



# Transformation and Complex Change

Develop new leadership capabilities to drive transformation



## Course overview

The QUT Transformation and Complex Change Program is an integrated professional development program aimed at building and accrediting the next generation of Transformation leaders.

The series of four masterclasses focuses on recognising and responding to changes in the macro environment that will necessitate either a radically new business model, or a significant change in direction as an existing business model becomes unviable. This will require a very different set of leadership capabilities that can be acquired through participation in this program.



### Your expert facilitators

#### Professor Byron Keating

Byron Keating is a Professor of Services Marketing in the QUT Business School. Prior to entering academia, he spent more than 20 years in a range of middle and senior management roles in marketing. Byron's research and teaching adopts an open-systems perspective to explore the role that emerging technologies play in supporting the design and delivery of complex services.

#### Dr Shari Read

Shari is an award-winning educator with a focus on teaching skills for the 'Information Age.' As a clinically trained psychologist, Shari emphasizes human-centred approaches to leadership and management. Her research and teaching in the area of transformation and change management emphasizes the capabilities required to lead effectively through uncertainty and complexity.



## Course at a glance

### Core Concepts

The program is delivered in four blended masterclasses consisting of an online component and an intensive face-to-face workshop.

#### MC1: Understanding transformation

- Defining transformation
- Key frameworks
- Environmental drivers
- Capabilities and capacity

#### MC2: Leading transformation

- Innovating processes
- New service design
- Adaptive leadership
- Building trust

#### MC3: Implementing transformation

- Transforming culture
- Engaging stakeholders
- Transformation as a system
- Project risk and control

#### MC4: Agents of transformation

- Purpose
- Values and identity
- Thought leadership
- Measuring impact



Commencing 21 Feb 2020



Brisbane



6 month program



\$12,000 (includes GST)



Enrol now



Get future fit. Fast.

# Transformation and Complex Change

## GAIN INDUSTRY RECOGNITION



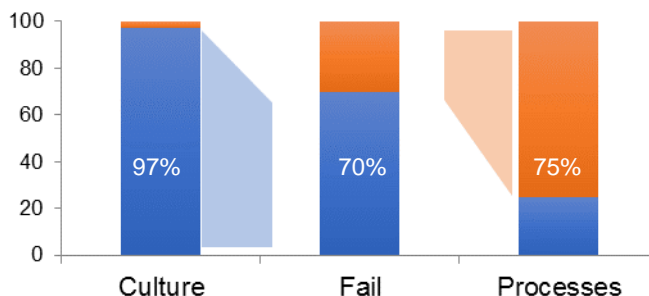
Leaders of transformation are responsible for implementing corporate policies and change initiatives across diverse operating environments.

The ability to quickly identify and evaluate local market conditions, and the capacity to lead complex transformation projects that are informed by these conditions is fast becoming a highly sought after capability. Emerging leaders need to respond to unprecedented competition, growing market volatility, and rapid and unceasing technological disruption.

To unlock future opportunities, organisations have a need for transformation leaders that can innovate strategically, generate support for complex change initiatives, manage the inherent risks of such transformation, and lead themselves and others to make good evidence-based decisions.

**Kyle Loades**  
**AusTTA Chairman**

## Why transformation, why now?



We live in a time of unprecedented volatility, uncertainty, complexity and ambiguity (VUCA). The impact of these drivers has seen transformation and complex change management elevated as a core competency for modern leaders. It is understandable that many leaders are struggling - to create lasting value for key stakeholders requires a very different set of leadership capabilities to those needed for success in the past.

Recent research highlights a capability gap with 70 per cent of change programs still failing to deliver (McKinsey, 2017). In particular, an inability to overcome a resistant culture, and a lack of deep engagement with staff at different levels, were identified as major areas for capability development. Another key difficulty related to designing new processes and reengineering existing processes while trying to manage business as usual.

The *QUT Transformation and Complex Change Program* can help you respond to these challenges. The program will develop your transformation capabilities, expose you to a suite of transformation tools, and give you knowledge about when best to apply these skills and tools in response to events that could undermine the viability of your existing business model.

## Fellowship Pathway



Participants completing the *QUT Transformation and Complex Change Program* will be eligible for the AusTTA Fellow of Transformation Leadership (FTL) pathway.

As the peak recognition for transformation professionals in the Asia-Pacific region, the fellowship pathway requires the completion of an extension masterclass that will provide participants with mentoring and support to prepare a detailed portfolio that will form the basis of their fellowship application.

For more details, please visit [www.austta.org](http://www.austta.org).

## Join the BEST family



In addition to valued industry recognition, participants completing the *QUT Transformation and Complex Change Program* will also become alumni of the QUT Centre for Behavioural Economics, Society and Technology (BEST).

As alumni of BEST, participants will receive discounts on future executive programs, have the opportunity to collaborate with leading international researchers, and will receive invitations to special alumni-only events.

For more details, please visit [research.qut.edu.au/best](http://research.qut.edu.au/best).

# Transformation and Complex Change

## Masterclass 1: Understanding transformation

Managing the formulation of effective transformation strategies requires a clear understanding that it is not about doing the same things better, but doing things in a way that is sensitive to the needs of different stakeholders, and that is responsive to complex and changing environmental conditions.

In this masterclass, we will help you understand the strategic context of the enterprise, identify and deliver benefits from transformation initiatives that may be regarded as innovative for your organisation and industry. Key to this understanding will be a clear rationale for why and when transformation needs to occur.

In this masterclass, you will learn to:

- Analyse current theoretical contributions in the area of change management and transformation leadership.
- Identify and understand key techniques and frameworks used in the development and implementation of transformation.
- Evaluate transformation readiness within a specific organisational context.

## Masterclass 2: Leading transformation

Leading and managing transformation requires a range of skills and capabilities that transcend traditional management functions.

Aspiring transformation leaders must be able to design and lead organisational transformation initiatives in complex and changing environments, which requires self-awareness, the ability to engage with diverse stakeholders and senior executives both within and external to the organisation, and to manage conflicting interests.

In this masterclass, you will learn to:

- Recognise and evaluate the leadership and management challenges that can arise in the design of new transformation initiatives in complex environments.
- Critically reflect on the core principles of managing successful transformation programs, and how these principles can be supported and applied through effective leadership and decision-making.
- Apply frameworks and strategies for designing and leading new initiatives with multiple internal and external stakeholder interests.

## Masterclass 3: Implementing transformation

Traditional change management approaches generally assume that projects are linear and reductionist. These approaches are not appropriate for dealing with the challenge of implementing transformation within complex environments. It is therefore critical that the leaders of transformation programs and projects have at their disposal a range of tools and strategies to assist them to manage risk and seize opportunities.

Participants will develop knowledge and skills to effect better decision-making for managing within a volatile, uncertain, complex and ambiguous environment.

In this masterclass, you will learn to:

- Identify the key limitations of process-based change management tools, methods and frameworks and suggest more appropriate principles for use in transformation initiatives.
- Select and apply appropriate tools and methods to identify, analyse and plan systemic responses to complex interrelated, intangible risks in transformation initiatives.
- Work collaboratively with others to select and manage the application of a range of frameworks and interpret their impact on decision-making.

## Masterclass 4: Agents of transformation

Sustainable transformation requires a human-centred approach that reflects a deep understanding of how people come to feel safe enough to do things differently. This is realised through capacity building both within themselves and those they lead.

Effective personal and inter-personal leadership is fundamental to excellence in all aspects of the transformation journey. To mobilise group dynamics and actualise human potential, transformation leaders need to demonstrate integrity, reflexivity, and adaptive expertise.

In this masterclass, you will learn to:

- Identify and understand key drivers of effective transformation leadership.
- Analyse and evaluate current leadership styles and adaptive practices in the context of specific workplace settings.
- Develop a leadership philosophy that aligns personal and organisational values in an authentic and ethical way.
- Creatively design, implement and evaluate strategies that foster collaboration and create the culture needed to sustain a transformation.



# Transformation and Complex Change

## Who should attend

This program is for highly motivated individuals who are currently leaders, or aspiring leaders, of transformation in their own organisations, including:

- Chief Transformation Officers
- Change management executives
- Change project managers
- Any leader with an interest in change and transformation

Eligibility requirements: while applicants for this program are not required to meet any formal education requirements for entry, it is important to note that this program contains content that would be typical in a postgraduate, MBA or EMBA-level program.

Participants must have adequate prior experience with change management and transformation. For the purposes of assessing your eligibility, we would expect participants to have at least five years' work experience and three years management experience overseeing a significant change management or transformation project.

## Evolve with QUTeX

Informed by cutting-edge, proprietary research examining the characteristics of transformation leaders, the program will develop the capacity of executives to lead complex change and transformation initiatives at multiple levels, across strategic and operational settings, and with a view to enhancing both processes and people.

The QUT Transformation and Complex Change Program will create an opportunity for participants to learn from one another via a unique living case study and interactive learning activities. And while shared experience will provide a platform for learning, the program will intentionally challenge the role of intuition and judgement through the use of an evidence-based approach to learning.

## Registration Details

### Registration Type

Standard registration (closes 21 Feb 2020)	\$12,000 (includes GST)
QUT Alumni/Staff registration	\$9,000 (includes GST)
Group registration (3+ per group / price per person)	\$10,800 (includes GST)
AusTTA member	\$10,800 (includes GST)

*Program payment can be made upfront in full or in 4 equal instalments before each class.*

### When and where

Masterclass 1: Fri 20<sup>th</sup> to Sun 22<sup>nd</sup> March 2020  
Masterclass 2: Fri 1<sup>st</sup> to Sun 2<sup>nd</sup> May 2020  
Masterclass 3: Fri 12<sup>th</sup> to Sun 14<sup>th</sup> June 2020  
Masterclass 4: Fri 24<sup>th</sup> to Sun 26<sup>th</sup> July 2020  
*Online material will be available 2 weeks prior to masterclass.*

QUT Executive Education Centre  
B Block, QUT Gardens Point  
2 George St, Brisbane QLD 4001



## Get future fit. Fast.

For more information about this course or other learning solutions offered by QUTeX, please contact:

**Web:** [QUT.edu.au/QUTeX](http://QUT.edu.au/QUTeX)

**Phone:** 07 3138 7733

**Email:** [qutex@qut.edu.au](mailto:qutex@qut.edu.au)

**Blog:** [blogs.qut.edu.au/qutex](http://blogs.qut.edu.au/qutex)

