

## Managing and Leading Change (MLC)

The Managing and Leading Change (MLC) program is a rigorous 4-week online course designed specifically for managers and professionals in Kenya and East Africa who are responsible for implementing change within their organizations. Drawing on decades of experience in the Decalogue Management Methodology™ and informed by global best practices from Harvard and Melbourne Business School, this program equips you with the practical tools, frameworks, and systemic thinking needed to navigate the unique challenges of change in our regional context.

### Who Should Attend

This program is designed for:

1. **Managers and team leaders** responsible for implementing change initiatives
2. **Functional heads** dealing with significant organizational transitions
3. **Project managers** leading transformation efforts
4. **Business owners** navigating growth and market shifts
5. **Public sector leaders** implementing policy or service delivery changes
6. **Anyone** with personal responsibility for making change happen in their organization

### The GSE Advantage: Why This Program is Different:

*Focused on seeing the business as an interconnected system of processes.*

| Traditional Change Management    | The GSE Approach  |
|----------------------------------|---|
| Focuses on steps and phases      | <b>Sees change as a systemic phenomenon:</b> understanding the interconnected web of constraints, conflicts, and human dynamics |
| Treats resistance as an obstacle | <b>Views resistance as vital data:</b> revealing the underlying conflicts and mental models that must be addressed              |
| Communicates to persuade         | <b>Thinks through consequences:</b> using cause-and-effect logic to anticipate and "trim" negative outcomes before they occur   |
| Plans then executes              | <b>The Dynamics of Competition:</b> How markets and differentiation interact.   |
| Measures after implementation    | <b>Establishes systemic metrics:</b> identifying the right leverage points to monitor before, during, and after change          |

### Your Learning Journey: 4 Weeks of Integrated Discovery

*You will progress through four interconnected modules, each building on the last. Every week combines conceptual frameworks with practical application to your real-world change challenge.*

#### Week 1: Seeing the System—Why Change Really Fails

**Core Question:** *What is actually happening in your organization, and why do most change efforts stall?*

This week establishes the foundational lens: change is not a linear process but a systemic phenomenon. You'll learn to see your organization as an interconnected system and identify where the real constraints to change lie.

Weekly Topics & Key Takeaways:

|   | Topic   | Key Integrated Case Study   | Key Takeaways  |
|---|---|---|--|
| 1 | <b>The Mechanics and Human Elements of Change</b>       | <b>Kenyan Manufacturing Case:</b><br>A family-owned food processor in Thika attempts to implement new quality control systems but faces resistance from long-serving production managers. | <ol style="list-style-type: none"> <li>1. Change fails when we address only the technical aspects while ignoring the human dynamics.</li> <li>2. Every organization is a system of interdependent parts—change anywhere affects everywhere.</li> <li>3. "Resistance" is simply data about a constraint you haven't yet understood.</li> </ol>  |
| 2 | <b>The Conflict Cloud: Diagnosing the Real Blockage</b> | <b>Regional Bank Case:</b><br>A tier-2 bank in Nairobi wants to implement digital banking channels but branch staff are not referring customers to the new platform.                      | <ol style="list-style-type: none"> <li>1. The Conflict Cloud process reveals the underlying mental models creating the blockage.</li> <li>2. Surface-level problems (e.g., "staff aren't cooperating") mask deeper conflicts (e.g., "I must meet my branch targets AND learn a new system with no extra time").</li> <li>3. A clearly defined conflict points directly to the solution.</li> </ol> |

|   | Week 1 Deliverables  | Key Activities   |
|---|--|--|
| 1 | Identify Your Change Challenge: Using the Conflict Cloud template, map a current change initiative you are facing. Submit: | <ol style="list-style-type: none"> <li>1. A clear statement of the situation</li> <li>2. The undesirable effects you are observing</li> <li>3. The core conflict you believe is causing the blockage</li> </ol>                    |
| 2 | Required Reading & Resources   | <ol style="list-style-type: none"> <li>1. "Why Transformation Efforts Fail" (HBR Classic)</li> <li>2. Decalogue Methodology™ Guide to the Conflict Cloud</li> <li>3. Case Study: "Seeing Your Organization as a System"</li> </ol> |

## Week 2: The Psychology of Change—Understanding What People Are Really Saying

**Core Question:** *What drives individual responses to change, and how can we design for genuine adoption?*

Building on your systemic diagnosis, this week delves into the human element. You'll explore the emotional journey of change and develop frameworks for understanding what your stakeholders truly need.

Weekly Topics & Key Takeaways:

|   | Topic  | Key Integrated Case Study  | Key Takeaways   |
|---|--|--|---|
| 1 | <b>The Emotions and Psychology of Transition</b>       | <b>East African Healthcare Case:</b> A public hospital in Mombasa introduces a new electronic patient records system. Nurses and doctors express strong resistance, citing "too much paperwork." | <ol style="list-style-type: none"> <li>1. Change triggers a predictable emotional journey—denial, resistance, exploration, commitment.</li> <li>2. What people say ("this system takes too long") is rarely the real issue ("I'm afraid I'll lose my competence and status").</li> <li>3. Effective change leadership meets people where they are emotionally.</li> </ol> |
| 2 | <b>Understanding Individual Preferences for Change</b> | <b>NGO Scenario:</b> An international NGO with a large Kenya program wants to shift from project-based funding to long-term programmatic funding, requiring significant operational changes.     | <ol style="list-style-type: none"> <li>1. The Change Style Indicator reveals your own and others' preferred approaches to change (Conservator, Pragmatist, Originator).</li> <li>2. Different styles require different communication and engagement strategies.</li> <li>3. A healthy change initiative includes all three perspectives.</li> </ol>                       |
| 3 | <b>Working with Resistance as Data</b>                 | <b>Agribusiness Example:</b> A flower farm in Naivasha attempts to introduce new sustainability certifications. Mid-level managers are "dragging their feet."                                    | <ol style="list-style-type: none"> <li>1. Resistance is not an obstacle to overcome but a symptom to diagnose.</li> <li>2. The "negative branch" of your solution—using Future Reality Trees to identify unintended consequences before they occur.</li> <li>3. Trimming negative branches transforms resistance into buy-in.</li> </ol>                                  |

|   | Week 2 Deliverables  | Key Activities  |
|---|--|---|
| 1 | Stakeholder Mapping & Emotional Analysis: For your change challenge: | <ol style="list-style-type: none"> <li>1. Map key stakeholders and their likely emotional responses</li> <li>2. Identify their Change Style preferences</li> <li>3. List what you believe are their "undesirable effects"—what are they afraid might happen?</li> </ol> |
| 2 | Required Reading & Resources   | 1. "Leading Change: Why Transformation Efforts Fail" (Kotler, adapted)  |

### Week 3: Power, Influence, and the Unrefusable Offer

**Core Question:** *How do you create a change proposition that people genuinely want to adopt?*

Armed with your systemic diagnosis and stakeholder understanding, this week focuses on the practical art of influence. You'll learn to move beyond "communicating to persuade" toward "designing an offer that resolves stakeholders' core conflicts."

Weekly Topics & Key Takeaways:

|   | Topic  | Key Integrated Case Study   | Key Takeaways   |
|---|--|---|---|
| 1 | <b>Sources of Power and Influence in Organizations</b> | <b>Kenyan Family Business Case:</b> A second-generation CEO of a successful Nairobi logistics firm wants to professionalize management, bringing in external talent. The founder (father) and long-serving family managers are resistant. | <ol style="list-style-type: none"> <li>1. Power in organizations flows from multiple sources—position, resources, relationships, expertise, and personal influence.</li> <li>2. Lasting change requires building a coalition of influence, not just issuing directives.</li> <li>3. Understanding the "core conflict" of key stakeholders reveals what they genuinely value.</li> </ol>                 |
| 2 | <b>Communicating with Influence</b>                    | <b>Regional Government Example:</b> A county government in Western Kenya wants to implement a new revenue collection system. Taxpayers, small businesses, and even some county officials are skeptical.                                   | <ol style="list-style-type: none"> <li>1. Effective communication starts from the listener's reality, not your own.</li> <li>2. Different stakeholder groups need different messages—but all need messages that address their core conflict.</li> <li>3. The "buy-in" process: a structured approach to gaining commitment from key players.</li> </ol>   |
| 3 | <b>Creating the Unrefusable Offer</b>                  | <b>Tech Startup Example:</b> A Kenyan fintech company needs employees to adopt a new agile development methodology. The developers are comfortable with their existing waterfall approach.  | <ol style="list-style-type: none"> <li>1. An "unrefusable offer" is a change proposition that resolves a core conflict for the stakeholder.</li> <li>2. It answers the question: "What's in it for me?" in terms that matter to them.</li> <li>3. The External Constraint framework from Decalogue Methodology™ provides a structured way to build offers that align the entire value chain.</li> </ol> |

|   | Week 3 Deliverables                                     | Key Activities  |
|---|---|---|
| 1 | Craft Your Unrefusable Offer: For your change challenge | <ol style="list-style-type: none"> <li>1. Identify the core conflict for your most important stakeholder group</li> <li>2. Draft an "unrefusable offer" that resolves that conflict</li> <li>3. Outline your communication strategy for different stakeholder segments</li> </ol> |
| 2 | Required Reading & Resources                            | <ol style="list-style-type: none"> <li>1. "The External Constraint" (from Goldratt's "It's Not Luck," adapted)</li> <li>2. Decalogue Methodology™ Guide to Creating Unrefusable Offers</li> <li>3. Case Study: "Buy-In: Saving Your Good Idea from Getting Shot Down"</li> </ol>  |

### Week 4: From Plan to Action—Implementing and Sustaining Change

**Core Question:** *How do you ensure your change initiative actually delivers results and sticks?*

The final week synthesizes everything into a coherent action plan. You'll learn to design implementation paths that anticipate obstacles, build organizational readiness, and create the conditions for sustained change.

Weekly Topics & Key Takeaways:

|   | Topic                                   | Key Integrated Case Study   | Key Takeaways  |
|---|---|---|--|
| 1 | <b>Organizational Readiness and the</b> | <b>Regional Infrastructure Example:</b> A Kenyan construction firm wins a major | 1. Organizational readiness is not a binary state—it's a set of intermediate objectives that must be achieved. |

|   |  |   |   |
|---|--|---|---|
|   | <b>Prerequisite Tree</b>                 | government contract requiring new project management systems and quality standards. The current systems are manual and inconsistent.  | <ol style="list-style-type: none"> <li>2. The Prerequisite Tree identifies every obstacle standing between your current reality and your change goal.</li> <li>3. For each obstacle, you must identify an intermediate objective and a condition for its achievement.</li> </ol>  |
| 2 | <b>Designing the Implementation Path</b> | <b>Banking Sector Example:</b> A regional bank with branches across East Africa wants to implement a new customer service culture. Previous attempts have lasted only a few months. | <ol style="list-style-type: none"> <li>1. The Transition Tree sequences the specific actions required to achieve each intermediate objective.</li> <li>2. Effective implementation anticipates the "negative branches" of each action and trims them in advance.</li> <li>3. Change sticks when it is embedded in systems, not just in memories.</li> </ol>   |
| 3 | <b>Measuring What Matters</b>            | <b>Social Enterprise Example:</b> A Kenyan social enterprise expanding into new counties needs to maintain quality while growing rapidly.   | <ol style="list-style-type: none"> <li>1. Traditional metrics often measure activity, not progress toward the change goal.</li> <li>2. Throughput, Inventory, and Operating Expense (T, I, OE) provide a systemic view of change impact.</li> <li>3. The right metrics create a feedback loop that sustains momentum.</li> </ol>  |
| 4 | <b>Action Planning and Next Steps</b>    | <b>Synthesis Session:</b> Workshop your own change initiative using all the tools from the program.   | <ol style="list-style-type: none"> <li>1. A complete action plan includes: your core conflict, your unrefusable offer, your stakeholder map, your prerequisite tree, your transition tree, and your key metrics.</li> <li>2. The plan must be communicated and owned by key stakeholders.</li> <li>3. The first 90 days after the program are critical—you will leave with a clear "Day 1" action.</li> </ol> |

|   | <b>Week 4 Deliverables</b>   | <b>Key Activities</b>  |
|---|--|--|
| 1 | Complete Change Action Plan: Submit a comprehensive action plan for your change initiative, including: | <ol style="list-style-type: none"> <li>1. Conflict Cloud (diagnosis)</li> <li>2. Stakeholder Map with emotional analysis</li> <li>3. Unrefusable Offer</li> <li>4. Prerequisite Tree (obstacles and intermediate objectives)</li> <li>5. Transition Tree (key actions)</li> <li>6. Key metrics for tracking progress</li> <li>7. Communication and engagement strategy</li> <li>8. First 90-day implementation calendar</li> </ol> |
| 2 | Required Reading & Resources   | <ol style="list-style-type: none"> <li>1. "The Prerequisite Tree and Transition Tree" (Decalogue Methodology™)</li> <li>2. "Leading Change: The First 90 Days"</li> <li>3. Template: Complete Change Action Plan</li> </ol>  |

## Tangible Outputs

By the end of this program, you will have:

1. **A complete Change Action Plan** ready for implementation in your organization
2. **A portfolio of tools and frameworks** (Conflict Cloud, Future Reality Tree, Prerequisite Tree, Transition Tree, Unrefusable Offer)
3. **A personal change style profile** and understanding of how to work with different styles
4. **A network of peers** facing similar change challenges across East Africa
5. **Certificate of Completion** from the Graduate School of Entrepreneurs

## Learning Methods

This program is designed for busy professionals. Each week combines:

|   | <b>Method</b>                      | <b>Description</b>   |
|---|------------------------------------|--|
| 1 | <b>Interactive Video Lectures</b>  | Short, focused videos introducing key concepts with real-world examples from East Africa                             |
| 2 | <b>Case Study Analysis</b>         | Rich cases drawn from Kenyan and regional organizations, analyzed through Decalogue and change management frameworks |
| 3 | <b>Self-Assessment Diagnostics</b> | Tools to understand your own change style, influence preferences, and leadership approach                            |

|   |                              |   |
|---|------------------------------|---|
| 4 | <b>Weekly Mentor Huddles</b> | Live small-group sessions with experienced practitioners to workshop your specific challenges |
| 5 | <b>Peer Learning</b>         | Engage with a diverse cohort of managers facing similar change challenges across industries   |
| 6 | <b>Practical Application</b> | Each week's deliverable builds toward your final Change Action Plan                           |

## What You'll Take Away

*You will progress through four interconnected modules, each building on the last. Every week combines conceptual frameworks with practical application to your real-world change challenge.*

## Core Capabilities

|   | <b>Capability</b>             | <b>You Will Be Able To...</b>   |
|---|-------------------------------|---|
| 1 | <b>Systemic Diagnosis</b>     | See your organization as an interconnected system and identify the real constraints to change         |
| 2 | <b>Stakeholder Insight</b>    | Understand the emotional journey of change and map what different stakeholders truly need             |
| 3 | <b>Influence &amp; Buy-In</b> | Create "unrefusable offers" that resolve stakeholders' core conflicts and generate genuine commitment |
| 4 | <b>Implementation Design</b>  | Anticipate obstacles, design clear implementation paths, and build organizational readiness           |
| 5 | <b>Sustained Impact</b>       | Establish metrics that track real progress and create feedback loops for ongoing momentum             |

## Learning Requirements & Assessment

To earn the Managing and Leading Change (MLC), you must:

1. Complete all module work in all week sessions by stated deadlines.
2. Actively participate in course discussions, reflections, and mentor huddles.
3. Demonstrate core content mastery by satisfactorily completing all module quizzes for the MLC-based courses.
4. Submit a passing Capstone Project presentation that demonstrates application of both TOC and core business skills.
5. Earn a passing score on the integrated four-part exam.