Leadership Journey
Steps to Leading Change
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Motivate for Change

Plan of Change

Thank You
Introduction

"...it is worth noting that nothing is harder to manage, more risky in the undertaking, or more doubtful of success than to set up as the introducer of a new order." ~Niccolo Machiavelli
Motivate for Change

- Define what the change is (i.e.: “Shared Services”)

- Familiarize employees with the change through training and involvement in the process.

- Align the institutional change goal with the personal goals of the employees.

- Communicate openly and frequently.
The “Who” then “What”

- Begin the transformation / change process with the right people first.

- “Who” questions come before “What” decisions - before vision, strategy, organization structure and tactics.

- Be rigorous, not ruthless, in people decisions.
Confront the Brutal Facts

- Lead with questions, not answers.
- Engage in dialogue and debate, not coercion.
- Conduct autopsies without blame.
- Build mechanisms to raise the red flag where information cannot be ignored.
People Side of Change

When changing organizational practice, deal with people first..........the innovation second.

"As you suggested, I sent out a detailed explanation of the change to the staff, describing 'what's in it for me',"

"Oh."

"You did it from their perspective, right?"

Change.
It’s not about you.
Change Is...

- A process, not an event.

- Made by individuals first, then institutions.

- A highly personal experience.

- Developmental growth in feelings and skills.
Change Curve

THE CLASSIC CHANGE CURVE

Performance

+ High expectations

- Despair

Realization of effort and complexity

Much better than before

Light at the end of the tunnel

Time

Typical program

Effective program
View of Change

For most employees, change is neither sought after nor welcomed. It is viewed to be disruptive and intrusive. It upsets the balance.

As a leader, you should:

- Confront resistance honestly and directly
- Restate concerns, then discuss
- Ask for clarification
  - Is the issue that you don’t have enough information, or that you don’t support the change?
- Ask for a solution
  - What would you suggest we do next?
  - What/who could change your mind?
Leading Change is about:
- Establishing relevance
- Asking the right questions
- Changing the mindset
- Declaring early victory / celebrating the wins
- Becoming your own competitor
- Understanding that success can be a paradox - it is not always what you envisioned
- Creating a learning organization
Thank You

MAKE THE CHANGE
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