# optimize

## CONSULTING

# TAKE CONTROL

A comprehensive toolkit for managing yourself and leading others through change

# Take Control © is a content-rich, modular program designed to dramatically improve the ability of organizations to successfully navigate, change and enhance leadership capability.

## Change

Change is a constant and exists in all environments. In the business world 'change' is experienced every time someone new joins the organization, people move into new roles, or even move into different teams. For many people the impact of change is even more profound in the event of a shift in strategy, a re-structure or even the adoption of new technology.Research shows that 'leading adaptive change' capability among leaders should be a core skill in order to maintain organizational performance. However, little comprehensive training on change management is included in most talent development programs – leading to divergent levels of competency amongst leaders and employees.

## Take Control Benefits

• Consistent, compelling business results
• A prioritization of critical activity based on ROI, strategic alignment and accountability
• Enhanced Leadership capability
• Improved productivity
• Improved communication vertically and horizontally
• New processes, tools and techniques are embedded into the every-day work-lives of your people
• Improved morale

## Prioritization

Take Control© provides a comprehensive, practical, toolkit to enable your leaders to manage themselves and lead others through periods of change. The program supports a prioritization of critical activity based on ROI, strategic alignment and accountability while promoting an appropriately balanced portfolio where multiple goals exist. By helping leaders and employees to develop their skills and focus their efforts on the critical business elements that really make a difference, change management capability quickly becomes a competitive differentiator for the organization. Take Control develops your leaders and employees in such a way that they become more effective, more rapidly, in periods of change and transition.

## Take Control Features

• A variety of support and delivery approaches, including traditional, mobile or web-based.
• Program outputs include comprehensive Operational Plans for every participant and team, which include:
• A comprehensive, reusable program pack for every participant, including: Accountability Agreements, Prioritized goals and objectives, Prioritized goals and objectives, Detailed Action Plans, Personalized Development Plans, 11 core learning modules, Exercises, Re-useable tools & templates, and Reference material.
• One to One coaching for every participant
• Planning & Alignment workshops
• Presentation support
• Project management, including comprehensive and transparent project progress reporting
• Optional elements such as diagnostics, surveys, scorecards and 360 degree appraisals can be integrated as required
• Take Control programs are typically delivered in a 3 to 4 month window, depending on the size and complexity of the organization.

# WHY OPTIMIZE?

*We develop solutions that are specific to your needs and help you to execute them successfully*

*Optimize Consulting provides practical expertise, insight and objective consultancy services across a range of disciplines – we specialize in strategy, leadership and change.Our team of consultants and business coaches are all highly skilled, ex-industry executives withmany years of successful commercial experience. Combining real-life experience and a practical 'hands-on' approach, they partner with leaders at all levels to deliver tangible and lasting improvement in business performance.  We have a passionate belief in ethical business practices and a determination to deliver exceptional quality and value to our clients underpins our approach to business.  If we do not believe that we are the best people for the job, we will say so.*
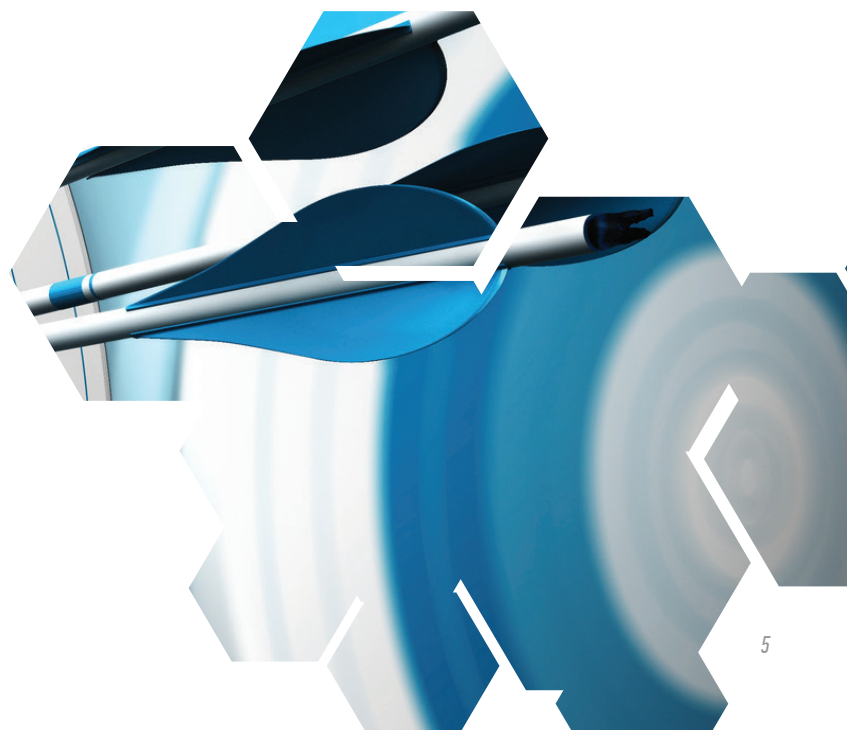
## Why & Where?

Designed for use in any instance of change within organizations, Take Control is particularly valuable where:

• Support is needed to successfully implement strategy or organizational changes
• There is a need to develop essential leadership capability – most notably around leading and navigating change
• There is a need to improve the effectiveness of leader transitions to help leaders become more effective, more quickly
• An individual in a leadership role is transitioning into a new role or is being orientated into the company
• Organizations are implementing new systems, processes, structures, or IT infrastructure
• Organizations are impacted by changes that require cultural and behavioral change or capability development to succeed.
• Any major change is taking place, such as: board level leadership changes. mergers and acquisition, changes in business model, business start-ups, turnarounds, downsizing or expansion.

## Who should be included?

• Executives  - those driving organizational strategy and change
• Leaders / Management -  who are leading their people through change
• Employees - some elements of the program are applicable to the individuals navigating the change, especially where teams of people are affected.

# THE MODULES

*The Take Control® program consists of a series of core modules*

*The Take Control© program consists of a series of core 'modules', each addressing a different performance influencer in a change situation. Designed to be highly adaptive, the program can easily be integrated into existing client programs or supplemented with client-specific additional modules.*

The program provides a toolkit that enables an individual to successfully manage themselves and others through change. The central theme is to improve individual and collective performance through increased accountability, personal development and the prioritization and focus on key deliverables. On completing the program participants have a comprehensive Operational Plan, which incorporates an Accountability Agreement, individual action plans and a robust Personal Development Plan. Supportive 1 to 1 coaching underpins the program, ensuring alignment with organizational objectives, sustained progress and healthy collaboration with other leaders.

### 1. Foundations

The introductory 'foundations' module serves two purposes. Firstly, it gives a detailed overview of the program, providing a clear frame of reference for each of the subsequent modules. Secondly, it provides a contextual understanding of 'change theory' and how this relates to the specific changes affecting the organization.

### 2. Personal Evaluation

In preparation for a new or developing role, a primary objective should be to assess the changes or development leaders and managers need. The module demands that they take into account information regarding their new situation, assess their skills and their fit to that new situation and make the necessary changes to improve the probability of success. The purpose of the Personal Evaluation module is to objectively assess where your people are today, to improve their understanding of what will be required as they progress and to begin the process of drafting Personal Development Plans. Many clients supplement this module with a formal leadership diagnostic process which can include a variety of psychometric evaluations such as Myers Briggs or 360° assessment tools such as MRG's Leadership Effectiveness Analysis.

### 3. Assessing the Environment

Just as they need to understand where they are starting their personal journeys from, to excel in a dynamic and responsive organization leaders need to assess and understand the changes going on around them - both within the organization and external to it. The purpose of this module is to help them clearly identify what changes are taking place and why.

### 4. My Business Reality

This module leads employees to consider their specific job role and how it fits within the organization. To be successful they need to develop a clear understanding of the challenges faced, what the opportunities are and to identify what steps need to taken to exploit those opportunities most effectively. The objective should be to develop a fully rounded picture of how they add value to the company and what they can do to increase that value.

### 5. Planning Success

The Planning Success module helps leaders to clearly identify what the key priorities are in order to effectively manage the change and, importantly, to identify the most appropriate actions to deliver on those priorities. The outputs from this module form a central part of their Operational Plan.

### 6. Aligning Systems & Processes

This module asks managers to consider how effectively the organization is performing and shows them how to identify both inefficiencies and strong working systems within the organization. They are encouraged to take ownership of issues within their sphere of influence and to contribute to their resolution. Furthermore, through collaborative discussion with colleagues they will identify where and how they can help them to achieve their objectives.

## 7. Working with your Boss

This module focuses on the relationship your people have with the person they report to and to think about how that relationship can be optimized. The module builds on content contained in Module 2 - Personal Evaluation and, although the focus is the relationship between them and their boss, it also provides an excellent foundation for the development of broader relationship management skills.

## 8. Risk Management

The Risk Management module leads staff through a process of objectively assessing the critical risks and issues that will have to be mitigated against and overcome in order to be successful in delivering their plan. For many leaders the temptation is to down play risk or avoid the issues but this module will force you to take a robust approach to the identification and impact assessment of risks and issues before taking action to ensure they do not de-rail your plans and priorities.

## 9. Accelerating the Team

Primarily aimed at managers who are responsible for creating, developing and managing a team. The Accelerating the Team module is designed to assist in leading and navigating teams through a period of change, assessing and profiling the current team and developing strategies for taking the team forward - both for the change initiative and beyond.The module also facilitates a look at their peer group team and challenges them to consider both the dynamics of the group and what they can do to improve the way the peer group functions.

## 10. Engaging Stakeholders

This extremely powerful module discusses and underlines the importance of stakeholders and provides some insight and learning as to how leaders, managers and employees might wish to deal with their stakeholder network. Using our Engagement Matrix Model, participants will be able to identify who their true stakeholders are, to determine how critical each stakeholder is to the achievement of their objectives and to develop person-specific strategies for improving and maintaining engagement levels. The module also includes skill-specific content around Expectations Exchange and structuring Powerful Conversations.

## 11. Achieving Balance

The final learning module helps your people to identify how successfully they currently achieve and maintaining a balance between work and interests outside of work. It examines the boundaries they set and challenges them to re-establish those boundaries if they are not working to best effect.

*"Take Control© provides the necessary tools to deliver the effective management of change for both the individual and the organization. By completing this engaging and stimulating suite of modules, the organization will see real benefits to productivity, employee engagement and leadership capability. We consider ourselves strategic partners of our clients and, as such, we ensure that we provide the ongoing tools, coaching and support to help you deliver your corporate goals and objectives."*

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