

# Organisational Change Management

## - a Danida-funded Learning Programme

4<sup>th</sup> – 22<sup>nd</sup> March 2024



**Danida Fellowship Centre**

- sustaining development through research and learning

*Is your **organisation** committed to engage in change processes to improve organisational effectiveness? And - do **you** want:*

- *to develop a robust toolbox for organisational change management?*
- *to foster a culture of continuous improvement in your organisation?*
- *to enhance your project management skills and learn how to lead a change process?*
- *to create a specific Action Plan tailored to the needs of your organisation?*
- *to build a network of colleagues from many countries across the world?*

*If yes, then this is the learning programme for you!*

This learning programme places great emphasis on the importance of creating an enabling environment for good and responsive organisational change management, encouraging organisations to allocate resources and prioritise change initiatives. In a world where change is inevitable and vital for progress, this course empowers individuals to be change agents, promoting sustainability, digitalisation, and efficiency while fostering adaptability and resilience.

The positive impact of this program extends beyond the individual participants, ultimately benefiting their home organisations and contributing to a more responsive wider world.

The learning journey starts in your organisation with an assessment of the needs and preparedness for improving change management practices. Thus, before the three-week face-to-face training course in Denmark, a dialogue will be initiated between you, the training managers in COWI and your organisation to identify areas of potential organisational strengthening which can be facilitated by your participation in the organisational change management course in Denmark.

After selection of the participants in the learning programme, pre-reads and e-learning will serve as a preparation for the face-to-face training course, which will take place over a period of three weeks in the headquarters of COWI in Copenhagen, Denmark.

Course managers will offer post-course follow-up in a 3-months period after the return of course participants to their organisations focusing on the application of knowledge and change management tools and approaches.

## Introduction

This leaflet describes a learning programme on Organisational Change Management targeting professionals from both public, civil society and private institutions involved in Danida-funded development programmes. The learning programme comprises a pre-course period, a 3-week training course in Denmark and a 3-month post-course follow-up period.

Danida Fellowship Centre (DFC) has contracted COWI, a leading Danish multidisciplinary consulting company, to undertake the learning programme.



## Content of the training in Denmark

The training course in Denmark comprises the following five main modules:

- Change Management in Theory and Practice
- Opening the Change Management Toolbox
- Roles and Responsibilities of the Manager
- Development of Action Plans
- Monitoring and Evaluation

Participants will be introduced to methods, approaches and tools that can be directly applied in the identification, planning, implementation and evaluation of organisational change.



## Learning programme objectives

The Organisational Change Management Learning Programme (OCM) has two, interlinked main objectives. The first is to strengthen the capacity participants' organisations to make changes in policies, structures and capabilities, which will make them more relevant and effective. The other is to strengthen the competence of managers in these organisations to enable them to initiate and lead change processes and act as change agents.

After participation in the 3 weeks course in Denmark, the course participants shall be able to:

- Conduct context and situational analyses to discern unique factors shaping change initiatives
- Understand the roles of the Project Manager in organizational change management
- Implement effective leadership and facilitation techniques for managing change processes
- Use strategies for mitigating resistance and foster a culture of flexibility and innovation
- Integrate democracy and poverty alleviation perspectives and rights-based approaches into all phases of a change process

The learning objectives are met by relating and adapting the course contents to participants' own organisational settings through the development of a specific Action Plan to be implemented upon return to their home countries. The course program also provides rich opportunities for building a network of colleagues from many countries of the world.

## Action Plans

The development and implementation of an Organisational Change Management Action Plan (AP) is a key part of the Learning Programme.

The focus of the Action Plan will be agreed between the participant, his/her organisation and the COWI Learning Programme Manager prior to the start of the face-to-face training in Denmark.

The AP is a learning tool providing the participants with the opportunity to link and apply new knowledge, tools, and skills they have learned while in Denmark. The work with the Action Plans will be supported in the following ways:

- **In the pre-course period**, each participant will be asked to briefly analyse the capacity of their organisation and challenges the organization is facing. Initial steps will be made to identify potential focus of the AP.
- **During the training course** in Denmark participants will apply relevant course content to draft an Organisational Change Management Action Plan coached by the course facilitators. The AP will be presented and peer-reviewed by other course participants.
- **In the post-course period**, participants will continue the dialogue with their Coaches about implementation of their Organisational Change Management Action Plans.

## Course modules

### *Module 1: Change Management in Theory and Practice*

- Review of Kotters change model
- Cases on using change management to introduce new development priorities
- Examples on how private companies and municipalities work with change management

### *Module 2: Opening the Change Management Toolbox*

- Context and situational analysis
- Capacity assessment and stakeholder analysis
- Monitoring and evaluation
- Knowledge management, communication, and learning

### *Module 3: Roles and Responsibilities of the Organisational Change (OC) Manager*

- OC Manager as change agent, manager of change processes, team leader and facilitator

### *Module 4: Development of Organisational Change Management Action Plans*

- How to develop and implement an organisational action plan
- How to introduce and implement the Action Plan in your organization

### *Module 5: Monitoring and Evaluation*

- Adjustments to the OCM Course based on on-going monitoring and evaluation

## Learning programme management

The learning programme will be managed by COWI, a company with 7,000 employees and 90 years of experience of providing consulting services worldwide. For more information see COWI's webpage at [www.cowi.com](http://www.cowi.com).

COWI has a very long and deep experience in project management and development, including aspects relating to organisational change management. Furthermore, COWI has successfully engaged in the design, preparation, and implementation of targeted learning programmes for a variety of professionals in many countries over many years.

## How to apply for the programme?

Please note that it is not possible to apply directly for this programme. The Sector Counsellor at the Royal Danish Embassy will pre-select candidates in collaboration with the affiliated organisations and submit an application to Danida Fellowship Centre.

Each candidate included in the application submitted by the Sector Counsellor must fill in the form "Information Sheet - Individual Candidates – Strategic Sector Cooperation", which will be forwarded to the candidate by the Sector Counsellor.

The filled-in Information Sheet must be sent by mail directly to the responsible Sector Counsellor at the Royal Danish Embassy and NOT to Danida Fellowship Centre.

The final selection of candidates will be carried out by DFC in consultation with the Learning Programme Manager in COWI.

## Funding

The learning programme is funded by Danida.

## Where to get further information?

DFC is responsible for the administrative aspects of the training. Further information is available at DFC's webpage [www.dfcentre.com](http://www.dfcentre.com).

For questions related to the content of the learning programme, please contact:

## COWI

Mr Lars Peter Lopez Christensen,  
Course Manager and Main Facilitator  
email: [lpc@cowi.com](mailto:lpc@cowi.com)  
Phone: +45 5024 6217

**LARS PETER LOPEZ CHRISTENSEN - Programme Manager, Course Facilitator and AP Coach**

Lars Christensen has over 40 years of professional experience focusing on aid effectiveness, democratic governance, civil society development, institutional analysis and MEAL. His work has consistently emphasized Danish development assistance policies, organizational change management and capacity development, which are subjects he has been facilitating at DFC-courses. Lars Christensen has project management experience from six years in Nepal, three years in Uganda, and six years in Mozambique. He has served as Course Coordinator and Director of the Danida Training Centre in Hornbæk.

**DANIEL LA COUR - Programme Co-Manager, Course Facilitator and AP Coach**

Daniel la Cour, a senior project manager specializing in competence development, project management, and development assistance, has facilitated over 35 DFC- financed courses since 2001, including capacity development, adult education, and effective training delivery workshops. With 30 years of experience, Daniel is an adept facilitator, empowering civil servants, NGO and private company staff across diverse development and transition countries.

**HELLE QWIST-HOFFMANN - Course Facilitator & AP coach**

Helle Qvist-Hoffmann brings 29 years of extensive experience in sustainable development across Asia, Europe, and Africa. She offers hands-on expertise in capacity development and navigating complex change processes, along with a deep understanding of sustainability transformation and green transition. With a wealth of experience, she excels in the facilitation of complex dialogues, and the design and conduct of impactful workshops and courses.

**PETER MALLOW - Course Facilitator & AP coach**

Peter Mallow has more than 25 years of international experience as economist, project manager and capacity developer in the EU, CEE, Africa, and Asia. He has extensive experience in the management and facilitation of training courses and workshops, business and action planning, feasibility studies, market analysis, capacity development and institutional strengthening, cost benefit analysis and financial analysis of projects.

**DORTHE T. RASMUSSEN - Facilitator**

Dorte Rasmussen, an experienced Learning & Development Leader, partners with organizations to drive business strategy through innovative learning programs. She holds extensive expertise in crafting learning initiatives within project and program management, garnered from years of strategic work. Her focus lies in equipping project managers to deliver organizational benefits, beyond mere deliverables.

**JON LØBNER - Facilitator**

Jon Løbner has been working within project management, both as project manager, portfolio manager and teacher for the past 20 years, currently employed by Syddjurs Municipality. He has a broad, practical, and theoretical insight into several the leading project management systems such as PRINCE2, PMI, IPMA and SCRUM. Jon has taught several hundred course participants, helping companies implement project models and adapt PRINCE2 to their work situations.

**RIKKE SANDHOLM - Facilitator**

Rikke is an experienced project and change manager in COWI. She has experience from various industries, and she has worked with change management both as an internal and external consultant. Rikke has led the development of an internal COWI-approach to managing change. Nowadays she provides specialist colleagues with a toolbox full of guidelines and concrete templates to help them through each step of a change process.

**NIELS TRELDAL - Facilitator**

Niels is a highly qualified business developer and project manager in-charge of digital transformation and BIM Management in COWI. For the past 14 years he has worked with development and implementation of digital design processes, standardization, and ICT-management both on a strategic and operational level. Additionally, Niels has participated in complex projects as an ICT-manager and digital adviser on several national and international development projects.