

Beverley Patwell's 3 Wise Practices for Scaling Impactful Change Capability

Meet trusted ExperiencePoint partner Beverley Patwell

Beverley Patwell (Bev to her friends) is one of the world's foremost experts on organizational development and leading meaningful change. As founder and principal of [Patwell Consulting](#), she works with leaders throughout organizations in the private, public and plural sectors – coaching them to successfully address business needs, deliver results and impact the world in positive ways.

Challenge

Leaders and teams in large, complex organizations juggling multiple projects often ask Bev: “How can we maintain momentum and build our capability to lead change and transformation?”

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- Beverley Patwell, Founder & Principal at Patwell Consulting

Drawing on more than 25 years of experience designing and facilitating change programs, as well as insights from her clients, she has developed three wise practices:

- 1. Work with Design Teams to anchor learning in the team's real lives and work contexts.**

Bev's programs always include working with and training internal design or project teams—composed of leaders and managers from operations and corporate services and external consultants and coaches—to design, facilitate and lead meaningful change in their projects and organizations.

- 2. Implement a 'Train the Trainer' approach to scale learning via internal trainers.**

As part of these projects, Bev often partners with ExperiencePoint to certify internal trainers to deliver the [ExperienceChange™](#) simulation, a consistent and key anchor in her [Leading Meaningful Change](#) process and development programs.

ExperienceChange™ is Bev's simulation of choice for her clients because it is relevant to

projects of any size and complexity, easy to understand, fun and engaging, and available in multiple languages—offering both accessibility and consistency across geographies and cultures.

The Train the Trainer approach makes Bev's programs meaningful for both the design team and participants, as they learn alongside each other and from each other. No single person has all the answers to complex change challenges. This collaborative environment quickly puts people at ease as they realize that to be successful, both internal and external resources are needed. The programs are also anchored in real work and change challenges, aligning with the needs of the participants and the organization. This approach fosters teamwork across multiple service areas, creating a cohesive and supportive learning environment.

By the time of program delivery, everyone in the design team is up to speed and aligned with the rationale of how the change programs are designed and their role in supporting the individual, teams and the organization's development.

This two-way, multi-faceted development process builds the internal team's capability to live, lead and manage change and creates less dependency on external consultants. It also provides meaningful opportunities for internal leaders to take the stage and play key roles by integrating concepts and tools in their day-to-day work, supporting their colleagues and teams, and ultimately modeling the culture of change they need for success.

This approach ensures alignment and integration of theory, practice and meaningful actions to help people embrace change, ultimately strengthening the organization's change capability to achieve the successful results they need.

3. Evaluate the L&D process, results and impacts.

Consistently, over all these years, the ExperienceChange™ simulation has been a memorable experience for participants in Patwell Consulting's programs. The workshop creates a shared experience and theoretical approach to change that they say is fun and engaging, easy to apply, and one they will remember for years afterward.

Putting in place ways to evaluate how well people are doing at critical milestones and checkpoints, individually, collectively and as an organization, was also key for success. This helps the design team understand the following:

- a. How well are people and the organization doing?
- b. How effective are they at fostering the organization's change capability? And;
- c. What is working and needs to sustain change over time?

Solution

In a recent project, Bev teamed up with ExperiencePoint to run an in-person [Train the Trainer](#) program at ExperiencePoint's Toronto office. In one day, a design team comprised of internal operations and corporate managers and directors and one external consultant/coach attended the train-the-trainer session. They would be the team responsible for training and facilitating a Leading Meaningful Change program in their organization. Throughout the day, they worked together, created a shared understanding and vision of the program and gained the tools and skills they needed to deliver the change management simulation ExperienceChange™ themselves. By opting to develop internal trainers, the organization ensured that the upcoming training rollout for over 350 people could be scaled faster, stay closely aligned with their unique organizational culture and address their business needs.

Results

This approach proved successful for both the organization and Bev as a consultant. Internal trainers from operations and corporate services, working alongside external consultants/coaches, created a unique learning environment, one that was focused on a shared vision and learning with and from each other. No one person was an expert. Everyone was needed to design and facilitate learning and development that was meaningful, engaging and impactful. This approach enabled the organization to scale their training efforts more efficiently and with greater impact.