

Val-EdTM

Valiant Technologies Education & Training Services

Workshop on Change Management

Welcome to Valiant Technologies. We are a specialty consulting and training organization that focuses on information security at the strategic and operational levels. With significant strength also in information security assurance services, Valiant CISSTech, as we were formerly known, has been serving clients across many countries - Bahrain, Hong Kong, India, Kuwait, Malaysia, Maldives, Saudi Arabia, Sri Lanka, South Africa, Sultanate of Oman, Thailand, United Arab Emirates, and Zambia.

Val-Ed™, our educational services division offers a variety of ready-packaged and tailor-made educational and training programs in the area of information security. This catalogue provides detailed information on one of the educational and training offering to clients in the area of information security technology, management and assurance.

We have a full range of services that we offer covering the full spectrum of information security and our services catalogue provides details of the following services that we provide to clients. Please ask for a services catalogue for more details on these services:

- Testing and hardening of information system defenses:
 - Vulnerability assessment
 - Penetration testing
 - Application security testing
 - Hardening of servers and network components
 - Periodic evaluation of network security
- Information Security Management Services
 - Security Policies, Procedures and Guidelines
 - Security Awareness Program
 - Risk Assessment and Analysis
 - Executive Management briefings on Security
 - Vendor selection for security products
 - Computer Forensics Investigation\
 - ISO-27001 preparatory services
 - Fill-in Security Manager program
- Control and Assurance Services
 - Gap analysis against ISO-27001, COBIT, ISSAF
 - Information security controls review
 - Information Systems Security Audit
 - Control assessment for SOX compliance
- Business Continuity and Disaster Recovery Management

We look forward to being of service to you and look forward to hearing your interest.

- Valiant Team

List of regular programs offered by Valiant Technologies

	Course Name	Duration (days)
1	Workshop for CISSP Aspirants	4
2	Workshop for CISA Aspirants	5
3	Workshop for CISM Aspirant	4
4	Workshop on BCP and DRP	2
5	Workshop on Change Management	1
6	Workshop on Information Security Policies	3
7	Information Security for Senior Management	1/2
8	Security Awareness for IT user management	2
9	Security Plus Certification of CompTIA	6
10	Sarbanes Oxley Act – Structure and Implementation	2
11	Digital Evidence for IT / IS Auditors	1

CV of principal instructor, Dr Rama K Subramaniam is found on the last page

One-Day workshop on Change Management

The Setting...

Change Management is a generic process that is to be considered as happening across the organizational landscape. Of late, however, there is a tendency to see it more as an IT problem. Both viewpoints have their merits. Change Management has been part of the overall organizational process and behaviorists were perhaps the earliest to look at it closely and deeply. They evolved change management paradigms, which understandably were skewed towards solution sets influenced by the behavioral school of management. People skills and political skills were emphasized in the early stages of organizational change management processes. As technology – in particular Information Technology – emerged as a principal influencer of process design in organizations and also became a business enabler, change management issues of Information Technology driven systems presented new sets of challenges which could not be handled with only people skills and political skills. System skills, Analytical Skills and Business skills came to be regarded as necessary skills for handling change management situations. Information Technology looked at Change Management in greater width and depth. Configuration management came to be part of the generic Change Management process.

This workshop...

This one-day workshop will set the stage for effective Change Management in an organizational context and will present perceptions, frameworks and methodologies to manage change. This workshop is more of a “How and Why” workshop rather than being a “What” workshop. Participants will also discuss three case studies at the end of the presentation sessions. The cases are set in an IT, Financial Services and Government setting.

Participants in this workshop will not go back with a theoretical knowledge of Change Management process; instead they will take back with them clear and implementable solution sets. The workshop has significant content on strategy identification and selection, which in turn would facilitate a structured identification and evaluation of the various strategies that can be applied to a given case. Choice of the most appropriate strategy could often mean a difference between successful implementation of change management or otherwise. Participation in this workshop will make that difference.

Workshop Agenda...

The broad agenda for the workshop is as follows:

Session - 1 (9.00 am to 10.30 am)

Session Theme: This session sets the tone for all the discussions and case studies to follow in the day. It presents the contemporary perceptions on Change Management drawing from some successful experiences and also from some failure scenarios. This session would trace the progress being made in the understanding of 'Change Management' as a managerial process like decision-making or planning and brings introduces process driven parameters of Change Management. One of the most important elements to be carefully considered while implementing changes is the resistance to change. Drawing on the epoch-making work of Bechard and subsequent value additions by Lippitt, participants will be taken through the process of understanding resistance to change in an organizational setting. Participants will also discuss how to isolate factors influencing resistance to change so that by focusing on managing of those factors, change will be managed effectively.

Session Contents:

1. Change Management – Contemporary global perceptions
2. Change as a Process
 - The traditional UCR paradigm
 - Change as a problem-solving process
 - A “How-What-Why” issue
 - Reflective of Top Management Mindset
3. Bechard & Lippitt's Change Resistance Modeling

Mid-morning Break (10.30 am to 10.45 am)

Session – 2: (10.45 am to 12.45 pm)

Session Theme: This session focuses on the skills needed to manage change and also the strategies to be considered while making a decision to introduce a change. Change Management gurus of yesteryears clearly saw Change Management as something intertwined with behavioral issues. In other words, they looked at Change Management more as a process of managing resistance to change and emphasized on people skills and political skills. However, the influence of Information Technology on Change Management has altered the skill requirements to include system, analytical and business skills into the requirements list. This session will consider and discuss all the skills required for successfully managing change. Strategizing change is a key parameter that influences the success of the change management cycle. Over the years, many researchers have considered various strategies that would influence the results of a Change Management cycle and have come up with a number of strategies; each with their advantages and disadvantages. In this session, four of the well tested and documented strategies for Change Management will be presented and discussed. Participants can take back the learning experience from this session and apply it at their work place in the next change they will be called upon to manage.

Session Contents:

1. Change Management Skills

- People
- Political
- System
- Analytical
- Business

2. Change Management Strategies

- Empirical-Rational
- Normative-Reeducative
- Power-Coercive
- Environmental-Adaptive

Lunch break (12.45 pm to 1.30 pm)

Session – 3 (1.30 pm to 2.45 pm)

Session Theme: The earlier sessions in this workshop presented the strategies based on the researches and real life experiences reported as also based on cases handled by the workshop facilitator. While the range of strategies will definitely provide multiple options to the manager so that he is not restricted in his approach, managers need clear guidelines on what factors are to be considered while selecting a strategy that is appropriate for the current Change Management issue on hand. Participants will also be able to appreciate that choice of one strategy for a given Change Management scenario does not and should not bind the manager to that strategy for all Change Management processes in future too. This session will generalize the process of selecting the appropriate strategy in a given Change Management context in specific organizational settings.

Session Contents:

1. Selecting a Change Strategy
2. Nine tips for becoming a successful change agent

Mid-afternoon break (2.45 pm to 3.00 pm)

Session – 4: (3.00 pm to 5.30 pm)

Session Theme: This session will discuss three cases. Case details will be given to participants who will form themselves into groups and discuss the case amongst themselves. After their discussions, they will present the conclusions and recommendations to the participants and the workshop facilitator will moderate the presentation so as to factor into the solutions presented, various facets of Change Management that were discussed in the earlier sessions.

Session Contents:

Case Studies from following business segments:

- IT major
- Financial Services
- Government



Principal Instructor

Dr. Rama K Subramaniam

MBA(UK), PHD, FCA, CISA, CISM, CISSP, CEH,
CHFI, CSQP, MCSE, Security+

He is Director of Valiant Technologies Pvt Ltd and Tejas Brainware Systems Pvt Ltd. He has been an information security consultant, trainer and educator for over a decade now. He has trained experts in many information security domains across Gulf nations, India, Far East and Africa. He has also been a consultant to a number of organizations in the commercial, government, armed forces, judiciary and law enforcement segments in these countries.

He is a certified and experienced professional in the areas of creating and implementing secure information security architecture; internal controls systems and processes; conceptualization, creation, testing and maintenance of business continuity and disaster recovery plans; security audits and certification of network infrastructure; conceptualization and implementation of multi-factor authentication processes (including PKI and X.509 compliant certification infrastructure); creation, assessment and certification of CoBIT, ISO-17799, BS-7799 and ISO-15408 compliant information security management systems.

He served earlier as Global Chair of the Education and Awareness Principles Expert Group of Globally Accepted Information Security Principles (GAISP), based in the United States and is currently Global Chair of the Accreditation Process committee of Open Information Systems Security Group (OISSG), based in the UK where he oversees their certification and accreditation processes. He is the charter President of the first chapter of ISSA (Information Systems Security Association) in Asia and served on the boards of Dubai and Chennai chapters of ISACA. He is past Co-Chairman of the Information and Communication Technologies Expert Committee of the Hindustan Chamber of Commerce and charter President of Institute of Internal Auditors, Zambia.

He was formerly Managing Director of Thewo Corporate Services based in Lusaka, Zambia; Group Operations Director of Benetone Group of Companies based in Bangkok, Thailand and Commercial Director of Dynaspede Integrated Systems Ltd, based in Mumbai.