



Facilitating Change

Ready-to-Use Training Materials for the Manager

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This manual is designed to assist managers in helping their staff, using a range of techniques borrowed from the training professional's armoury, with full explanation of how any manager can use them in a team development context. Introductory chapters describe the principles and methods involved in developing people to cope confidently with change. There are questionnaires and suggestions for diagnosing learning needs and recognizing learning opportunities.

At the heart of the manual is a collection of thirtyfive learning activities. Each is self-contained but can be combined with others within the collection to form a more extensive programme of development. All activities start with a brief description and a note of potential benefits, guidance over who it is suitable for and the time and resources required. This is followed by a step-by-step guide to running the activity. Ready-to-copy masters are supplied for any material to be used by participants. The activities are indexed by subject to make it easy for managers to identify the most appropriate for their own needs.

For any manager who'd like to unlock the full potential of his or her team, Facilitating Change provides an excellent starting point.

Contents

Introduction. Part 1 Helping Your Staff to Learn: Management, learning and the management of learning; Getting to grips with development; Diagnosing needs and recognizing opportunities; Confirming the need and contracting the action; Using closed-circuit television; Collaborating with others; Review, evaluation and maintaining momentum. Part 2 The Activities: Index to activities; Time checklist; Individual/group use; Raising my awareness of me; Heightening my awareness of my values; Reordering my personal goals; Increasing my creativity; Raising my confidence; Improving my listening; Overcoming resistance to situations I avoid; Reducing my self doubts; Letting go of my old behaviours; Widening my support network; Strengthening my motivation; Reducing harmful stress; Making loss a new beginning; Adjusting to the phases of transition; Lessening the pain of change; Raising awareness of the value of people; Discovering ways of helping and influencing others; Triggering my ability to influence others; Discovering new ways to learn; Removing the blinkers; Understanding reactions to change; Identifying strategies for change; Discovering key organizational goals; Developing team goals; Introducing change at work; Striving for internal quality; Introducing new patterns of work; Creating customer conscious attitudes; Shifting our attitudes to service; Improving customer care; Increasing customer markets; Empowering others; Providing a challenge; Taking a risk; Welcoming the unknown.

About the Author

Barry Fletcher has worked as an engineer, a personnel manager and a training adviser. Since 1982 he has been a freelance consultant specializing in change, with a wide range of clients in both the private and public sector. He is a Fellow of the Institute of Personnel Development and author of 50 Activities for Achieving Change (also published by Gower).

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