UNDERSTANDING AND LEADING CHANGE
– THE CHANGE CLINIC

September 29 – October 1, 2020
April 27 – 29, 2021
September 22 – 24, 2021
ESMT Berlin
Understanding and Leading Change supports participants in meeting the challenges that come with initiating and implementing change. During the program, participants will examine change processes and the psychological, political, and organizational issues they generate. They will learn to diagnose change-related issues and identify options for working with them. They will understand why change initiatives can fail and learn how to deal with change resistance and reluctance.

As German language equivalent, we recommend the program Change Management Seminar.

**TOPICS INCLUDE**

- Understanding the need for change and the challenges accompanying it
- Dynamics of change processes
- Major reasons for change failure
- Factors of successful change
- Dealing with reluctance and resistance to change
- Influencing others to change
- Individual preferences in change interactions
- Understanding and leading technical and adaptive change

**METHODS**

The program, has been designed as a “change clinic”, as an experience-based program for managers and senior experts who want to reflect on their own change initiatives and who want to become better leaders of change. As a result, the program relies on methods specifically chosen for this group, including mini-lectures, case studies, class discussions, peer consultations, role plays, group work, (thought) experiments, and self-assessments.

**KEY BENEFITS**

- Greater awareness of change as a major aspect of organizational life
- Analytical concepts to differentiate between types and stages of change
- Psychological capital to face resistance and reluctance to change
- Frameworks and tools to initiate and successfully implement necessary change
- Solid network of global contacts

All ESMT programs are practice-oriented. This means that participants profit from the current state of research being applied in business today, research that can be implemented once participants return to their organizations. Furthermore, the programs provide both the participants and their organizations with fresh perspectives and a solid network of global contacts. In addition, each program is an opportunity to promote and retain valuable personnel.
Change stimulates resistance because it challenges people’s habits, beliefs, and values. It asks them to take a loss, experience uncertainty, and even express disloyalty to people and cultures. It also challenges their sense of competence. No wonder people resist.

Ronald Heifetz
The Postgraduate Diploma in Management is a university-level certificate offered by ESMT Berlin. To acquire this diploma, candidates have to enroll for a minimum of 18 program days spread over a period of 30 months. The postgraduate syllabus covers all major topics on leadership and general management.

We have further divided the course of study into three tracks: Leadership and Social Responsibility, Managing Technology, and General Management. The tracks allow participants to customize their course of study to suit their personal needs.

The programs have been designed – and will be led – by ESMT faculty members and ESMT visiting faculty, who will also advise participants throughout their studies. Programs are offered in both German and English.

Tuition fees vary, depending on the number of programs participants choose.

Understanding and Leading Change is part of the cluster Leadership and Social Responsibility and counts toward 3 of the 18 days necessary to gain the diploma.