BLACKBIRD FOR TRAINING

Change Leadership and Enterprise Risk Management Program

16 – 27 November 2026
Düsseldorf (Germany)



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Change leadership and enterprise risk management is the joint discipline of guiding people through organisational change while identifying, assessing and treating the risks that the change and the wider business face. This 2-week course is for middle and senior managers who lead transformation or own risk, and its final deliverable is an integrated change and risk plan with a scored risk register, an indicator set and a sustainment roadmap.

Introduction

The course rests on three references. ISO 31000:2018 is the international guideline that sets out principles, a framework and a process for managing risk. COSO ERM, the enterprise risk management framework of the Committee of Sponsoring Organizations, links risk to strategy and performance. Kotter's 8-Step Model describes how an organisation moves through large-scale change. The level is practitioner, and the two weeks give change and risk a full block of practice each, through case studies, role plays and the staged build of one plan.

Course Objectives

- Distinguish change management from change leadership and decide which of the two a given transition needs from its managers
- Compare ISO 31000 and COSO ERM and select the framework that fits an organisation's governance and reporting needs
- Apply Kotter's 8-Step Model, Lewin's change theory and the ADKAR Model to plan, communicate and sustain a live change initiative
- Interpret likelihood and impact ratings, heat maps and expected monetary value to prioritise risks for treatment
- Justify a choice between avoiding, reducing, transferring and accepting a risk with cost-benefit evidence
- Apply key risk indicators and periodic reviews to track change adoption and risk exposure after launch



Target Audience

- Managers leading restructuring or new systems, who must decide how fast a change can move without losing staff support
- Risk and compliance managers, who must judge which risks go to senior oversight and which stay with process owners
- Project managers delivering transformation, who must choose which project risks to treat, transfer or accept
- HR and organisational development managers, who must select the reinforcement methods that make a change last
- Operations and finance managers, who must weigh the cost of a control against the exposure it removes

Course Outline

Day 1: Defining Change, Leadership and Readiness

- Change Management vs Change Leadership: Process Control Compared with Direction and Influence
- Types of Organisational Change: Incremental, Transitional and Transformational Shifts Explained
- External vs Internal Change Drivers: Separating Market Pressure from Strategy-Led Change
- Psychology of Change: How Uncertainty, Loss and Habit Shape Employee Responses
- Change Readiness Assessment: Scoring Capacity, Commitment and Culture Before Launch

Day 2: Comparing Change Models and Assessing Impact

- Kotter's 8-Step Model vs Lewin's Unfreeze-Change-Refreeze: Large-Scale Versus Phased Change
- ADKAR Model Application: Tracking Awareness, Desire, Knowledge, Ability and Reinforcement
- Stakeholder Analysis Grid: Mapping Influence and Interest to Engagement Approaches
- Change Impact Assessment: Measuring Effects on Roles, Processes, Systems and Customers
- Change Model Selection Criteria: Matching a Framework to Scale and Urgency

Day 3: Communicating Vision and Leading Through Transition

- Vision Statement vs Change Story: Short Direction Compared with Narrative Rationale
- Change Communication Plan: Clarity, Consistency, Channels and Timing for Each Audience
- Emotional Intelligence in Leadership: Self-Awareness and Empathy During Uncertain Periods
- Handling Objections: Structured Responses to Concerns Raised in Team Briefings
- Trust and Credibility: Leader Behaviours That Sustain Confidence Through Transition

Day 4: Managing Resistance and Embedding Change

- Active vs Passive Resistance: Recognising Open Objection and Quiet Non-Compliance
- Coaching Teams Through Transition: Structured Conversations That Build Capability and Confidence
- Reinforcement Strategies: Recognition, Rewards and Feedback That Anchor New Behaviours
- Embedding Change in Organisational Culture: Aligning Routines, Symbols and Measures
- Monitoring Change Adoption: Adjusting Strategy from Usage, Sentiment and Performance Data



Day 5: Change Leadership Case Practice and Personal Planning

- Successful vs Stalled Change: Case Analysis from Manufacturing and Healthcare Settings
- Role Play on Resistance: Rehearsing Difficult Conversations with Affected Team Members
- Group Change Plan Exercise: Applying Kotter and ADKAR to a Shared Scenario
- Personal Leadership Plan: Setting Behaviours, Commitments and Support for Leading Change
- Facilitated Feedback Session: Peer Review and Presentation of Draft Change Plans

Day 6: Foundations of Enterprise Risk Management

- ISO 31000 vs COSO ERM: Principles-Based Guideline Compared with Strategy-Linked Framework
- Key Risk Definitions: Risk, Uncertainty, Risk Appetite and Risk Tolerance Explained
- Risk Categories: Strategic, Operational, Financial and Compliance Exposures with Examples
- Value of Risk Management: How Structured Risk Practice Supports Decisions and Resilience
- Roles in Risk Governance: Senior Oversight, Risk Owners and Control Owners Defined

Day 7: Identifying, Categorising and Recording Risk

- Internal vs External Risk Sources: Process, People and Systems Versus Market Events
- SWOT and PESTLE Analysis: Structured Scanning of Organisational and Environmental Risk
- Brainstorming and Delphi Technique: Group and Expert Methods for Surfacing Risks
- Risk Register Design: Fields, Ownership and Update Routines for a Living Record
- Risk Categorisation and Communication: Grouping by Impact and Function for Stakeholder Reporting

Day 8: Assessing and Prioritising Risk

- Qualitative vs Quantitative Risk Assessment: Rating Scales Compared with Numerical Estimates
- Likelihood and Impact Scoring: Building a Risk Matrix and Heat Map
- Scenario Analysis: Testing Plausible Events to Prioritise Risks Across Business Units
- Expected Monetary Value: Weighting Financial Outcomes by Probability for Comparison
- Monte Carlo and Sensitivity Analysis: Simulating Ranges and Finding the Dominant Variables

Day 9: Choosing Risk Treatments and Responses

- Avoid vs Reduce vs Transfer vs Accept: Four Treatment Options and Their Trade-Offs
- Control Design and Implementation: Preventive and Detective Controls with Named Owners
- Cost-Benefit Analysis of Risk Responses: Treatment Cost Compared with Exposure Removed
- Project Risk Planning Aligned with PMBOK: Response Plans Within Project Schedules
- Procurement and Contract Risk: Allocating Risk Through Supplier Terms and Clauses



Day 10: Integrated Change and Risk Plan Practice

- Key Risk Indicators vs Key Performance Indicators: Early Warning Compared with Results
- Periodic Risk Review and Audit: Checking Controls, Register Accuracy and Change Adoption
- Building a Risk-Aware Culture: Applying Change Reinforcement Methods to Risk Behaviours
- Cross-Sector Case Exercise: Applying Impact, Assessment and Treatment Tools to One Transformation
- Integrated Change and Risk Plan: Completing and Presenting the Final Plan

Skills You Will Gain

- Change Readiness Assessment
- Stakeholder Mapping
- Change Communication Planning
- Resistance Management
- Risk Identification Techniques
- Risk Register Management
- Quantitative Risk Analysis
- Risk Treatment Selection

Why Attend This Course

- From announcing changes and hoping for adoption to sequencing them through a chosen change model
- From risk lists kept for audits to a maintained register with owners, scores and treatment decisions
- From handling change and risk separately to planning both with the same stakeholders and indicators
- From scattered notes to an integrated change and risk plan ready to present to senior leaders

Conclusion

Leading change while managing enterprise risk means steering people towards a new way of working and, at the same time, keeping the uncertainty that change creates within limits the organisation has agreed. The course clarifies three distinctions: change management versus change leadership, ISO 31000 versus COSO ERM, and qualitative versus quantitative assessment. Its length gives each discipline five full days of practice. It suits middle and senior managers who already lead teams or projects and need one connected method for transformation and risk.



Course FAQs

What is change leadership and enterprise risk management?

Change leadership and enterprise risk management combines two management practices: guiding people to adopt new ways of working, and running an organisation-wide process to identify, assess, treat and monitor risk. Together they let managers plan a transformation and its exposures within one set of decisions.

What is the difference between change leadership and change management?

Change management is the structured process of planning, tracking and reinforcing a change; change leadership is the direction and influence that make people willing to follow it.

Which standards does the change leadership and enterprise risk management course follow?

The risk content follows ISO 31000:2018 and COSO ERM, with project risk planning aligned to PMBOK. The change content uses Kotter's 8-Step Model, Lewin's change theory and the ADKAR Model, applied to one shared case.

Is the change leadership and enterprise risk management course right for a project manager?

Yes, for project managers who deliver transformation and must decide which risks to treat, transfer or accept. It adds change leadership and organisation-wide risk practice to project risk planning.

What do delegates produce in the change leadership and enterprise risk management course?

Delegates produce an integrated change and risk plan: a readiness and impact assessment, a stakeholder and communication plan, a scored risk register with chosen treatments, a key risk indicator set and a sustainment roadmap, presented at the close of the course.

