
Change Leadership and Transformation Programme

19 – 23 April 2027
Milan





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Ref: 1007_417 **Date:** 19 – 23 April 2027 **Location:** Milan **Fees:** 5500 GBP

Programme Summary

Enterprise transformations frequently falter not from flawed strategy, but from an inability to guide people through operational and cultural disruption. This five-day masterclass in Change Leadership and Transformation equips executives with structured frameworks to diagnose institutional readiness, steer workforces through transition stress, and dismantle systemic friction. Participants explore proven transformation models, establishing actionable roadmaps to convert strategic disruption into lasting operational capability. This intensive executive programme is facilitated by Mars Training Centre UK.

The Business Case

Institutions undertaking major restructuring or digital pivots face severe execution risks when human dynamics are overlooked. Equipping transformation directors with systematic change methodologies accelerates adoption cycles, protects ongoing operations from productivity slumps, and ensures substantial capital investments achieve their intended strategic milestones.

- **Adoption Velocity:** Shortens the duration required for operational divisions to embrace new systems, workflows, and operating procedures.
- **Friction Mitigation:** Equips champions to identify latent resistance early, converting active opposition into constructive project engagement.
- **Cultural Durability:** Anchors new operational behaviours into corporate norms to prevent regression into legacy habits once formal initiatives end.
- **Value Realisation:** Safeguards program investments by aligning stakeholder motivations with overarching business milestones and performance scorecards.

Principles and Evidence Base

- **Kotter's 8-Step Process:** Provides a sequential architecture for establishing urgency, assembling guiding coalitions, and embedding structural changes.
- **Bridges Transition Model:** Distinguishes between external situational change and the psychological stages of internal human transition.
- **The Change Curve:** Maps individual and collective morale trajectories through shock, denial, experimentation, and eventual decision commitment.
- **Prosci ADKAR Framework:** Guides individual transition through Awareness, Desire, Knowledge, Ability, and Reinforcement to support enterprise transformation.



Intended Participants

- Directors and programme heads accountable for steering large-scale corporate restructurings and modernisations.
- Heads of strategy, human capital, and operational excellence guiding portfolio shifts across complex divisions.
- Enterprise change managers seeking rigorous transformation models to replace ad-hoc change interventions.
- Executive sponsors navigating resistance to change within post-merger integrations and technology overhauls.

The curriculum directly supports professionals directing transformation efforts across regulated industries, critical infrastructure, financial institutions, and global supply chains.

Learning Outcomes

1. Participants will be able to evaluate enterprise readiness using validated diagnostic scorecards and impact assessments.
2. Participants will be able to apply Kotter's 8-step process to sequence transformation initiatives and sustain strategic momentum.
3. Participants will be able to execute change curve navigation strategies that support workforces through uncertainty and anxiety.
4. Participants will be able to diagnose root causes of scepticism and deploy targeted interventions for managing resistance to change.
5. Participants will be able to formulate stakeholder alignment matrices and high-impact communication cascades across diverse business units.
6. Participants will be able to institutionalise new operating behaviours through robust enterprise transformation governance and accountability metrics.

Programme Structure

Day 1: Transformation Diagnosis and Enterprise Readiness

How do transformation champions assess institutional appetite and cultural readiness before launching major restructuring?

- Diagnostic frameworks for evaluating change capacity, maturity, and cultural friction
- Change Management scope definition and mapping transformation severity across operational units
- The psychological mechanics of transition: distinguishing situational change from internal adoption
- Establishing quantitative baseline metrics for transformation progress and workforce sentiment
- Identifying systemic vulnerabilities and historical transformation failure patterns

Day 2: Kotter's 8-Step Process and Mobilising Guiding Coalitions

How are urgency and cross-functional coalitions established to drive systemic initiatives forward?



- Kotter's 8-step process: establishing genuine operational urgency without inducing organizational paralysis
- Recruiting, aligning, and empowering high-influence cross-functional guiding coalitions
- Crafting a compelling transformation charter that connects technical change to strategic purpose
- Removing institutional barriers and bureaucratic obstacles that impede project velocity
- Sequencing visible short-term wins to validate momentum and secure continued stakeholder backing

Day 3: Change Curve Navigation and Overcoming Resistance

How can directors steer teams through emotional friction and structural opposition?

- Change curve navigation: tracking individual and team movement from disruption to integration
- Bridges Transition Model: managing endings, navigating the neutral zone, and launching new beginnings
- Managing resistance to change: differentiating between informational, emotional, and political objections
- Facilitating high-stakes transition workshops to convert active resistance into constructive contribution
- Equipping frontline managers with coaching tools to address team cynicism and operational fatigue

Day 4: Stakeholder Alignment and Strategic Communication Cascades

How are disparate stakeholder groups unified behind complex transformation agendas?

- Stakeholder Alignment mapping: analysing influence, interest, and potential project risk profiles
- Structuring multi-channel communication cascades that eliminate ambiguity across operational tiers
- Designing feedback loops and pulse diagnostics to detect emergent friction in real time
- Narrative framing: articulating the practical impacts of transformation for frontline employees
- Aligning executive sponsors and middle management into a unified messaging network

Day 5: Culture Transformation, Governance, and Long-Term Anchoring

How do enterprises lock in new operational behaviours and prevent backsliding into obsolete practices?

- Culture Transformation levers: aligning incentives, performance scorecards, and promotion criteria
- Designing an enterprise transformation governance framework with clear accountability gates
- Continuous reinforcement strategies using the ADKAR framework to solidify operational habits
- Post-transformation benefit realization auditing and metric tracking methodologies
- Drafting an institutional transformation roadmap for immediate workplace deployment



Methodology

The delivery model emphasises rigorous practical application, diagnostic evaluations, and active peer review. Participants evaluate realistic transformation scenarios, examine case studies of institutional revamps, and draft deployment blueprints tailored to their operational realities.

- Suggested activity: Conducting an enterprise readiness audit using a diagnostic rubric to spot cultural vulnerabilities.
- Suggested activity: Designing a five-tier stakeholder engagement and messaging cascade for a contested restructuring scenario.
- Suggested activity: Role-playing targeted mitigation conversations to overcome entrenched resistance from departmental stakeholders.

Capstone Output

Each delegate develops an Enterprise Transformation Blueprint containing an institutional readiness audit, a sequenced Kotter roadmap, a stakeholder engagement matrix, and a resistance mitigation protocol. This practical deliverable equips participants with an auditable strategy to steer complex change initiatives immediately within their sponsoring enterprises.

Frequently Asked Questions

How does this programme differ from general management training?

This masterclass focuses specifically on the behavioral, structural, and cultural dynamics of institutional transition, providing proven frameworks to guide people through disruptive operational change.

What transformation models are examined during the week?

The syllabus explores Kotter's 8-step process, the Bridges Transition Model, the change curve, and the Prosci ADKAR framework, combining theoretical rigor with direct practical application.

How are tools adapted for highly resistant workplace cultures?

The curriculum provides specialized diagnostic protocols to uncover hidden sources of scepticism, equipping directors with negotiation, engagement, and communication strategies to neutralise resistance.

Can the frameworks developed in the capstone be applied immediately?

Yes. Every diagnostic template, alignment matrix, and governance framework is designed as a functional workplace asset ready for implementation within your enterprise upon return.