded the Best Book Award from the Academy of HRD for The Strategic

Development of Talent; in 2004 he earned Penn State University's Graduate Faculty Teaching Award (only one per year is given on Penn State's twenty-four campuses); in 2011 he earned the Association for Talent Development's (ATD) Distinguished Contribution to Workplace Learning and Performance Award and also the UNICEF and Kiwanis International's Walter Zeller Medal (Award) for International Service; in 2016 he earned the Distinguished Researcher Award by the College of Education at Penn State; in 2022 he earned the Organization Development Network's Lifetime Achievement Award and also Penn State University's highest award for international work; and in 2023 he was inducted into the International Adult and Continuing Education Hall of Fame (hosted globally by the University of Oklahoma).

- •• He has conducted training on Organization Development, Training, Talent Development, Coaching, and much more on every continent except Antarctica and has taught in universities globally—including eighty-three trips to China and thirty-two trips to Singapore.
- •• His recent books since 2020 include The Inclusive, Empathetic, and Relational Supervisor: Managing Diverse Employees through Interpersonal Relationships (2024, in press), Accelerated Action Learning (2024), Building an Organizational Coaching Culture (2024), Mastering the Art of Process Consultation and Virtual Group Coaching Simulation (2023); Successful Supervisory Leadership (2023); Transformational Coaching (2023); Succession Planning for Small and Family Businesses (2022); High-Performance Coaching for Managers (2022); Rethinking Diversity, Equity, and Inclusion (2022); Organization Development (OD) Interventions: Executing Effective Organizational Change (2021); Virtual Coaching to Improve Group Relationships (2021); The Essential HR Guide for Small Business and Start Ups (2020); Increasing Learning and Development's Impact Through Accreditation (2020); Adult Learning Basics, 2nd ed. (2020); and, Workforce Development: Guidelines for Community College Professionals, 2nd ed. (2020).