# Leading Change
## *Program Overview*

## Objectives

Through *activities, talking points, and case study,* participants will:

- Discuss and learn how to more effectively manage people during change initiatives.

- Actively combat the *"seven deadly sins of change".*

- Pragmatically deal with the dynamics of organizational change.

- Engage in double-loop thinking with direct reports that examines present assumptions.

- Learn the rigor and discipline of the Change Model.

- Gain a better understanding of their personal role in leading change in an organization.

## Perspective

The workplace and economic characteristics we face today call for adaptive, in lieu of status quo, behaviors. Not slow adaptation as in the process of evolving, but quick and responsive adaptation in real time to meet the uncertainties we face. Some today are keenly aware of this necessity, others are bewildered and confused at what to do and yearn for things to calm down, and others remain stead fast in their old habits and ways of doing things, waiting for the world to return to what it was—a wait that is a dangerous prescription for business and organization success.

Success—organizationally, departmentally, and individually—depends on your ability to adapt to different conditions; to **change** the way you do things:

- When the present way is not delivering desired results.

- In anticipation of changing external conditions.

- When customers change demands and requirements.

- When competition threatens.

- To better yourself before someone else does. (even if you are number one at the moment)

However, barriers to successful change abound—and if not anticipated, understood, and effectively dealt with, failure is sure to follow. These barriers present themselves in what we term, *"The Seven Deadly Sins of Change."*

**Deadly Sin 1: Trusting Success**

❖ *What we do to succeed and are rewarded for becomes our script—and we replay that script over and over again without thinking about external relevance. Success breeds complacency and status quo behaviors.*

**Deadly Sin 2: Untouchable Sacred Cows**

❖ *Those systems, strategies, policies, procedures and routines that have become "untouchable" standard operating procedure—"the way we've always done it!"*

**Deadly Sin 3: Underestimating Political Behavior**

❖ *Failure to see self interested behavior as a normal and predictable pattern in organizational life—and emphasized during change initiatives.*

**Deadly Sin 4: Underestimating the Power of Emotion in Change Initiatives**

❖ *Over-reliance on logic and rationality to make the argument for change.*

**Deadly Sin 5: Single Loop Thinking**

❖ *Failure to examine the underlying assumptions—the mental "programming" that guides present actions and behaviors.*

**Deadly Sin 6: Thinking Like an Expert**

❖ *True wisdom is the ability to use your expertise—not for defending what you do today—but to create a new tomorrow!*

**Deadly Sin 7: Playing Not To Lose**

❖ *So concerned about losing—you play cautious, try nothing new—and continue to do what you have always done. This derails and impedes effective change.*

These predictable elements surface during change initiatives and the only antidote is persistence, flexibility, and clarity. These deadly sins that disrupt the most well thought out change initiative are combated by dealing effectively with the dynamics of a change process.

**The Dynamics of Leading Change**

- **Rationality:** *Rationality tends to get over-emphasized during change—an over-emphasis that is counter-productive to leading change.*

- **Personal interests:** *It is naïve to assume that people won't respond to organizational change from the perspective of their own personal needs and interests.*

- **Emotions:** *During change we can, with reliable accuracy, predict emotional barriers to emerge. If these emotions are not understood and dealt with effectively, the self-doubt and negative perceptions regarding the change effort increase.*

- **Personal Assumptions:** *People are guided during change initiatives by unexamined or untested assumptions and beliefs. People don't routinely think about the underlying framework or "software" that guides the way they reason and interpret the world.*

Without addressing these 4 dynamics in a manner that will eliminate the deadly sins, resistance to change is heightened. This resistance takes the form of *"white corpuscles"* that fight off this attack on the present way of doing things resulting in a failed change effort. Because the change was necessitated by external conditions (customer demands or requirements, competitive issues, market changes, regulatory or legal changes, etc.) business results continue to falter. This negative effect on the organization results in an increased need for change… only faster this time. However, reactions to the lack of business results (reorganization, lay-offs, early retirements, compensation restructuring, head count limits, etc.), increases the personal concerns and fears of individuals in the organization. This combined with the need to make change begins the cycle all over again—only with increased emotional barriers emerging. The cycle continues with people holding on to what they do best—which is what they have done in the past and what they have been successful at and rewarded for. However, this organizational and personal success is grounded in conditions that are no longer present. The result is personal and organizational failure brought about by dealing with change in an ineffective manner.

To short-circuit this vicious circle, rigor and discipline must be brought to bear by managers through a *pragmatic change model* that serves as a framework for managing performance during a change initiative. It is not an extraordinarily difficult task—but one that requires and understanding of how people react to change and persistence with the tactics that diffuse the obstacles and barriers to change.
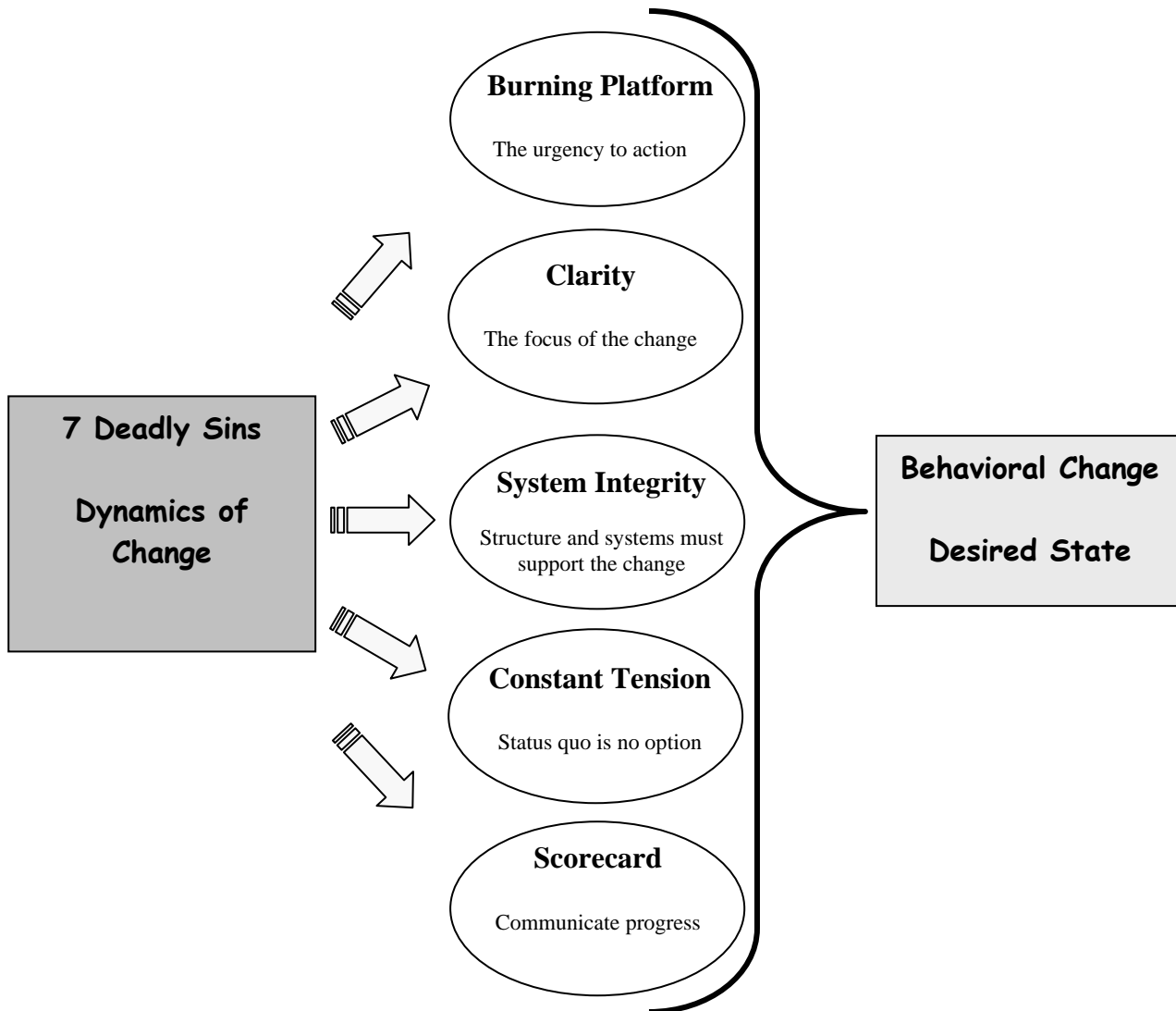
Managers and supervisors must be persistent in providing the following when leading change:

- A sense of urgency

- Clarity regarding the change effort

- Support of the system and structures

- Consistent tension—making status quo not an option

- An illustration of progress

Through this discipline the seven deadly sins and the dynamics of change are met head on and change efforts are kept on track.

# Change Model

**Burning Platform**

The urgency to action

**Clarity**

The focus of the change

**7 Deadly Sins**

**Dynamics of Change**

**System Integrity**

Structure and systems must support the change

**Behavioral Change**

**Desired State**

**Constant Tension**

Status quo is no option

**Scorecard**

Communicate progress

When managing change, the core issue is the behavior of people who are ignoring how the world is changing, who are frozen in terror by the problems they see, or who do little but bitterly complain.