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Leading Change: The Human Side of Transformation

Course #: PS-101 **Duration:** 2 days

Prerequisites

This course assumes senior leadership experience and accountability for organizational outcomes.

Details

Organizational change rarely fails because of strategy, technology, or communication. It fails because leaders underestimate how human beings respond to uncertainty, loss, and disruption.

Leading Change: The Human Side of Transformation is a two-day executive course designed to help senior leaders understand how people actually experience change and how executive behavior, decisions, and signals directly shape adoption, resistance, and performance. Grounded in neuroscience and behavioral science, this course focuses on the realities leaders face when transformation meets human limits.

Participants leave with clearer judgment, sharper awareness of their leadership impact, and practical commitments that improve adoption and performance across current and future change initiatives.

Software Needed

None.

Outline

Leading Change: The Human Side of Transformation

- **Why Change Feels Threatening Even When It Makes Sense**
  - How the brain interprets uncertainty, loss, and lack of control
  - The neuroscience of threat, safety, and survival responses
  - Why logic and data do not override emotional reactions
  - The limits of rational persuasion during change
  - Executive reflection: where leaders underestimate the emotional load of change
- **Predictable Behavioral Patterns During Change**
  - Loss aversion and the pull of the status quo
  - Ambiguity avoidance and decision paralysis
  - Rumor, narrative-building, and meaning-making
  - Social proof and the amplification of executive signals
  - Why resistance is often protective rather than defiant
- **Why Communication Alone Fails to Create Adoption**
  - Information vs meaning: why clarity does not equal commitment
  - The illusion of alignment at senior levels

- Message saturation, fatigue, and disengagement
- What employees actually listen for during uncertainty
- Why repetition increases exhaustion instead of confidence

- **Diagnosing Organizational Change Friction**
  - Identifying where adoption typically breaks down
  - Structural vs psychological barriers to change
  - Priority conflicts and role ambiguity
  - Incentives and performance signals that undermine change
  - Executive reflection: where leadership decisions unintentionally add friction

- **Executive Decision-Making Under Change Pressure**
  - Cognitive load, stress, and decision fatigue at senior levels
  - Speed vs stability trade-offs during transformation
  - Control reflexes and their downstream consequences
  - How executive stress cascades through the organization
  - Recognizing when decisiveness becomes volatility

- **Designing Conditions That Enable Adoption**
  - Clarifying priorities when everything feels important
  - Decision rights and authority during transition
  - Role modeling consistency under pressure
  - The impact of what leaders stop doing
  - Creating safety without reducing expectations

- **Accountability Without Burnout**
  - Why performance standards drift during change
  - Clarity vs pressure: how leaders confuse the two
  - Supporting adaptation while maintaining expectations
  - Avoiding compassion fatigue and learned helplessness
  - Addressing underperformance without increasing disengagement

- **Executive Commitments and Change Guardrails**
  - Identifying personal leadership behaviors to adjust
  - Establishing executive guardrails for future change efforts
  - Early warning signals that adoption is at risk
  - Shared leadership commitments across the executive team
  - Translating insight into sustained leadership behavior