

LEADING CHANGE INITIATIVES

ESMT
BERLIN



Location

ESMT Berlin



Tuition fee*

€3,900



Language

English



Duration

3 days



May 23 – 25, 2022

November 15 – 17, 2022



Certificate

You receive a certificate upon completion of the program.

Postgraduate Diploma in Management

The program counts toward 3 of the 18 days necessary to receive the diploma.



execed.esmt.berlin/change

Leading change initiatives prepares you for common challenges related to initiating and implementing change in organizations. Thus, we will examine change processes and the psychological, political, and organizational issues they generate. You will gain insights on how to anticipate and address problems driven by change. Additionally, you will learn why initiatives for change can fail and how to deal with the concerns and resistance of those affected.

If you are looking for a German program on leading change, we recommend *Veränderungsinitiativen führen*.

Who should attend the program?

Executives and senior experts concerned with initiating, managing, and leading change initiatives.

Key topics

- Patterns and dynamics of change processes
- Main reasons for the failure and success of change initiatives
- Instruments and tools for change initiatives
- Dealing with concerns and resistance to change
- Individual preferences in change interactions
- Understanding and leading technical and adaptive change

Teaching methods

Interactive lectures

Business cases

Thought experiments

Structured reflections

Peer consultations

Leading Change Initiatives

Day 1

- Typical patterns and tools of change
- Main levers for successful change

Day 2

- Communication exercises
- Understanding and leading adaptive change initiatives
- Peer consultation
- Peer coaching

Day 3

- Individual preferences in times of change
- Influencing others
- Understanding and changing organizational culture
- Peer coaching

Key benefits

- ✔ Understanding change as a central process of an organization and as a management task
- ✔ Receiving an analytical toolkit to understand change and, based on this understanding, deriving the challenges
- ✔ Deepening your understanding of the psychology of people and groups in change processes and learning to anticipate and address resistance
- ✔ Receiving the tools and scripts to initiate and successfully implement necessary change initiatives

*For general terms and conditions and details on the application process, please go to: execed.esmt.berlin/gtc



Ulf Schäfer

Faculty

Ulf Schäfer

is a visiting program director at ESMT Berlin and associate professor of practice for leadership, organization, and human resources at SDA Bocconi School of Management in Milan, Italy. He is also a visiting lecturer at HEC Paris and IAE Buenos Aires, and a tutor for case teaching and case writing at The Case Centre. His teaching activities focus on leadership, change management, and decision making.

Contact

ESMT Berlin

programs@esmt.org
+49 30 212 31-31 30



Change stimulates resistance because it challenges people's habits, beliefs, and values. It asks them to take a loss, experience uncertainty, and even express disloyalty to people and cultures. It also challenges their sense of competence. No wonder people resist.

Ronald Heifetz