

Halderstone



Training module

Implementation & Transformation

Implement and evolve management systems so new processes, controls and improvements are adopted effectively



Do your new policies, processes, or controls look good on paper but struggle to take hold in practice?

Overview

Organizations often invest significant effort in designing policies, processes, and controls, yet struggle to translate these designs into consistent practice. New initiatives may stall due to unclear ownership, weak stakeholder engagement, insufficient planning, or resistance to change. As a result, well-designed management system elements remain documents rather than becoming embedded organisational routines.

This module focuses on the practical capabilities needed to implement management systems and improvement initiatives successfully. Participants learn how to frame implementation efforts, build stakeholder support, structure implementation plans, and manage organisational adoption so that new processes, controls, and practices are actually used and sustained over time.



Target audience

- Management system implementers and coordinators
- Those responsible for processes, policies, assets, risks, and controls related to a management system
- Management consultants working with management system design, governance, or improvement

Is this module for you?

It is a good fit for you if you...

- are responsible for implementing or improving elements of a management system.
- want new policies, processes, or controls to be adopted in practice rather than remaining documents.
- experience implementation initiatives that stall due to unclear ownership, weak planning, or lack of stakeholder buy-in.
- need to structure implementation efforts and build organisational support for change.
- want practical approaches to introduce new practices and embed them into everyday routines.

It may be less suitable for you if you...

- already run structured implementation initiatives with clear stakeholder engagement and adoption strategies.
- are primarily looking for detailed project management methods or certification-based project frameworks.
- expect a theoretical change management course focused mainly on models rather than practical implementation.
- have no role in introducing or shaping organisational changes.

Learning outcomes

Key outcomes

- Structure implementation initiatives by defining the intended change, scope, and success criteria
- Build stakeholder alignment and sponsorship to support organisational adoption of new practices
- Plan and manage implementation efforts so new processes, controls, or improvements are effectively introduced and sustained

Additional capabilities

- Recognise common failure modes that cause implementation initiatives to stall or fail
- Translate improvement or change goals into practical implementation steps and responsibilities
- Design communication and enablement activities that support organisational adoption
- Monitor implementation progress and address early signs of weak adoption or resistance

Agenda

Why implementation initiatives fail in practice

How to recognise common failure modes in organisational change initiatives, distinguish design problems from adoption problems, and understand why well-designed policies, processes, or controls often fail to take hold in practice

Deciding whether an initiative should start

How to clarify the problem to be addressed, determine whether change is warranted, define expected outcomes, and frame a minimal implementation case that supports a clear go / no-go decision

Defining the change and its success criteria

How to describe the intended change, clarify scope and boundaries, define the target state, and establish success criteria that allow progress and adoption to be evaluated

Stakeholder alignment and sponsorship

How to identify key stakeholders, secure sponsorship, anticipate sources of resistance, and build the organisational support needed for successful adoption

Structuring the implementation approach

How to define phases, milestones, responsibilities, and governance for implementation initiatives without introducing unnecessary project-management overhead

Communicating and enabling the change

How to communicate the purpose and implications of the change, prepare affected teams, and provide the information and support needed for people to adopt new practices

Embedding new practices into routines

How to integrate new processes, controls, or ways of working into operational routines, documentation, onboarding, and governance so they become part of everyday practice

Monitoring adoption and sustaining the change

How to track implementation progress, detect weak adoption or resistance, address early signs of drift, and stabilise new practices over time

Case-based workshop

Applying the learned concepts, methods, and approaches in a realistic case setting

Included materials

Learning materials

- Slide deck
- Participant workbook

Templates & tools

- Business case template
- Project charter template
- Stakeholder mapping worksheet
- Implementation planning template
- Change communication plan
- Adoption & stabilisation checklist
- Implementation progress tracker

Confirmation

- Confirmation of participation

Preparation guidance

Assumed background

This module assumes general familiarity with organisational decision-making, management practices, and the introduction of new processes or initiatives. No prior project management or change management training is required.

Helpful background includes:

- Basic understanding of organisational roles, responsibilities, and decision-making structures
- Familiarity with how processes, policies, or controls are introduced and maintained in organisations

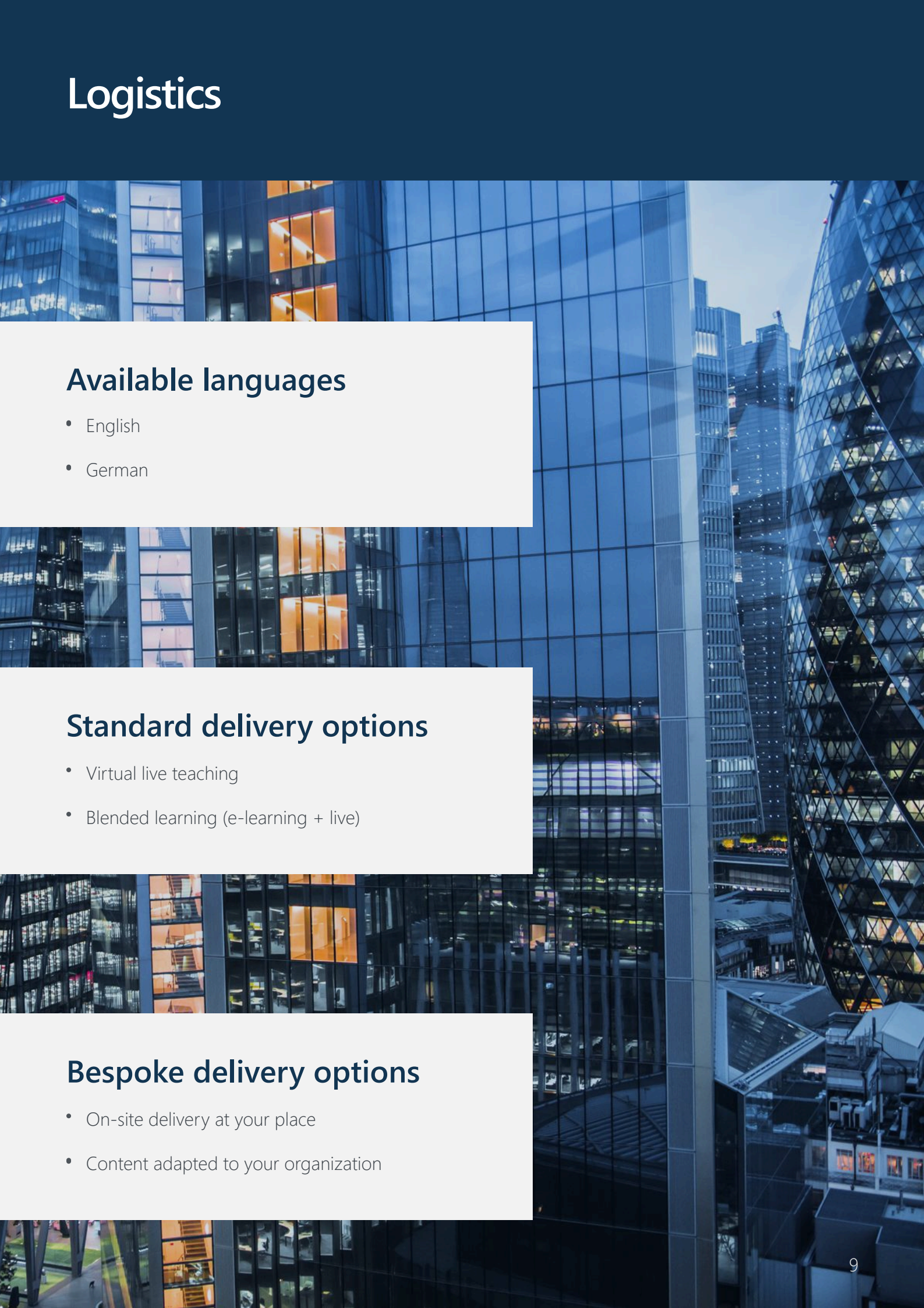
Preparatory modules

Supporting (optional)

Helpful but not required to participate effectively

- Decision Analysis
- System Leadership
- Governance Design

Logistics



Available languages

- English
- German

Standard delivery options

- Virtual live teaching
- Blended learning (e-learning + live)

Bespoke delivery options

- On-site delivery at your place
- Content adapted to your organization



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