




Leading Change

Helping Others Transition



Bridging the Gap between what is happening
and what is possible
is what change management is all about

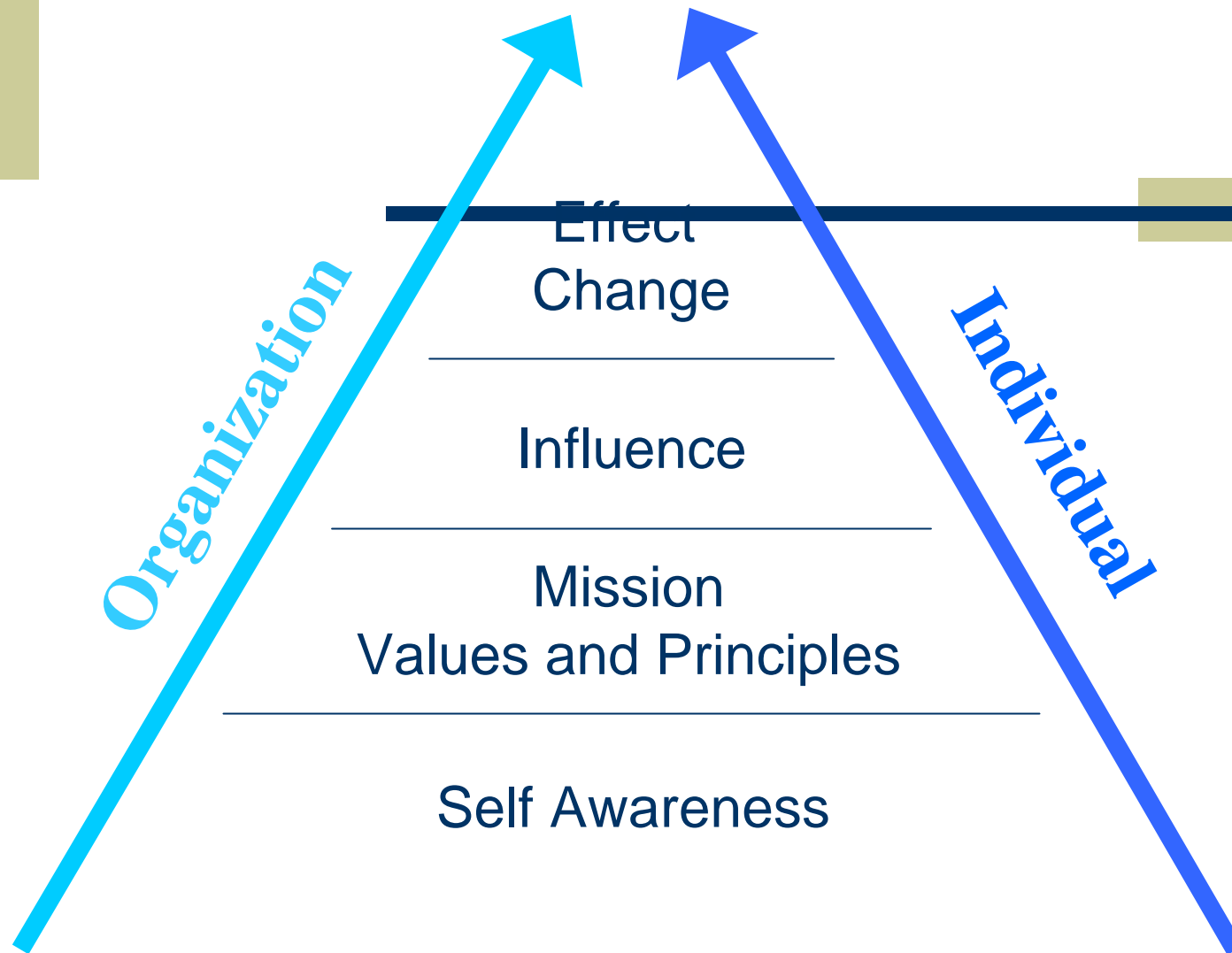
Pascale and Sternin



Session Objectives



- ◆ Learning to survive change
- ◆ Understanding how your beliefs about leadership impact your change management approach
- ◆ Differentiating Between Change and Transition
- ◆ The Role of Leaders in Supporting Transition





The Challenge of Change



- ◆ Why do people resist change??



Resilency



- ◆ The ability to recover quickly from change, hardship or misfortune

Protective Factors

- ◆ Know yourself...personal mission
- ◆ Continuous learner
- ◆ Support network
- ◆ Take charge of your career and life planning

Strategies

- ◆ Write your mission statement
- ◆ Create your development plan
- ◆ Develop an accurate picture of yourself and your environment
 - Pay attention to others, to your self
 - Determine what you can control and what you can not
 - Know your strengths and weaknesses



Your beliefs about Leadership



Your Style of Leading



Your Approach to Change Management



“Right Stuff”



“Command and Control”



Failed Changed Efforts



Learn to Lead



Facilitation Role



Supporting Communities to
Change



Change Begins With
Change in Attitudes and Knowledge



Change in individual Behavior



Organizational Change



Individual Behavior Shaped by Role



Change the Role,
Responsibilities and Relationships



Behavior Change

Recognizing the Emotional Impact of Change


- ◆ Today we are beginning to recognize that effective leadership involves not just intellect (technical skills) but emotional intelligence (relationship skills)
- ◆ Effective change agents have always known this

Recognizing the Emotional Impact of Change

- ◆ Effective leaders distinguished not by technical or analytical skills but by EQ
- ◆ ROI
- ◆ Org Climate accounts for 20-30% of performance
- ◆ 50-70% of employees directly link climate with actions of the leader

Getting others to agree to change requires

- ◆ An understanding of how people respond intellectually and emotionally to change
- ◆ A willingness to take the time to consider and understand the value of different perspectives.
- ◆ Gaining the support of others to change often requires a willingness to change oneself!

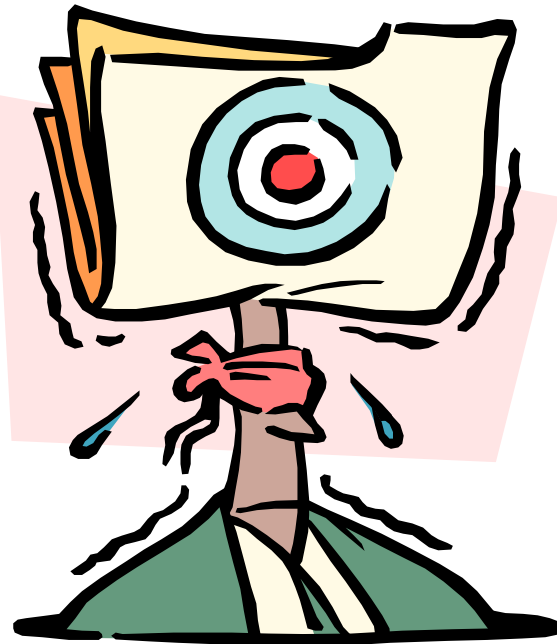


There are always many differing views
regarding what constitutes *needed and
desirable* change

There are many different ways to
accomplish *needed and desirable* change

Every organization/system has a *unique
culture and context*

We have met the enemy and guess
who it is?



Nancy Campbell
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**Simply put, effective change
begins when leaders begin to
change themselves.**

-- James O'Toole

Resistance to “Change” is Normal

As people we naturally object to having the will of someone else imposed upon us. Given the natural resistance to change, a critical question is posed by James O’Toole when he asks, “Why do leaders fail to do the things necessary to overcome their followers’ natural resistance to change?”

Your resistance to change

- ◆ Find a partner and
- ◆ Think about a change you would like to make in your unit, division, organization
- ◆ Identify one behavior of yours (that you practice) that you believe will help you support this change effort
- ◆ Identify one behavior of yours (that you practice) that you believe might impede the change effort
- ◆ Try to be honest
- ◆ Be prepared to share the behavior(s) with the large group



“We must become the
change we want to see”

Mahatma Gandhi

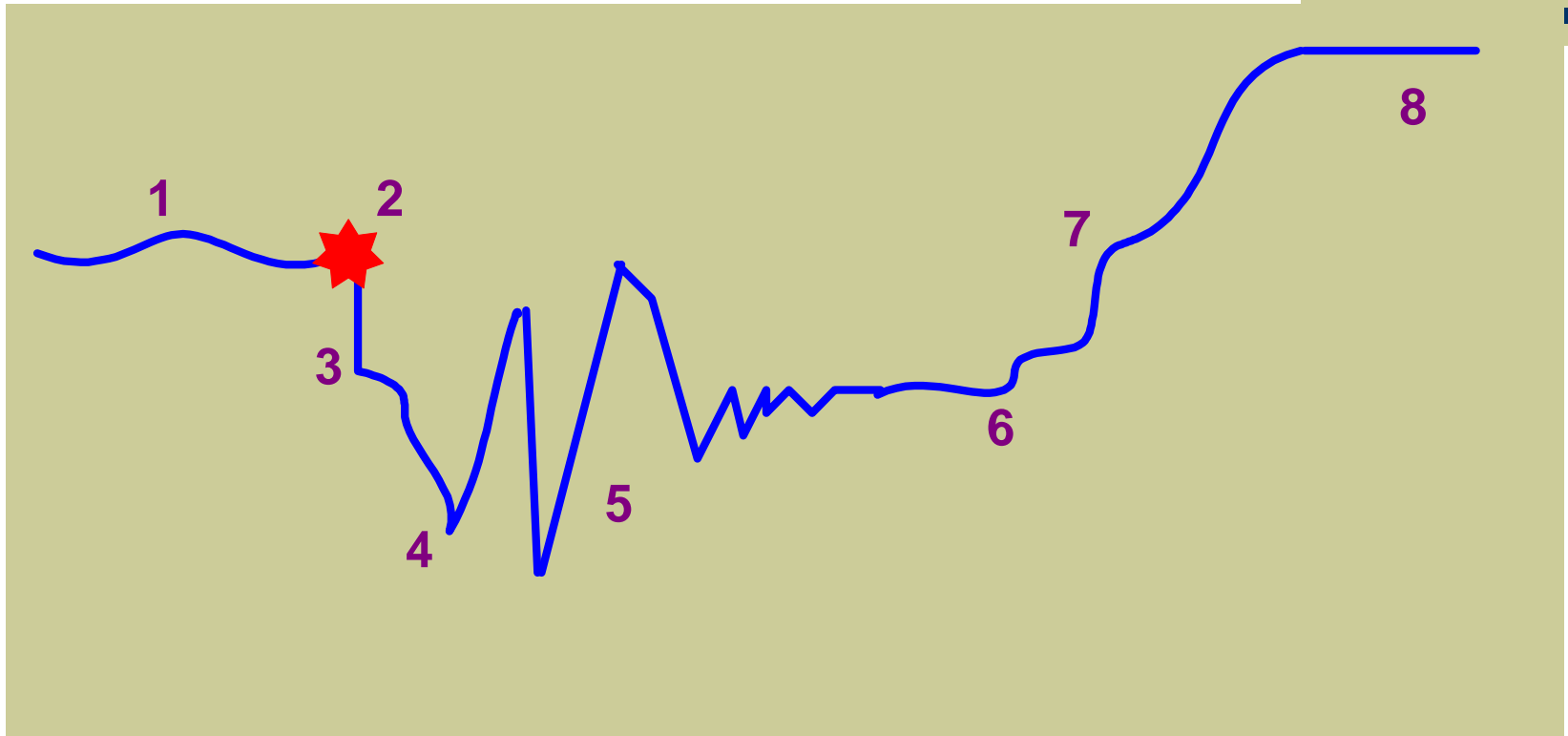
“It’s not the change that does you in...it’s the transitions!”

William Bridges, *Managing Transitions*

- ◆ ***Change*** is situational—*an event that happens*
- ◆ ***Transition*** is the psychological process people experience as they adjust to the new situation
- ◆ ***Change is external*** -- it happens around & to us
- ◆ ***Transition is internal*** -- it’s how we react and adapt

The Transition Process and its stages

Productivity & mood



The Transition Process and its stages



Supporting Transition Efforts

- ◆ Understand:
- ◆ The nature of most change today
- ◆ How change really occurs in organizations
- ◆ Individual transition stages
- ◆ What motivates others



Four Models of Change

- ◆ Kotter
- ◆ Heifetz
- ◆ Positive Deviance
- ◆ Bridges



Manager or Leader

- ◆ Manager: Bridges, Positive Deviance
- ◆ Leader: Kotter, Heifetz

Leading Change by John Kotter

- ◆ Over Managed and Under Led
- ◆ The role of management is to stabilize; keep the complicated system running smoothly
- ◆ The role of leaders is to define the future, align people with it and *inspire* others to make it happen

Adapted from John Kotter's *Leading Change*

- ◆ Establish Shared Sense of Urgency
- ◆ Create the Guiding Coalition
- ◆ Develop a Vision
- ◆ Communicate the Vision
- ◆ Empower Action
- ◆ Create Short-term Wins
- ◆ Consolidate Gains, Expect More Change
- ◆ Institutionalize New Approaches



Is this Leadership?

*The role of leaders is to define the future,
align people with it
and inspire others to make it happen*

How to Kill a Change Effort

- ◆ Top Down
- ◆ Outside In
- ◆ Deficit Based
- ◆ Assume change is predictable
- ◆ Assume control

It is not about the change

- ◆ Leaders do have ideas about change
- ◆ Making it stick is occurs with an understanding of how to help people understand it for themselves
- ◆ In other words, implementation is tied to knowing how to transition
- ◆ This is especially true for adaptive challenges

How to Support a Change Effort

- ◆ Bottom-up
- ◆ Inside-out
- ◆ Asset Based
- ◆ Identify and leverage innovators
- ◆ Expects unintended consequences



Implementation is about Transition

Lousy implementation skills, not lousy
decision analysis get corporations into
pickles.

Tom Peters

Positive Deviance Model

- ◆ Make the Group the Guru
 - Some problems are best solved by those in the trenches
 - Avoids headquarters will never let us or
 - The boss will know the answer
 - It is an inquiry
- ◆ Make it safe to learn
- ◆ Make the problem concrete
- ◆ Confound the immune defense response

Positive Deviance Model

- ◆ Joint Problem Definition
 - What is wrong
 - What can be improved
- ◆ Vertical slice or the operating unit defines the problem

Positive Deviance Model

- ◆ Develop models that do not change formal structures (no re-org) rather

Approach Differences

- ◆ CEO “Chief Expert Officer” to CFO Chief Facilitation Officer
- ◆ Knowledge, skills and practice → practice, attitudes and knowledge
- ◆ Use for adaptive situations where behavioral and attitudinal

William Bridges: Managing Transitions

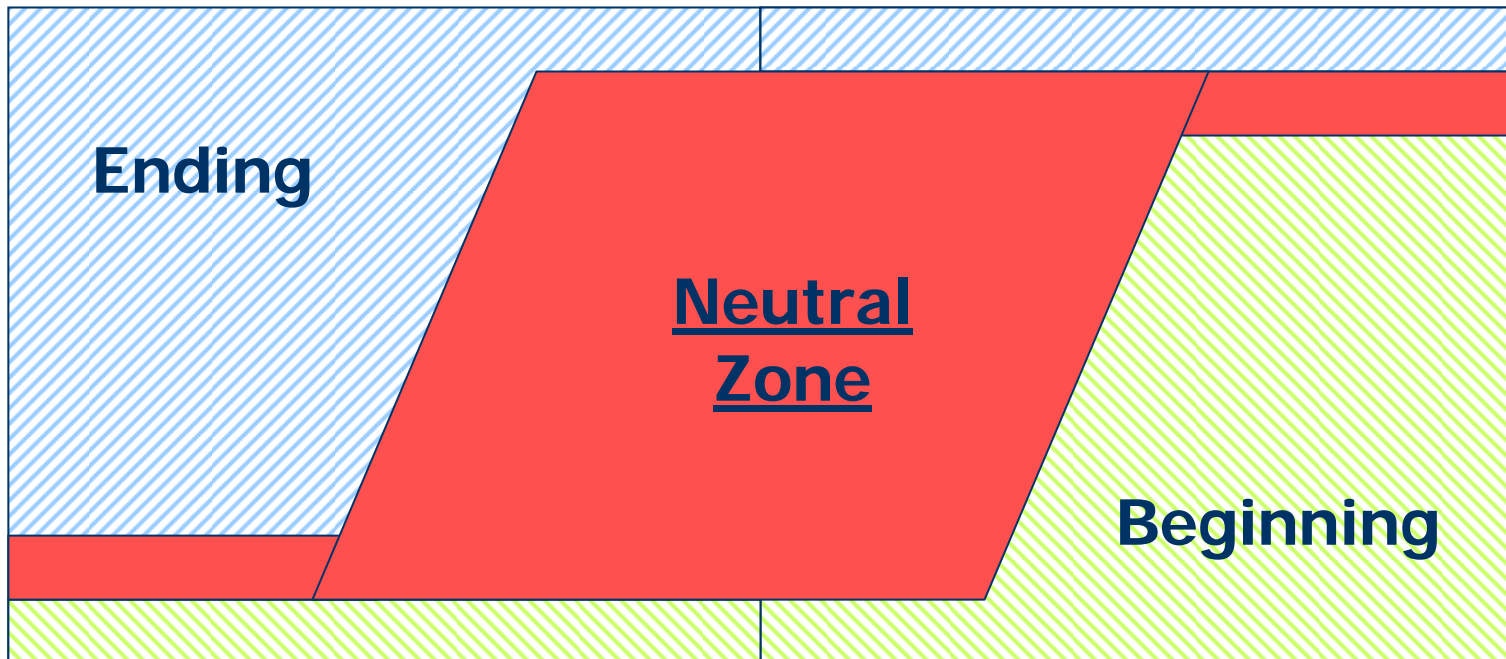
End



Neutral



Begin



Endings

Identify who is Losing What

- ✓ Describe what is going to change in detail.
- ✓ Does this cause secondary changes?
- ✓ Who is going to have to let go of something?
- ✓ What is “over” for everyone?

Endings

Don't be surprised by “Overreaction”

- Leftovers from the last change
- You may not have the full picture



Endings



LOSSES

**Accept the Reality
& Importance of the Losses**

**Do Not Argue.
It is their loss, not yours.**

Endings

Expect the Grieving Pattern

Denial ⇔ **A**nger ⇔ **B**argaining ⇔
Anxiety ⇔ **D**epression



Endings



- ◆ Treat the Past with Respect
- ◆ Let people take a piece of the past with them



Endings

- ◆ Show people how endings ensure continuity of what really matters

Leading through the Neutral Zone

- ◆ I have let go
- ◆ I am with you
- ◆ But this feels uncomfortable

Leading through the Neutral Zone

- ◆ Try not to add other changes in the system while you are bringing on this change.
- ◆ Review policies & procedures to see if you need some patches to carry you through.
- ◆ The normal hierarchy often fails at this time, do you need some special “acting positions”?
- ◆ Have identified short range wins.
- ◆ Don't promise great things in the beginning, plan a slow start up.
- ◆ Provide any special training that is needed

Leading through the Beginning

START

The date on your project plan when an activity or action should occur.

BEGINNING

The date in a person's mind or being that the start of the activity or action occurs.



Leading through the Beginning

Sell the problems
***Before* the Solutions**

Beginnings: The Four P's of Beginnings

- ◆ **Purpose:** Explain it over & over again
- ◆ **Paint** a picture: It helps people to understand how the outcome will look & feel.
- ◆ **Plan:** Create a phased-in plan that clearly outlines steps in the process.
- ◆ **Part** in the play: Give everyone a role to play in the process so they have ownership & contribute.

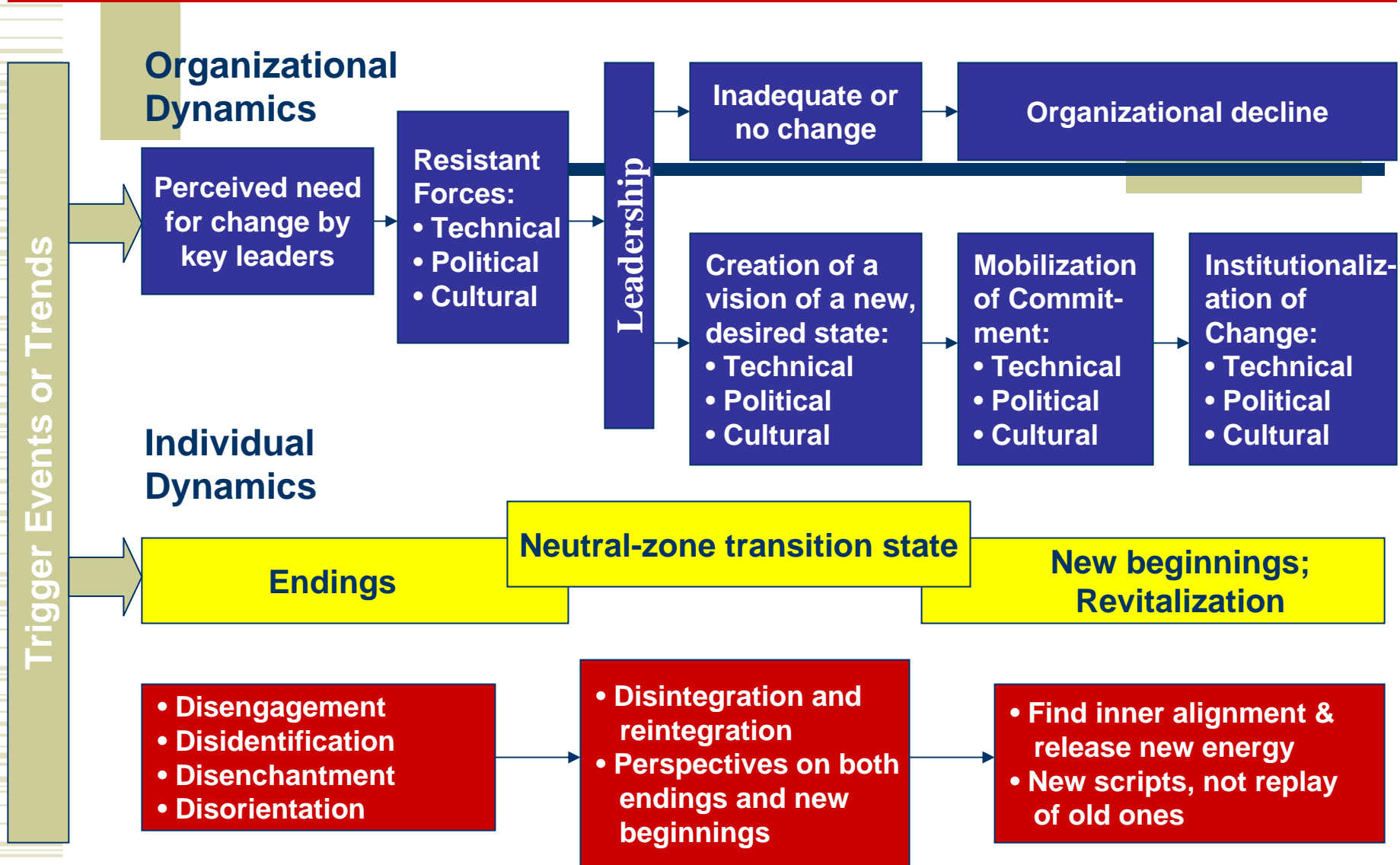


Beginnings



- ◆ Be consistent
- ◆ Ensure quick successes
- ◆ Symbolize the new identity
- ◆ Celebrate success
- ◆ Reinforce success

Stages of Organizational Change



Nancy Campbell

Adapted By Arn Howitt from: W. Bridges *Moving from the Old to the New* (New York: Addison-Wesley, 1980)

Leading Adaptive Change

Adaptive Change:

The Problem Definition may be clear but the Solution is not.


The Problem Definition and the Solution are not clear.

Technical Change:

Both the Problem and the Solution are clear.

The Work of Leadership

- ◆ Get on the Balcony
- ◆ Identify the Adaptive Challenge
- ◆ Regulate Distress
- ◆ Maintain Disciplined Attention
- ◆ Give the Work Back to the People
- ◆ Protect Voices of Leadership from Below




Making progress on adaptive challenges requires learning,
the task of leadership consists of
choreographing and directing learning processes
in an organization or community.

Ron Heifetz



Summary

- ◆ Leadership is about effecting Change
- ◆ Self Awareness of your style, increases the chance that you will choose the best transition style
- ◆ Leading Change requires an understanding of the transition process
- ◆ The leader's job is to create the climate within which change can occur



Because the problem lies largely in their attitudes, values, habits, or current relationships, the problem solving has to take place in their hearts and minds.

Ronald A. Heifetz, *Leadership Without Easy Answers*