



Leading Teams Through Operational Change

DURATION

3 days

CONTACT HOURS

18

LEVEL

Intermediate

FEE PER DELEGATE

R12,000

Take a team through a change of system, structure or process without losing delivery or people along the way.

Most operational change fails in the middle, at the layer of managers asked to keep delivery steady while the ground moves. This programme works on that layer. Delegates bring a change they are actually running and leave with a sequenced plan, a stakeholder map and the language to hold difficult conversations early rather than late.

Available as classroom, live online, in house.

Who it is for

Line managers, team leaders and heads of department accountable for delivery during a restructure, system migration or process redesign.

What you will be able to do

- Diagnose where resistance is coming from and separate it from legitimate operational objection.
- Sequence a change so that early wins carry the credibility for later, harder steps.
- Hold conversations about role, status and job security without deferring or over-promising.
- Keep delivery measurable while the operating model is in flux.

The outline

DAY 1

Why operational change stalls

The middle manager squeeze and why it is structural · Resistance as information rather than obstruction · Change fatigue and the cost of too many parallel initiatives · Reading the informal organisation

Sequencing and early credibility

Choosing the first visible win · Dependency mapping and critical path · Pacing: what to announce and what to pilot · Reversibility and how to design a safe retreat

DAY 2

The conversations managers avoid

Role change and status loss · Answering a question you are not cleared to answer · Handling the visibly disengaged team member · Escalating upward without appearing unable to cope

DAY 3

Holding delivery steady

Leading and lagging indicators during transition · Protecting the core while the periphery changes · Workload triage and deliberate deprioritisation · Closing a change and making it permanent

What you leave with

- A written change plan for the delegate's own initiative, sequenced and stakeholder mapped.
- A stakeholder position map distinguishing blockers, sceptics and advocates.
- A set of tested phrases for the three conversations managers most often avoid.
- A short measurement set that shows whether delivery is holding.

Published dates

DATES	WHERE	FEE
23 to 25 November 2026	Durban, South Africa	R12,000
30 November 2026 to 2 December 2026	Kampala, Uganda	US\$1,200
7 to 9 December 2026	Dubai, United Arab Emirates	US\$1,200
14 to 16 December 2026	Lagos, Nigeria	US\$1,200

Fees are per delegate and cover all course materials. Registration fees are arranged by the delegate. Reg

Register or ask a question

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