

Course : Managing a business transformation project

Synthesis course - 2d - 14h00 - Ref. TFO

Price : 2020 CHF E.T.

★★★★☆ 4,9 / 5

Digitalization is leading companies to reinvent their business models and internal processes, adopt new standards and optimize their structures. This comprehensive course focuses on the definition and management of organizational change, and deals directly with the choice of governance methods and all their consequences, risks and opportunities.

Teaching objectives

At the end of the training, the participant will be able to:

- ✓ Understand the types and causes of transformations in a company
- ✓ Mastering the different stages of a change project
- ✓ Identify the different stakeholders and their needs in a change process.
- ✓ Communicating to overcome resistance to change
- ✓ Understanding the specific elements of project management
- ✓ Integrating a CSR policy

Intended audience

Unit managers, project managers, change management managers and consultants, and all those involved in organizational transformation operations.

Prerequisites

No special knowledge required.

Practical details

Demonstration

Demonstration of concepts using case studies.

Teaching methods

active teaching

Course schedule

PARTICIPANTS

Unit managers, project managers, change management managers and consultants, and all those involved in organizational transformation operations.

PREREQUISITES

No special knowledge required.

TRAINER QUALIFICATIONS

The experts leading the training are specialists in the covered subjects. They have been approved by our instructional teams for both their professional knowledge and their teaching ability, for each course they teach. They have at least five to ten years of experience in their field and hold (or have held) decision-making positions in companies.

ASSESSMENT TERMS

The trainer evaluates each participant's academic progress throughout the training using multiple choice, scenarios, hands-on work and more. Participants also complete a placement test before and after the course to measure the skills they've developed.

1 Transformations in organizations

- Internal transformation goals integrated into the company's CSR policy.
- External causes: adapting to a new regulatory environment, repositioning after a merger or acquisition...
- The different types of project: process modification, implementation of a new application, restructuring...
- The common elements of transformations and their place in organizations.

2 Transformation project design

- From current situation to target: key elements of the analysis.
- The choice of governance methods: from directive to participative, and the gradation of possibilities.
- Modeling future processes, rules and standards.
- New human resources aspects, profiles, positions, staffing and skills acquisition.
- Identify structural, organizational, technical and cultural changes.
- Project business case: project budget and ROI, expected business and financial benefits.
- Create and use a grid of specific criteria to select a partner

3 Project players

- The role of management: the place of the sponsor and project stakeholders.
- Managerial commitment: expected attitudes and required actions, timing of management intervention.
- The project team: the necessary skills, the assistance of specialized consultants.
- Contributors: the Human Resources Department, the Legal Department, the IT Department and the CSR Department.

4 Project stages

- Transformation analysis, strategic vision and project objectives.
- Gathering information on the current structure: what data to collect and how to organize it.
- Target study: business processes, management processes and support processes.
- Target study: key indicators, organization, skills, legal impact, facilities and equipment.
- Project design: evaluate possible scenarios, define priorities, develop areas for improvement.
- Creation or adaptation of tools: procedures, job descriptions, training, documents, IT tools.
- Definition of detailed project schedule, transition phases, pilots and results measurement.
- Transition and communication actions. Motivate and support. Steering and adjusting.
- Evaluating the achievement of objectives and communicating project results.

TEACHING AIDS AND TECHNICAL RESOURCES

- The main teaching aids and instructional methods used in the training are audiovisual aids, documentation and course material, hands-on application exercises and corrected exercises for practical training courses, case studies and coverage of real cases for training seminars.
- At the end of each course or seminar, ORSYS provides participants with a course evaluation questionnaire that is analysed by our instructional teams.
- A check-in sheet for each half-day of attendance is provided at the end of the training, along with a course completion certificate if the trainee attended the entire session.

TERMS AND DEADLINES

Registration must be completed 24 hours before the start of the training.

ACCESSIBILITY FOR PEOPLE WITH DISABILITIES

Do you need special accessibility accommodations? Contact Mrs. Fosse, Disability Manager, at psh-accueil@orsys.fr to review your request and its feasibility.

5 Overcoming resistance

- Systemic analysis of the transformation and its impact.
- The axes of transformation analysis: business, structure, human resources, legal, technical and cultural.
- The root causes of resistance: a typology of the behaviors of the players affected.
- The logic of change: the five phases of reaction and the main pitfalls.
- The impact of change on operations: the dynamics of transformation and the phenomenon of the project running out of steam.
- Transformation tools: communication, participation, experimentation, dissemination, documentation and training.
- Getting people on board with the vision, and identifying and managing talent.

6 Focus on project management

- Project management: project plan, planning, monitoring and change control.
- Internal communication plan: people directly affected, management, employee representatives, etc.
- External communication: customers, suppliers and partners.
- Risk management and success factors.
- Monitoring indicators and project dashboard, use of surveys.