

# Leading Change Management

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## Participant's Workbook

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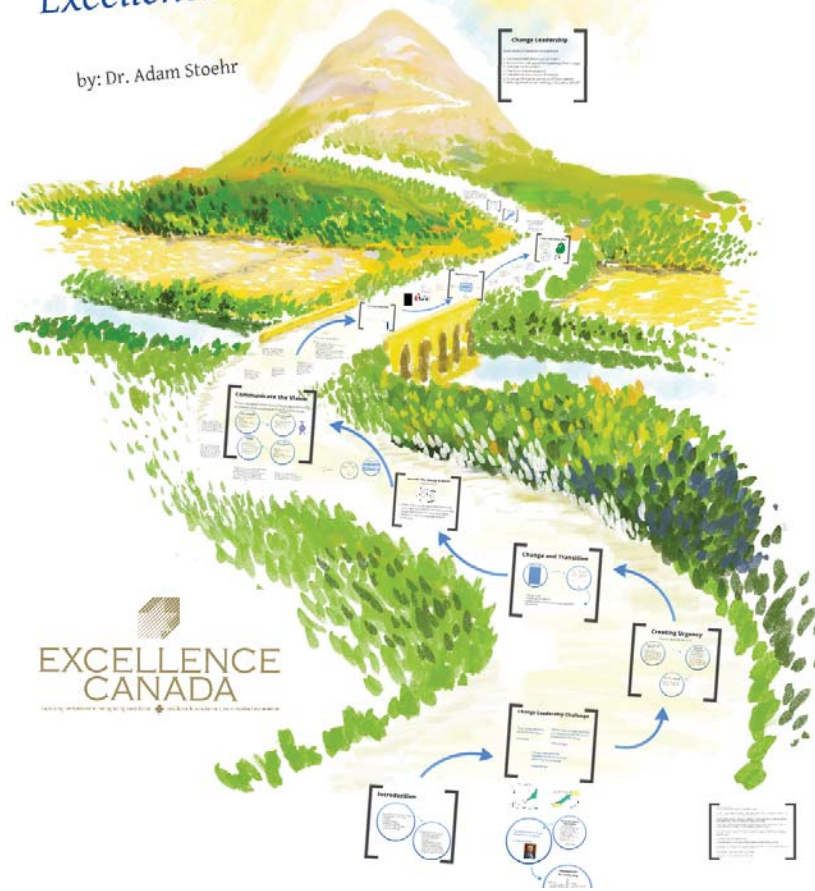
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# Excellence in... Change Leadership

by: Dr. Adam Stoehr



## Introduction

- Process for Creating Major Change
- Management vs. Leadership
- Resistance
- Change Readiness
- Model for Transition
- Vision and Communication
- Transition Leadership

- By the end of this session, you will:
- Recognize the important role that people play in making change and transition successful
  - Identify strategies for helping change to be accepted and implemented in the workplace.
  - See the linkage between change management and implementing excellence in your organization.

# Change Leadership Challenge

*"Most change initiatives fail in the early stages."*

*John Kotter*

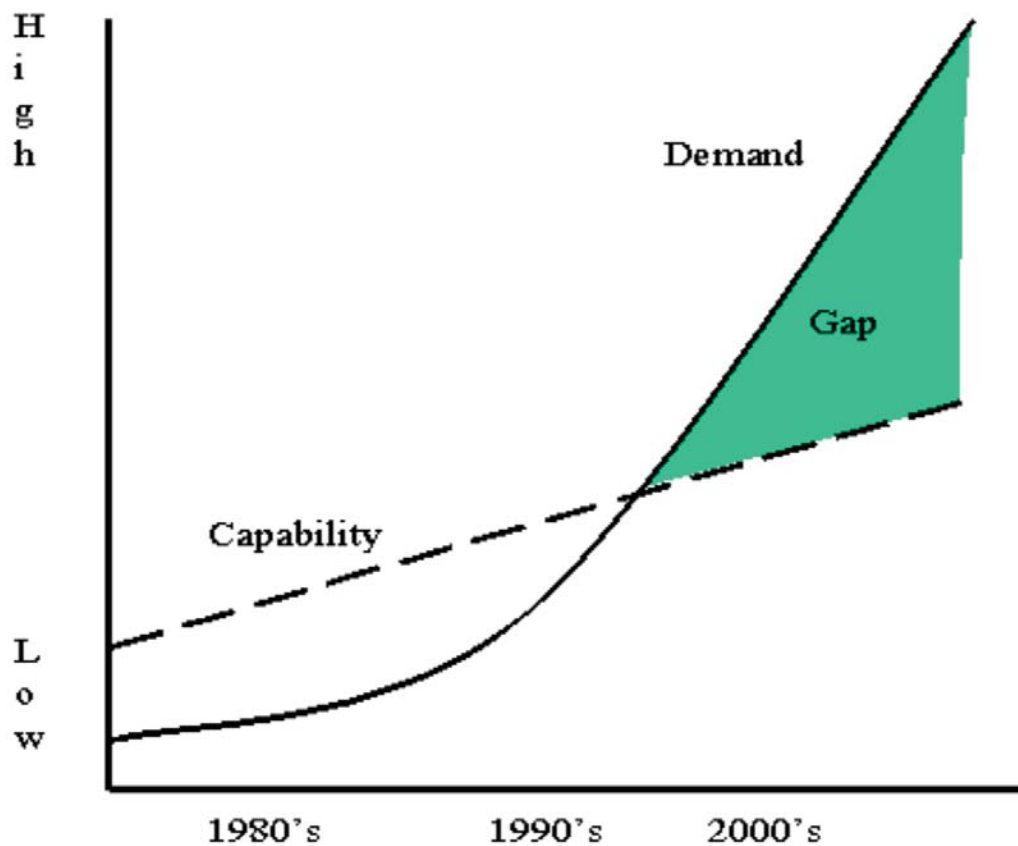
*"Before people can begin something new, they have to end what used to be and unlearn the old way."*

*William Bridges*

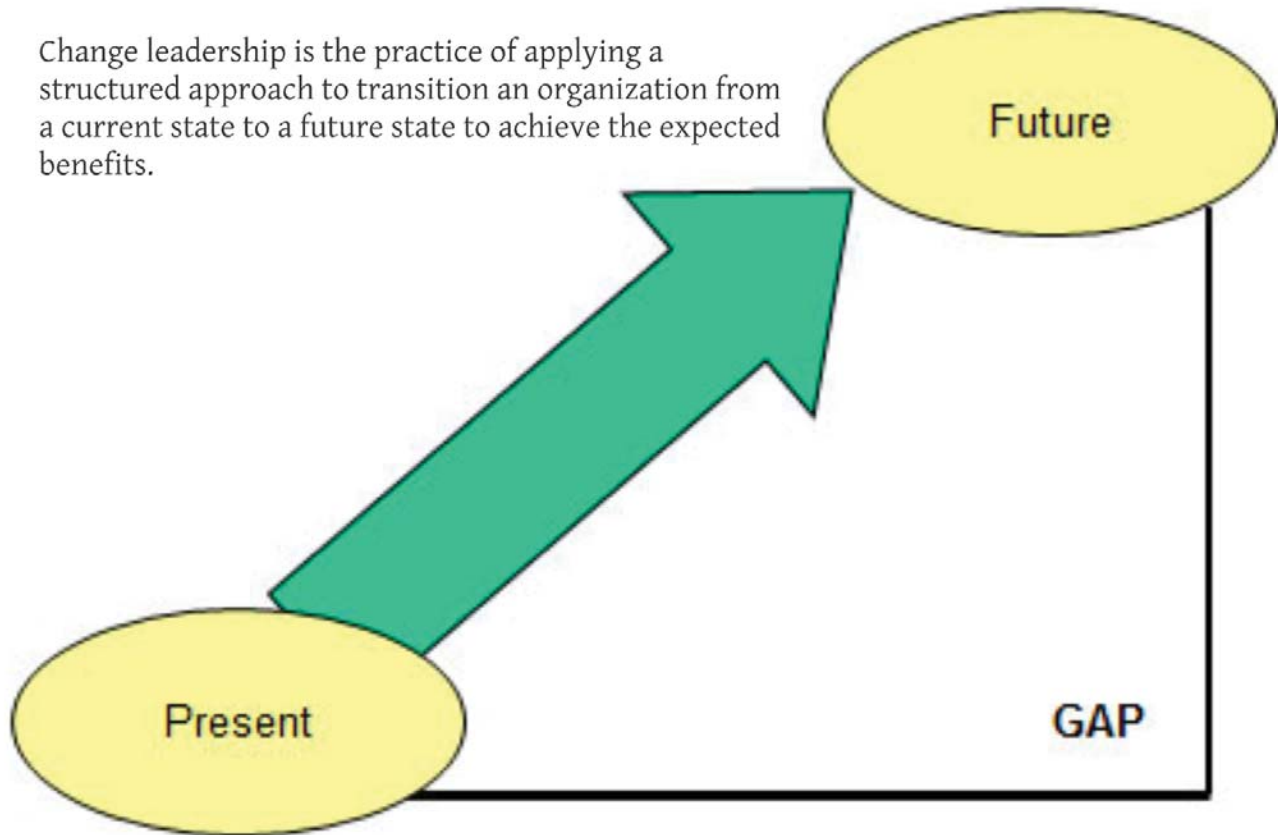
*"Change comes more from managing the journey than from announcing the destination"*

*William Bridges*

## Change - Capability Gap



Change leadership is the practice of applying a structured approach to transition an organization from a current state to a future state to achieve the expected benefits.



## **Process for Creating Major Change**

- 1) Increase Urgency
- 2) Build the guiding team
- 3) Get the vision right
- 4) Communicate for buy-in
- 5) Empower Action
- 6) Create short-term wins
- 7) Don't let up
- 8) Make change stick

(Kotter, 1996)

*"It is not necessary to change.  
Survival is not mandatory. "*

*W. Edwards Deming*



## **Management vs. Leadership**

### Management

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

### Leadership

- Establishing direction
- Aligning people
- Motivating and inspiring

Successful transformation is 70 to 90 percent  
leadership and 10 to 30% management

## Exercise: Manager vs. Leader

- What are the specific roles and responsibilities of a leader vs. manager in regard to change and transition
- How does empowerment and delegation impact this discussion?
- Who is supposed to do what?

### 70: 20:10 Rule

Change and transition aren't the same for everyone.



- 70% - Fence Sitters - uncertain, wait and see, issues, fear of the unknowns
- 20% - Go For It - excited, thank goodness, finally, let's go
- 10% - No Way - don't like change, opposed, dug-in

(Murray, 2002)

Plan should be to  
Persuade the 70%

Success  
lead

# Change Formula

$$D \times V \times F > R$$

D: Dissatisfaction with Status Quo

V: Shared Vision

F: First Step

R: Resistance

(Beckhard, 1987)

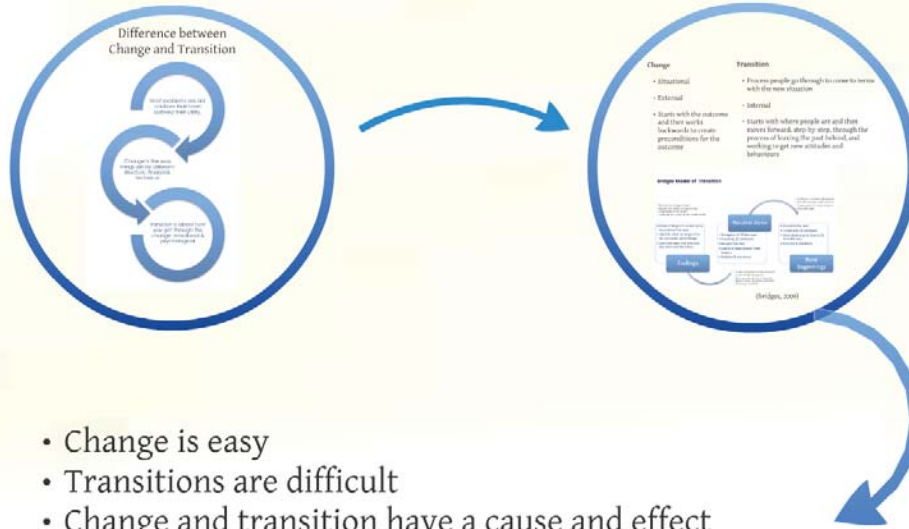
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## Exercise: Change Readiness Assessment

- Thinking about a current or upcoming change use the change formula
- Change implementation challenges
- Major leadership challenges



# Change and Transition

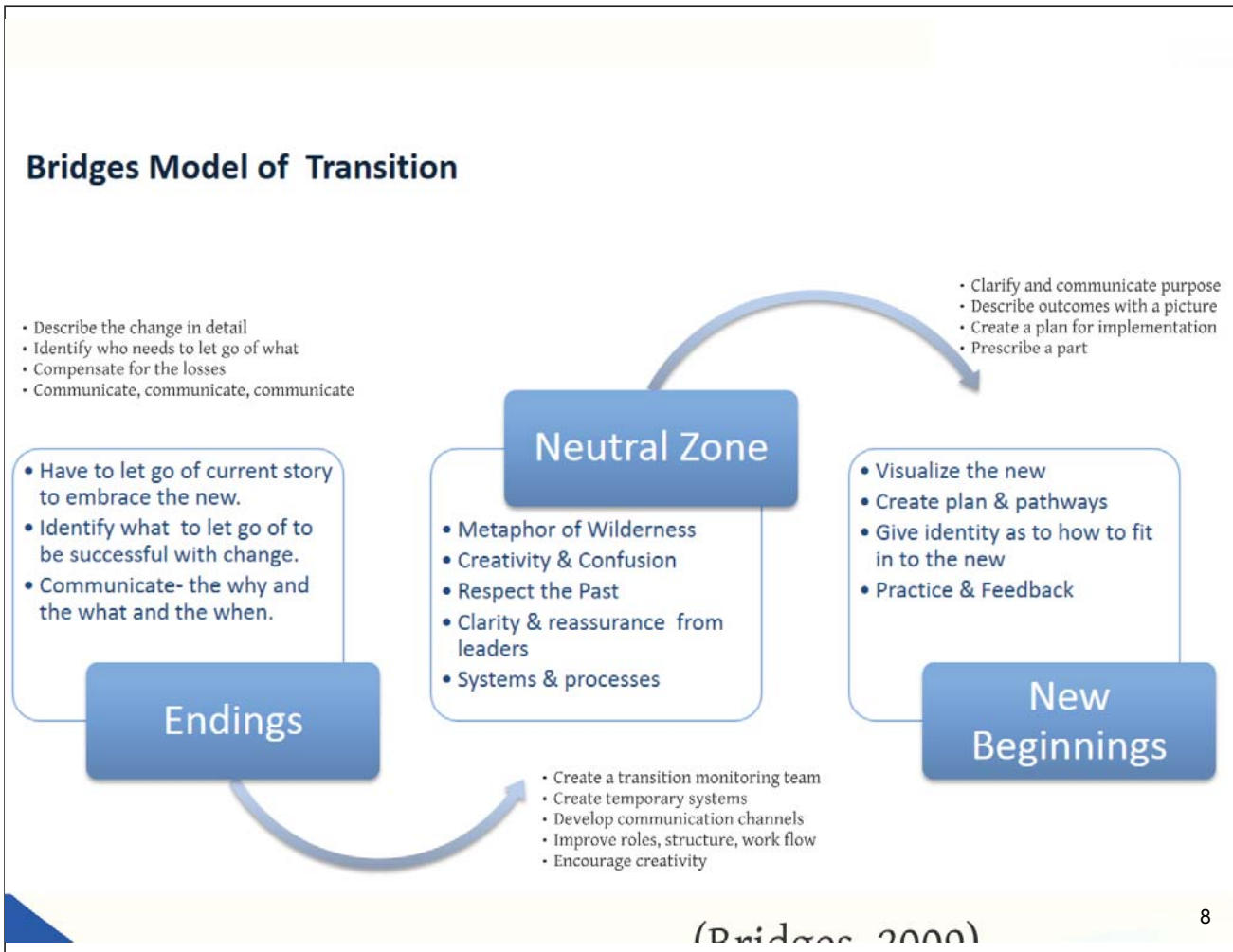
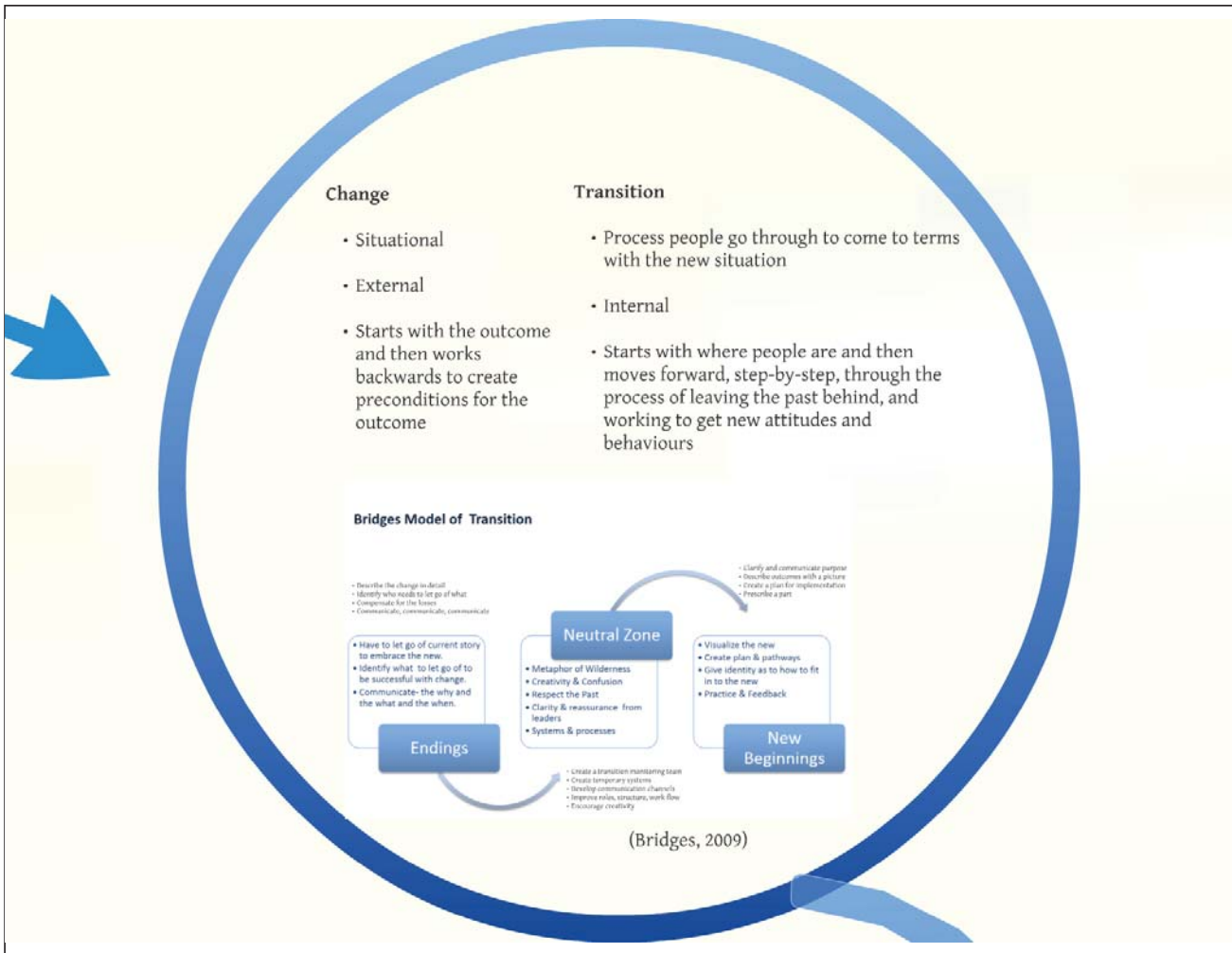


- Change is easy
- Transitions are difficult
- Change and transition have a cause and effect relationship

Most problems are old solutions that have outlived their utility.

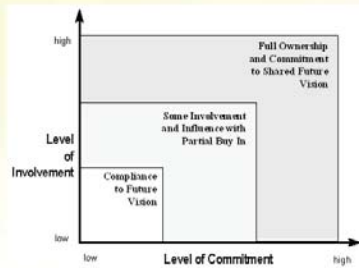
Change is the way things will be different: structure, financial, technical

Transition is about how you get through the change: emotional & psychological



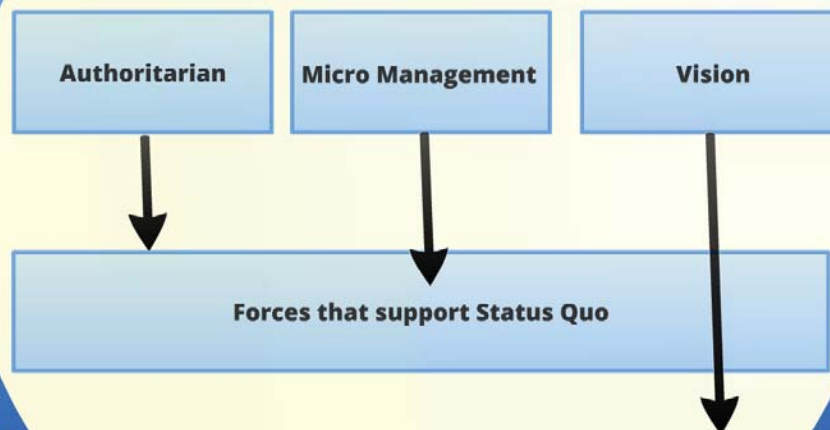
## Describe the change in detail

Get the Vision Right



- Vision refers to a picture of the future with some implicit or explicit commentary on why people should strive to create that future.
- Vision is a central component of great leadership.

## Breaking Down Resistance



# Vision

## Purpose of a Clear Vision

- Clarifies the general direction of the Change
- Motivates people to take action in the right direction
- Coordinates actions of many different people

## Characteristics of an Effective Vision

- Imaginable
- Desirable
- Feasible
- Focused
- Flexible
- Communicable

## Creating an Effective Vision

- First Draft
- Modeled over time by the guiding team
- Importance of Teamwork
- Both analytical thinking and dreaming needed
- Messy process
- Takes more than one meeting
- Ends with something that is conveyable in 5 minutes or less

# Communicate the Vision

Power unleashed when most of those involved have a common understanding of its goal and direction.

## Why so difficult?

Our minds generate dozens of questions

- What will this mean for me?
- My friends?
- The organization?
- What other alternatives are there?
- Are any of the other alternative options better?
- Can I do it?
- Will sacrifices be required?
- How do I feel about the sacrifices?
- Do I believe you?

## Communication Clutter

- Total : 2,300,000 words or numbers
- Typical communication of a change vision: 13,400 words or numbers
- $13,400/2,300,000 = .0058$



0.58% - Vision Communication



99.42% - Other Communication

## Pitfalls

- Using a too directive leadership style will push them toward the 10%
- Not communicating the urgency in a way they will hear it will increase their uncertainty and lack of drive or motivation to accept the stress of change
- Overwhelming them with too much change and stress will burn them out and lower their resilience and willingness to try
- Not listening to their concerns and issues will alienate them and either encourage them to be passive or actively work to undermine the change effort
- Not providing the time to discuss and resolve their concerns will also push them toward the 10%
- Not involving them in the process will leave them feeling powerless and unable to influence the impact of the change on their jobs, health and quality of work life

## Effectively communicating the vision

- 1) Keep it simple
- 2) Metaphor, analogy, and example
- 3) Multiple forums
- 4) Repetition
- 5) Leadership by example
- 6) Explanation of seeming inconsistencies
- 7) Two way communication

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## Exercise: Communication Exercise

### How to:

- Get the word out about the change vision
- Ensure two-way channels
- Get behind this and go!
- Provide leadership to make this happen
- Make this mean something to all staff
- Challenge the status quo
- Challenge to things that we know are not working
- Come up with a better way

are going

# Transition Leadership

## About the Change

What is Ending?	What is the New Beginning?	What new/different behaviours does this Change require?

## People Affected by the Change

Who Is Affected?	Where are they Today?	Where do they need to be?	What is the Gap?

## The Transition Deficit

Prior Changes	The Audience	The Organisation's Response

## Mapping a Strategy

The Ending	The Neutral Zone	The New Beginning

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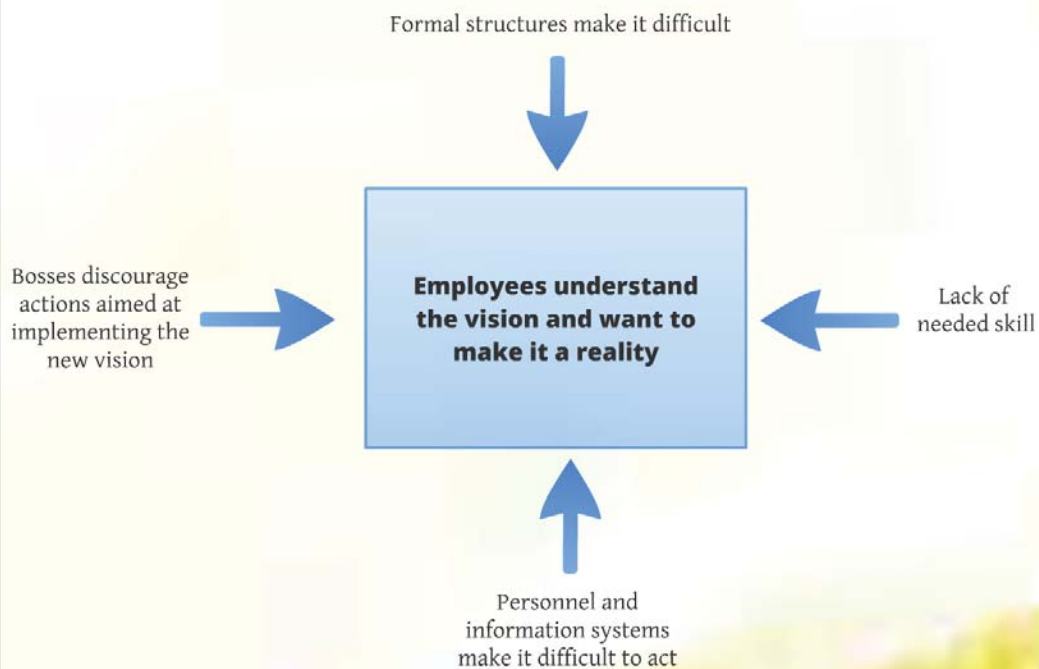
What is the Gap?



# The Transition Deficit

Prior Changes	The Audience	The Organisation's Response

## Empowering Action



Vision: Focus on the Customer

Structure: But the organization  
Fragments resources and  
responsibility for products and  
services

Vision: Give more responsibility to front  
level employees

Structure: But there are layers of middle  
level managers who second guess and  
criticize employees

everyth

Ex  
er

Vision: Speed everything up

Structure: But independent silos don't communicate and thus slow everything down

front

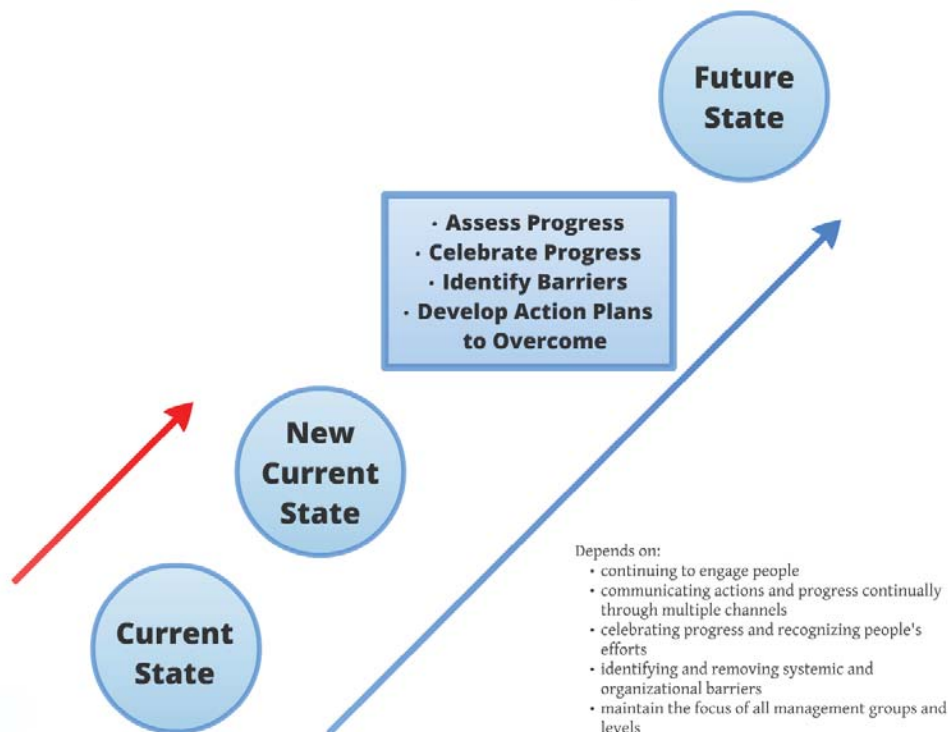
### **Empowering People to Effect Change**

- Communicate a sensible vision to employees
- Make structures compatible with the visions
- Provide the training employees need
- Align information and personnel systems to the vision
- Confront supervisors who undercut needed change

## Exercise: Barriers to empowerment

- In groups discuss barriers to empowerment
- Also discuss ways to overcome these barriers

### Don't let up



## Exercise: Tie it all together

- Reflect on all the exercises today and draft a 3 step plan for what you will do
- What can be done in the next 6 months.
- Prioritize quick wins and make them happen

## Mapping a Strategy

The Ending	The Neutral Zone	The New Beginning

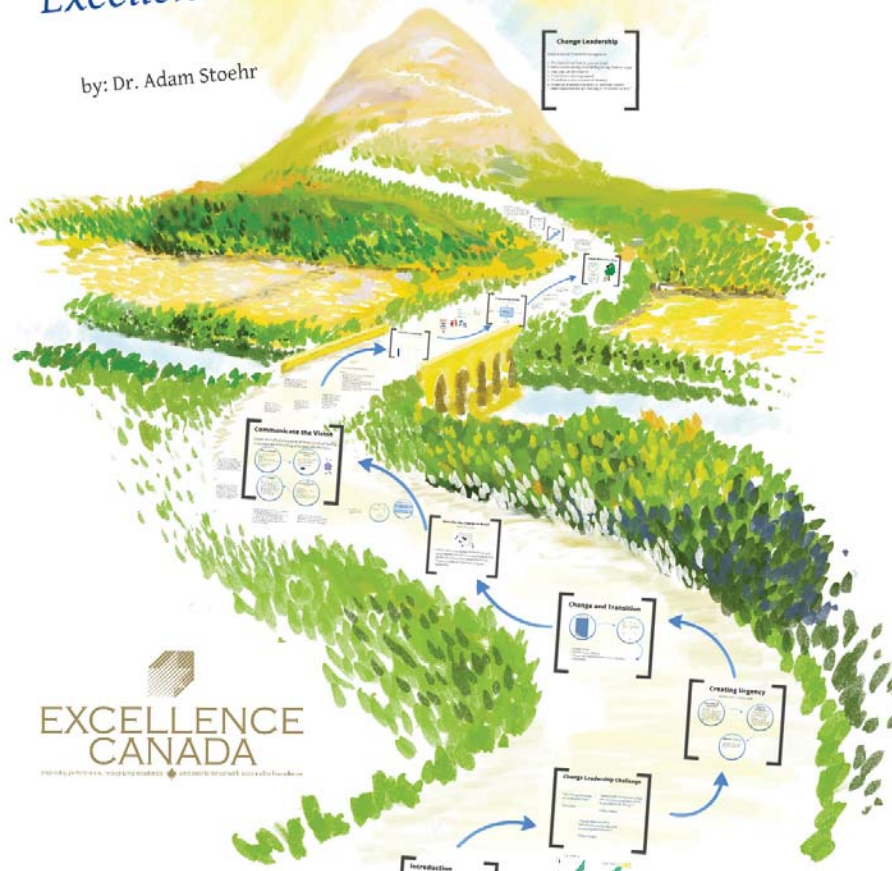
# Change Leadership

## Seven Rules of Transition Management

1. You have to end before you can begin
2. Between the ending and the beginning, there is a gap
3. That gap can be creative
4. Transition is developmental
5. Transition is also a source of renewal
6. People go through transition at different speeds
7. Most organizations are running a “transition deficit”

## Excellence in... Change Leadership

by: Dr. Adam Stoehr



Dr. Adam Stoehr - Bio  
Vice President, Education and Research, Excellence Canada

- Has overall responsibility for Excellence Canada's educational services, including the development and deployment of Excellence Canada training and certification.
- One of Excellence Canada's primary faculty members. Facilitates leadership, organizational assessment, process improvement, and quality management training across Canada
- PhD in Business Strategy at the University of the West of England, Bristol Business School. Thesis: The Relationship between a Strategic Approach to Quality and Employee Happiness
- Holds a Masters of Business Administration (MBA) from the Rotman School of Management at the University of Toronto and a Bachelor of Business Administration (BBA) and French degree from Wilfrid Laurier University
- Trained more than 20,000 adults since 2000
- Has conducted more than 20 Canada Awards for Excellence award verifications since 2000.
- Completed a postgraduate certificate in Adult Training and Development from the Ontario Institute for Studies in Education of the University of Toronto (OISE)
- Lives outside of Toronto with his wife and two children
- Join my network: [www.linkedin.com/in/adamstoehr](http://www.linkedin.com/in/adamstoehr)



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