

Effectively Leading Change... Avoiding the Bumps in the Road

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Change...Ugh!!!

- **No one likes change! Its hard!!**
- **But change is everywhere...**
- **What changes are you facing??**

Leadership

A process whereby an individual influences a group of individuals to achieve a common goal

Any person, group, or organization that exercised influence

Qualities of Leaders

Vibrant Vision

- Are diligently committed to the organization's success

Integrity

- Are honest and forthright

– Stephenson, 2011

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Qualities of Leaders

Process of Evolving Change

1. Leads through influence
 - network of partnerships
 - understands other's culture
2. Decides quickly despite ambivalence
 - are open, transparent, and careful about their ethical, environmental, and political actions
3. Visualizes big picture
 - understands how parts of organization works
 - gets out of office and listens

- Stephenson, 2011

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Leadership: What Others Say

“A leader always leads from the front and keeps the moral and ethical high ground while setting a positive example”

*Salvatore Guinta
Medal of Honor Recipient*

“Leadership is a potent combination of strategy and character. But if you must be without one, be without strategy”

*Norman Schwarzkopf
Commander, Operation Desert Storm*

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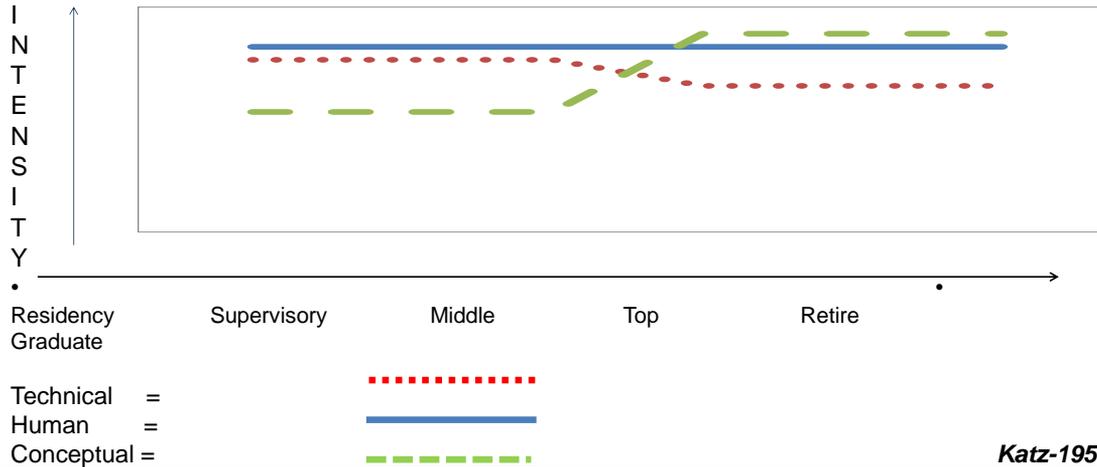
Leadership Skill Approach

- **Technical Skill – Knowledge about specific work**
 - hands-on ability with product/process
 - important at lower management levels
- **Human Skill – Being able to work with people**
 - creating atmosphere of trust and member empowerment
 - important at all levels of organization
- **Conceptual Skill – Shaping organizational policy on issues**
 - works easily with abstraction and hypothetical notions
 - most important at top management levels

- Katz, 1955

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Leadership Using Skills to Manage



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Stages of Leading Change

- Establish a sense of urgency
- Build the guiding team
- Develop a vision and strategy
- Communicate the change vision
- Empower broad-based action
- Generate short-term wins
- Consolidate gains and produce more change
- Anchor new approaches in the culture

- from Kotter, John P. *Leading Change*

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Leadership Life Support

- **Faith**
- **Family**
- **Friends**
- **Fitness (physical and mental)**
 - **Exercise**
 - **Intellectual diversions**

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What Have Been Your Problems Leading Change?

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Recommended Reading

John P. Kotter, *Leading Change*, Harvard Business School Press – Kotter’s primary treatise on transformational change based on years of studies of many organizations.

John P. Kotter and Dan S. Cohen, *The Heart of Change*, Harvard Business School Press – Illustrative case studies of organizations attempting to change, emphasizing Kotter’s eight principles, and detailing successes and failures.

John P. Kotter and Holger Rathgeber, *Our Iceberg is Melting*, Harvard Business School Press – An engaging business “fable” illustrating the eight principles for successful change.

John P. Kotter, *A Sense of Urgency*, Harvard Business School Press – Detailed discussion of means to implement Kotter’s important first principle for organizational change.

Supplemental Slides

Leadership and Management

Influence vs Authority

Managers – Unidirectional Authority

- Tend to be reactive
- Prefer to work with people on problem solving
- Displays low emotion

Leaders – Multidirectional Influence

- Are emotionally active and involved
- Shapes ideas
- Expands options available
- Changes people's thoughts on the "possible"

- Zaleznick, 1977

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Leadership and Management

Activities

Management

"Produces order and consistency"

- Planning and budgeting
- Organizing and staffing
- Controlling and problem solving

Leadership

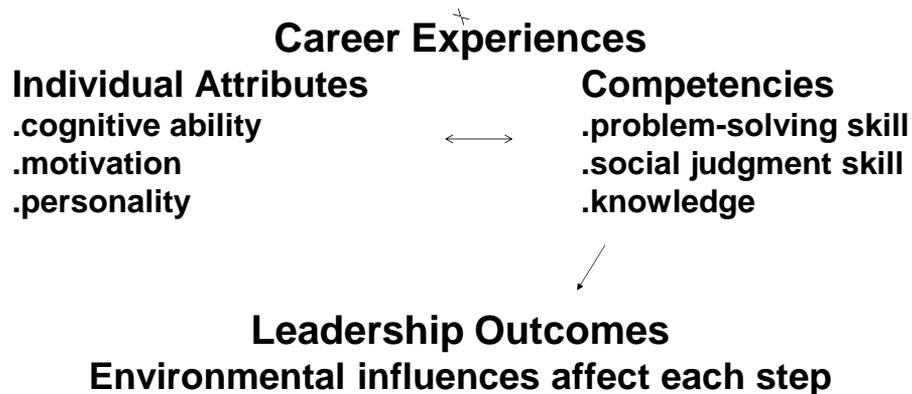
"Produces change and movement"

- Establishing direction
- Aligning people
- Motivating/inspiring

- Kotter, 1990

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Components of the Skill Model



- Mumford, et al, 2000

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Individual Attributes

- **Cognitive ability**
 - Includes person's intelligence and learned intellectual ability
- **Motivation**
 - Willingness
 - Dominance
 - Social Good
- **Personality**

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Social Judgment

- **Perspective taking**
- **Social perspective**
- **Behavioral flexibility**
- **Social performance**

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Dispositionally Resistant Leaders

- **Encourage/reward maintaining strict routines**
 - **Signal positive value of consistency**
 - **Negative attitude towards change**

■ **Oreg, Berson, 2011**

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Transformational Leaders

- **Are oriented towards dealing with crisis and change**
 - Obtains information from external stakeholders
 - Reframes perception of change from a threat to an opportunity
 - Inspires followers with a compelling vision
- **Behaviors: not associated with cynicism**
 - Associated with:
 - Creative thinking
 - Goal clarity

- Oreg, Berson, 2011

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Sense of Urgency

- **Must paint a picture why change is needed urgently**
- **Look at environment and what others are doing**
 - Listen to customers and competition
 - Get consultants' perspective
- **Must overcome complacency**
- **Appeal on a feeling level**
 - See – Feel – Change
 - Data doesn't work to convince people

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The Guiding Team

- **Leading change is a team sport**
- **Find the right people**
 - **Power, expertise and credibility**
 - **Enthusiasm and commitment**
- **Build trust and teamwork**
- **Meetings to minimize frustration and build teamwork**
- **Craft a common goal**

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Vision and Strategy

- **An effective vision is:**
 - **Imaginable**
 - **Desirable**
 - **Feasible**
 - **Focused**
 - **Flexible**
 - **Communicable – stated in one minute or less**

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Vision and Strategy

- **Vision** is the end state – where you want to be
- **Strategy** shows how to achieve the vision
- **Plan** is the detailed, step by step means to implement
- **Budget** specifies the financial foundation of the plan

Communication

- Simple, straightforward (KISS)
- Speak from the heart - passion
- Honest and timely – speak to:
 - Fear, anxieties, anger
 - Mistrust and confusion
- Multiple media
- Repeat over and over again...
- Get rid of junk communications
- Give and take - listen

Empower Action

- **Utilize individuals who can bolster self-confidence**
- **Re-tool disempowering managers**
- **Align structures and rewards in direction of change**
- **Provide the training and feedback people need**
- **Face “We’ve always done it this way” head on.**

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Create Short Term Wins

- **Produce some early short term wins which will:**
 - energize change agents
 - enlighten pessimists
 - diffuse cynics
 - build momentum
- **Fast, meaningful and unambiguous**
- **Provide evidence that the sacrifice will be worth it**
- **Don’t try for too much or too many**

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Don't Let Up

- **Keep up the sense of urgency**
- **Build on your momentum**
- **Shed unproductive work and old habit patterns**
- **Tackle the big projects**
- **Don't declare victory prematurely**
- **Keep your balance**

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Build It In Your Culture

- **Danger to default to old values, norms and ways**
- **Traditions die hard**
- **Culture change will be driven by results**
- **May involve turnover in key people**
- **Build it into the orientation and promotion processes**

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During the break...

- Discuss / think about how you might implement the information you just heard.
- Fill out a session evaluation.



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