

Leading Through Change

A Leadership Framework for Navigating Change

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Executive Summary

Program Goals



- Identify and explore organizational change Issues & Impact
- Examine the leader's role & related opportunity
- Create a context for understanding barriers to success
- Develop an effective communication strategy framework
- Create a context for applying today's lessons and reminders
- Think, Share, Learn

Creating A Context



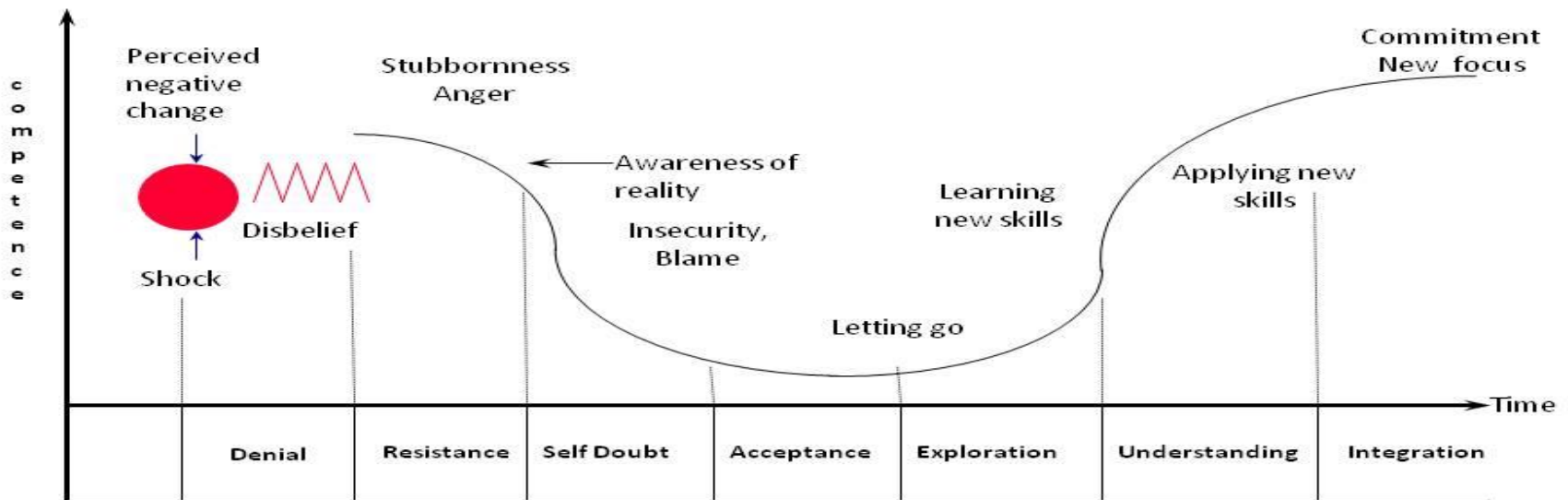
Group Discussion

- Why is this topic relevant to you?
- What organizational change issues are you currently facing?
- What is the biggest change barrier today?

Exploring The Change Cycle



Psychological Reactions to Change



Adapted from the work of Elizabeth Kubler-Ross

Powered by ICAS



Another View of the Change Cycle

Workplace Behavioral Norms



Victim



Critic



Bystander



Navigator

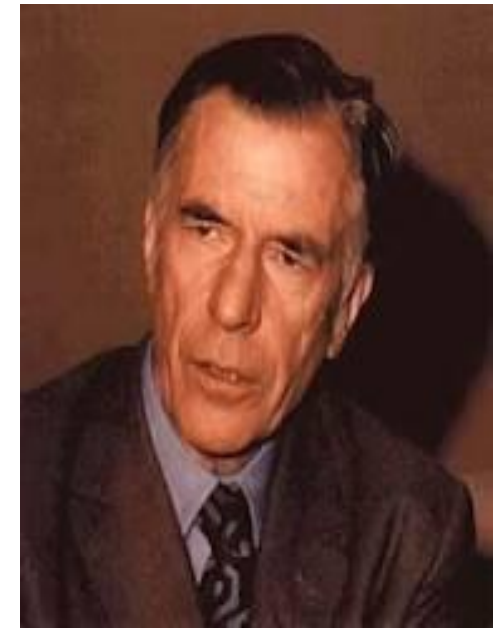


Leadership Thought To Consider



“All great leaders have one characteristic in common: it is the willingness to confront unequivocally the major anxiety of their people”

- John Kenneth Galbraith



Bonus Questions: Do you know what the major anxiety of your team is today?
What's the cost of not knowing?

What's The Lesson?



The Change Reality & Opportunity



In most organizations undergoing change:

- 30% will be change “disciples” or change champions
- 50% will be “on the fence” regarding proposed changes
- 20% won’t adapt to the change no matter what

Source: CCL, Accenture, Mercer

Exploring The Forces Of Change

External or Internal?



- Competition
- Technology
- Stakeholder needs & expectations
- The economy
- Organizational strategy
- ? What have we missed ?

Creating A Change Context

Key Questions To Consider



- **WHAT** is happening, what's new or different?
- **WHY** are these things happening?
- **HOW** do we as leaders need to respond?
- **Bonus Question:** What opportunities do these new realities create to expand our value and impact to the stakeholders we serve?

The Change Leadership Inventory

Solo Activity



Four Key Steps

- Review all statements carefully
- Circle the number on the rating scale that best describes you
- Tally your score
- Select 1 statement as a development opportunity



Universal Leadership Truths

About Organizational Change



- Everyone goes through the change cycle in their own way and in their own time
- Clear, consistent and frequent communication from you greatly reduces the rumor mill
- Holding every person accountable is something great leaders consistently do
- Some people need more help than others
- Removing the personal context of change allows people to see the possibilities
- Celebrating even small successes along the way helps

Communication Guidelines



- Remember that communication goes two ways
- Don't assume that you fully understand your team members
- Make listening a top priority
- Learn to be okay with not having all the answers
- Don't create unrealistic expectations
- Plan your communications carefully
- Focus on your actions first

Keeping Your Team Engaged

During Changing Times



Things You Can Do Tomorrow

- Do your best to stay positive, remember you set the tone
- Be accessible, communicate frequently
- Stay connected to your team, schedule LBWA time
- Limit the amount of closed door time
- Hold periodic “how are *you / we* doing” discussions
- Give the gift of listening
- Challenge employees to find the upside / solutions

Tapping Your Wisdom



Group Discussion

- What is the biggest change challenge you've encountered in your career?
- What are some strategies you used to overcome this challenge?
- What other strategies have you utilized that have been helpful?



Visit:

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Key Words:

Learning Resources

Please be sure to check-out my recent articles:

- ***Harnessing Team Synergy***
- ***One Question That Matters***

Leadership Thought For Today



“The great danger in times of turbulence is not the turbulence, it is to act with yesterday’s logic”

— Peter Drucker

