

STRATEGIC MANAGEMENT

*Managing change processes - with inspiration, involvement
and direction*

Course description

Today's leaders are to an increasing extent asked to be visionary and to act within rapidly changing environments. They are asked to inspire, motivate and empower others to work for their visions and to engage in learning and change processes. At the same time they have to produce concrete results that fit with the organisational strategy. The management is often caught between the desire to involve and listen to staff and the need to implement certain strategies and decisions.

The course targets managers and other change agents who wish to create sustainable change in their team, organisation or community. The course will focus on building

commitment within management and among stakeholders, on planning and facilitating a successful change process as well as on the follow-up, ensuring that new initiatives are embedded in the daily practice. The participant will work on their own change ideas and receive feedback on their work.



The course will give you...

- An understanding of how to create management commitment as well as involvement of the wider system in complex realities with many stakes.
- A chance to practice asking the right questions with a diverse number of people
- Methods to structure and plan open-ended processes ... and the confidence to facilitate them even when things do not turn out as planned
- An ability to create clarity and set the framework, ensuring that change processes lead towards organisational goals
- A possibility to work on a tailor-made plan that fits your actual needs/visions (selecting the right focus, involving stakeholders, planning the process and the follow-up)
- An opportunity to receive coaching on your exact challenges in relation to implementing your ideas at home

Methodology

The course will be based on research on current research on strategic management - particularly from a social constructionist and appreciative approaches. In spite of the theoretical basis, the training will be highly practical. The course will consist of a mix of short theoretical inputs, concrete exercises, and group discussions. It is believed that the only way to learn to facilitate change and learning is to try out the questions and process exercises and gain your own experiences, reflect upon them and be

coached on your ideas of implementing them at home.



Programme

Monday	Arrival in the evening Welcome drink
Tuesday	Introduction: programme, learning goals and learning contract Social constructionist approaches to managing strategic change processes <ul style="list-style-type: none"> • Organisational metaphors • The human factor in change • Perspectives on strategy and strategic management • Vision and mission
Wednesday	Formulating the strategic framework <ul style="list-style-type: none"> • Organisational (strength-based) analysis • Defining change desire - strategies and visions • Stakeholder analysis (strategic actors) • Taking perspective of others - and involving them • Managing communication and relations
Thursday	Involving stakeholder <ul style="list-style-type: none"> • Power of questions • The appreciative approach • Working on own cases - planning a change process
Friday	Working on own case - continued Giving and receiving feedback My personal leadership – summarising learning outcome Evaluation
Saturday	Departure

PRACTICAL INFORMATION

Dates, time and place

This course will be organised on a regular basis. [Please check here](#) to see when and where.

All courses will start with a short welcome evening/ drink at 19.30 p.m. on Monday evening and end on Friday around 16.00 p.m.

Consultants

The [consultant](#) running this course is either **Yvor Broer**, **Lene Mogensen** or **RajVinder Singh Gill**. Depending on the group size a second consultant will be attracted. As we are currently enlarging our organisation, we might place another consultant than above at this course and communicate this well in advance of the course.

Price

The fee for this course is 775 Euros, excluding travel, food and accommodation. This course is in line with the criteria and priorities of the Erasmus+ programme of the EU. This means that you can apply for a grant to cover most costs, given the criteria that you are working in school education, adult education, vocational education or some parts of higher education. [Have a look here for more information](#).

Registration

You can register for one of our courses by downloading the registration form on our home page, on the [registration page](#) for open courses. After receiving your form, we will reserve a place for you on the course. There is a maximum of 18 participants per course.

In case you want to use the Erasmus+ programme for a grant to cover e.g. travel, accommodation and course fee, more information and application form can be found on the [information page](#) on that programme

After registering we will be glad to assist you in booking a room and arranging your travel.

About In Dialogue

In Dialogue is a consultancy corporation that works with development of individuals, leaders, consultants, teams, organisations and communities. In Dialogue was established in 2004 and got its recent name in 2007.

Our consultants work within the approach of In Dialogue, when inspiring change, development and growth. We closely follow new academic developments and are proud of translating new theories into practical and sustainable solutions to your challenges. All the consultants have a higher degree in relevant sciences as well as a proven capacity to translate their knowledge into practice - e.g. in relation to coaching, conflict mediation, project management and organisational change and learning.

We operate in various parts of the world, and all consultants have extensive national as well as international experience and are trained in applying their competences in culturally sensitive ways. Our main office is located in Roskilde, Denmark. Next to that we have an office in the city of Gouda, The Netherlands. Read more on [our homepage](#) or contact us via opencourses@in-dialogue.org.

In Dialogue courses

In Dialogue makes sure that learning at our courses is contextualised and therefore relevant for the challenges of

the participants. Theory is put into action through concrete training of new competences as well as through working on the cases from the group:

- The courses are well structured though still flexible to allow for adjustments based on the dialogue with the participants about their concrete challenges, needs and previous experiences
- The international setting ensures an inspiring environment where the diversity of contexts, challenges and ideas are used to increase the understanding of complexity and diverse ways of dealing with issues.
- Our courses are based on a sound theoretical foundation of social constructionist theory. This means that we draw upon innovative approaches such as the narrative, systemic, appreciative and solution focused approaches.
- We believe that there lies a greater potential for development in strengths than in weaknesses. We therefore focus on applying the resources of each participant to reach his/her learning goals and to build an appreciative working atmosphere within the group.
- It is important for In Dialogue that everyone leaves our courses feeling empowered and competent to apply the concrete outcome of the course in his/her daily work - knowing in which situations to use which techniques and when not to use them.