

Change Leadership

A presentation by Jeff DeFranco and Dr. Bonnie Ann Dowd
at the ACBO Fall 2016 Conference



INTRODUCTION OF PRESENTERS

- Jeff DeFranco, Vice President of Administrative Services
Lake Tahoe Community College
- Dr. Bonnie Ann Dowd, Executive Vice Chancellor
San Diego Community College District

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WHY "CHANGE LEADERSHIP?"

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Roadmap



PROGRAM LEARNING OUTCOMES

- Better understand typical impacts of change on individuals and organizations
- Learn how to facilitate change
- Better understand the leaders role during the change process
- Understand concepts to drive organizational transformation; specifically, moving from incremental change to adaptive change
- How to influence beliefs to lead to actions. (Start with Why)
- Apply these lessons to your work for your college or district

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WHY DOESN'T CHANGE OFTEN SUCCEED?

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SHARE YOUR EXPERIENCE WITH CHANGE

- Identify 3 change experiences that have made you uncomfortable



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CHANGE IS UNCOMFORTABLE



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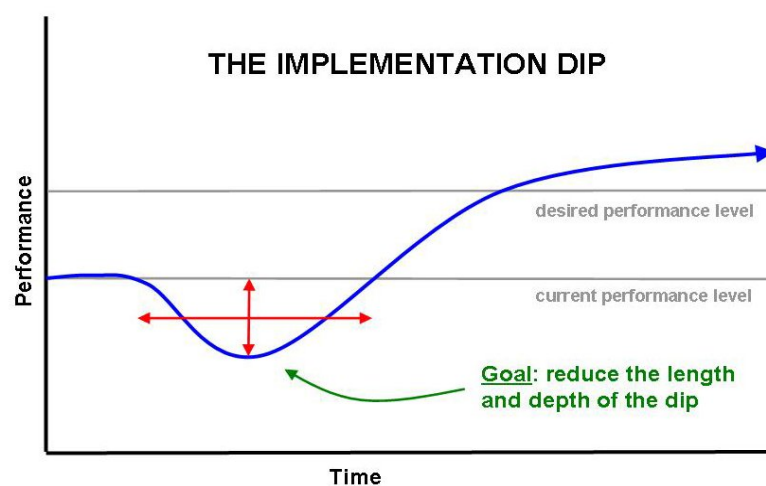
SUCCESS OR FAILURE IN CHANGE

- Many authors have documented that up to 70% of change initiatives fail.

--Higgs and Rowland, 2005

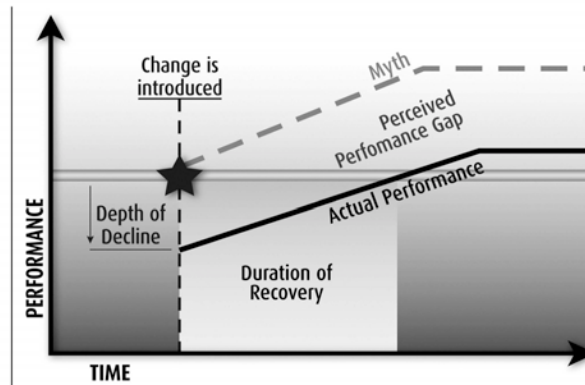
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THE IMPLEMENTATION DIP



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THE IMPLEMENTATION DIP



—Herold & Fedor, 2008

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How can leaders help replicate the 30% of change initiatives that are successful?



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REPLICATING SUCCESSFUL CHANGE

- Create milestones along the way and celebrate achievements when those goals are met (Kotter, 1995) to motivate and help reinvigorate the movement
- Break up progress in bite size elements for ease in communication

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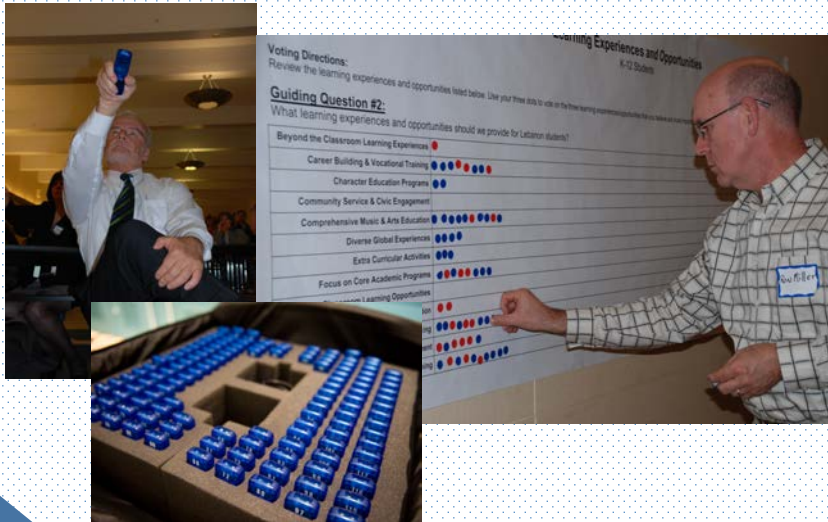
COMPONENTS OF SUCCESSFUL CHANGE MANAGEMENT

- Change Initiation; making a compelling case for change and getting key, respected stakeholders on board with the movement
- Change Leadership; fostering a shared vision and influencing and persuading others;
- Change Presence; the leader is visibly and courageously committed to the change goals.

Higgs, M., & Rowland, D. (2000). Building change leadership capability: 'The quest for change competence'. *Journal of Change Management*, 1(2), 116-130. <http://doi:10.1080/714042459>

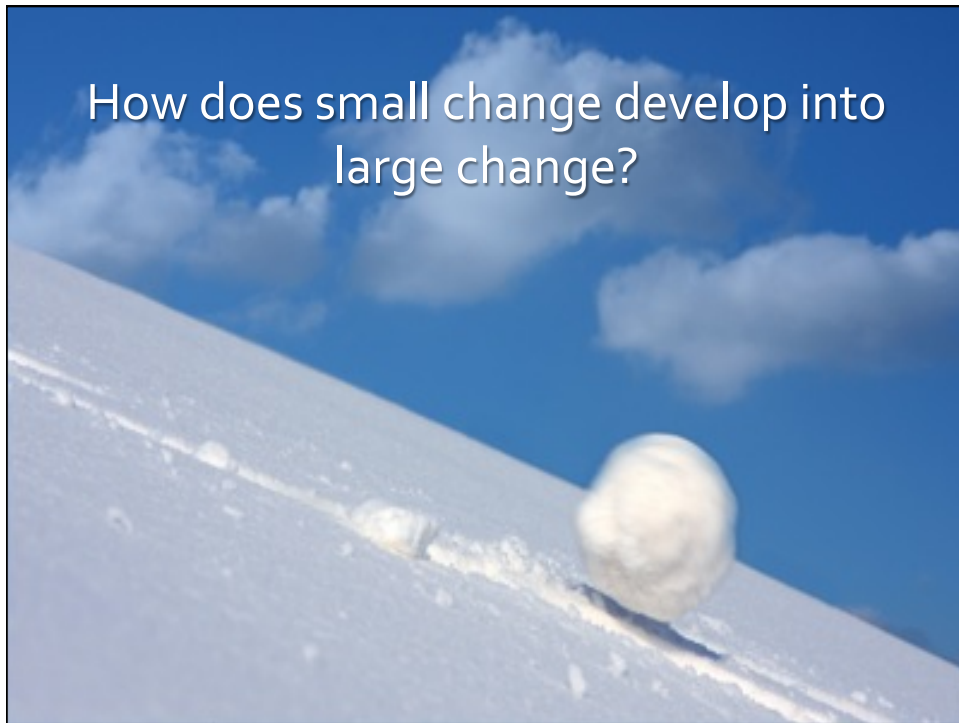
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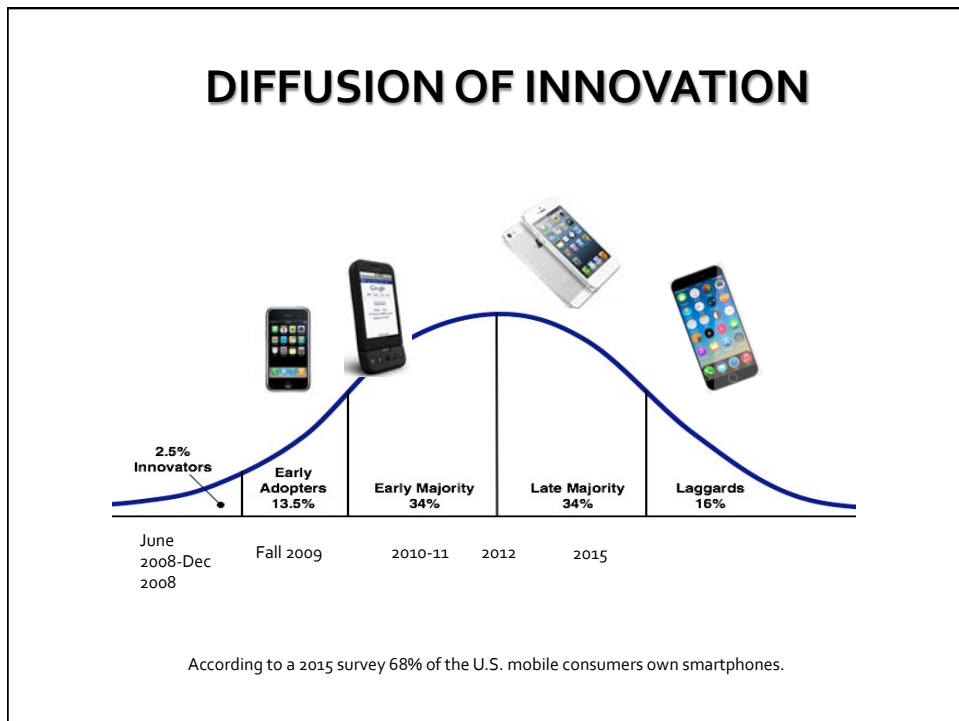
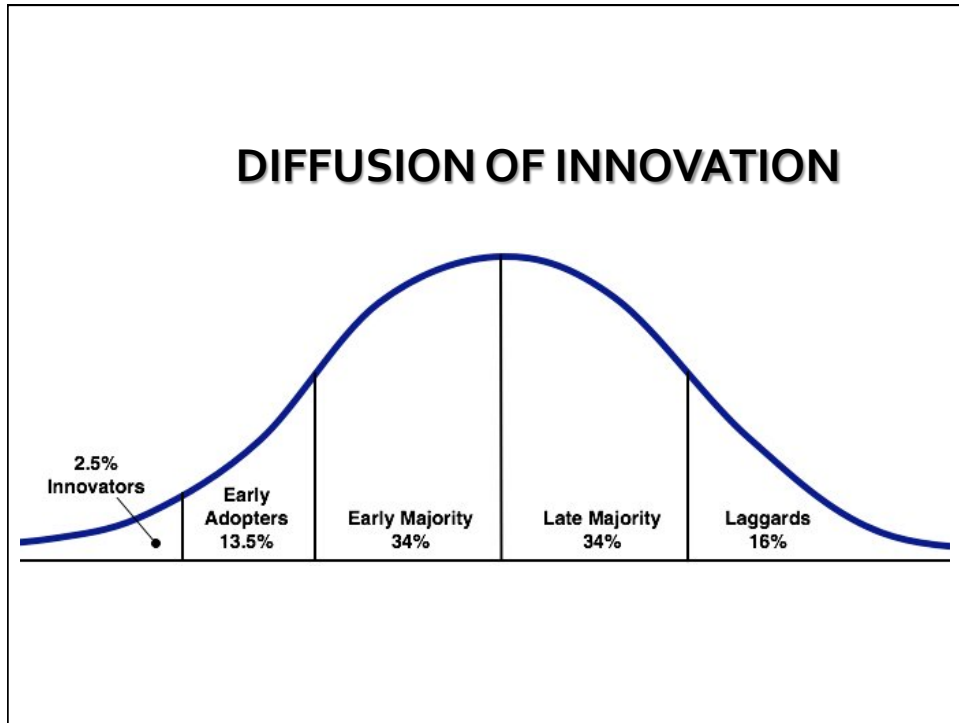
FACILITATIVE LEADERSHIP – SHARED VISION

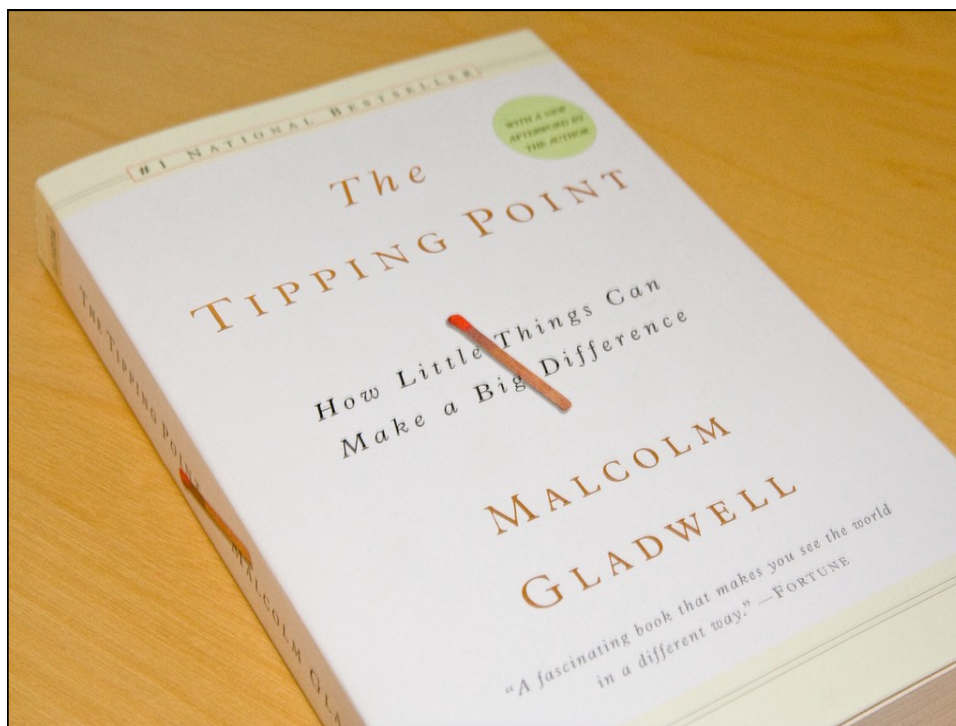


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How does small change develop into
large change?







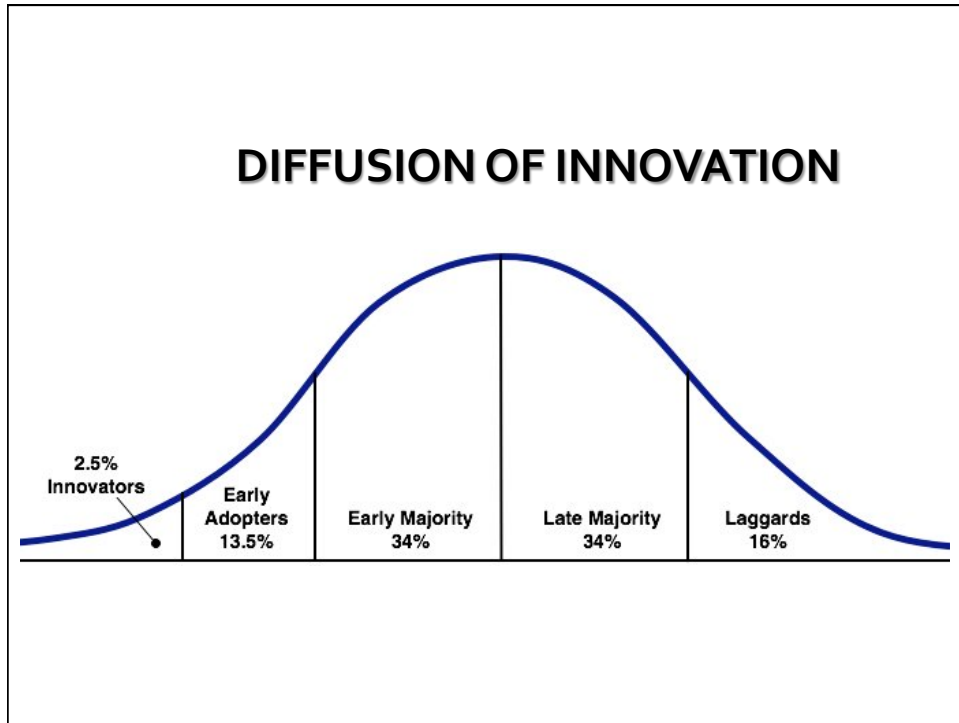
THE TIPPING POINT

- Malcolm Gladwell emphasized the significant impact that a small, yet critical, group of people can play in sparking change.

“The tipping point is that magic moment when an idea, trend, or social behavior crosses a threshold, tips, and spreads like wildfire.”

--Gladwell, 2000, p.55

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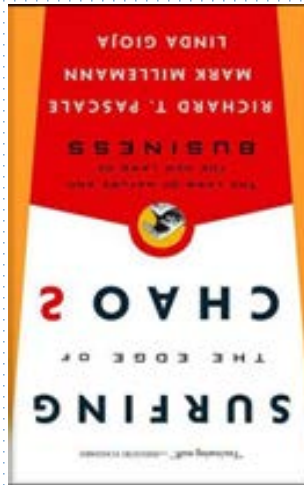
SURFING THE EDGE OF CHAOS

The image shows the front cover of the book 'Surfing the Edge of Chaos: The Laws of Nature and the New Laws of Business'. The cover is primarily white with a red and orange gradient at the bottom. The title 'SURFING THE EDGE OF CHAOS' is prominently displayed in black and red text. Below the title, there is a small circular logo featuring a bird. The authors' names, Richard T. Pascale, Mark Millemann, and Linda Gioja, are listed at the bottom of the cover. The book is centered on a background with a light blue and grey geometric pattern.

(Pascale, Millemann, & Gioja, 2000)

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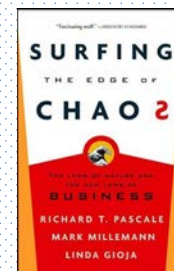


Paradigm
Shift

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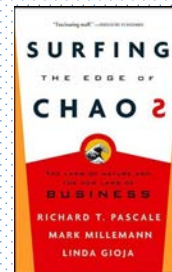
- Followers want leaders to cushion them from the shock of risk. However, great leaders use risk to force organizations to adapt.
- Organizations are complex adaptive systems, but equilibrium makes them complacent and vulnerable, so adaptive leaders deliberately upset their organizations' equilibrium.



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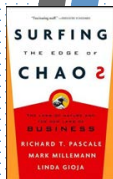
- Inscrutable, powerful "strange attractors" emerge from the interplay of the environment, the time, the organization and the leader.
- "A strange attractor is never milled from new material. It is already in the woodwork. That is what makes it both strange and powerful."



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SURFING THE EDGE OF CHAOS

- The chairman of Sears shocked the old stores and tried to inspire part-time clerks and salespeople to seek solutions to daunting problems.
- He was met with partial success, but old ways reasserted themselves.



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PARADIGM SHIFT: FOSBURY FLOP



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QUOTES FROM THOMAS KUHN

"All the significant
breakthroughs were
break-withs old ways of
thinking"

--Thomas Kuhn

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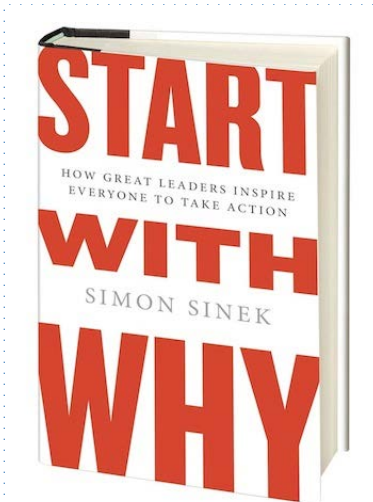
QUOTES FROM ALBERT EINSTEIN

“The significant problem we face cannot be solved at the same level of thinking we were at when we created them.”

--Albert Einstein

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START WITH WHY



TED Ideas worth spreading

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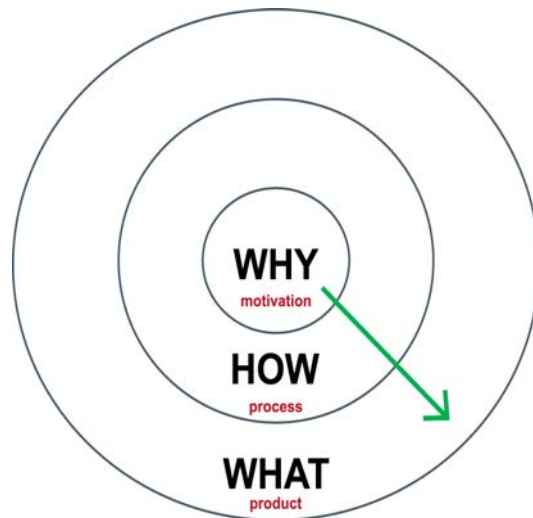
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START WITH WHY



QUOTES BY SIMON SINEK

- "I try to find, celebrate and teach leaders how to build platforms that will inspire others."
- "If you hire people just because they can do a job, they'll work for your money. But if you hire people who believe what you believe, they'll work for you with blood and sweat and tears. "

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QUOTES BY SIMON SINEK

- "People don't buy what you do; people buy why you do it."
- "[Martin Luther King, Jr.] gave the I have a dream speech, not the I have a plan speech."

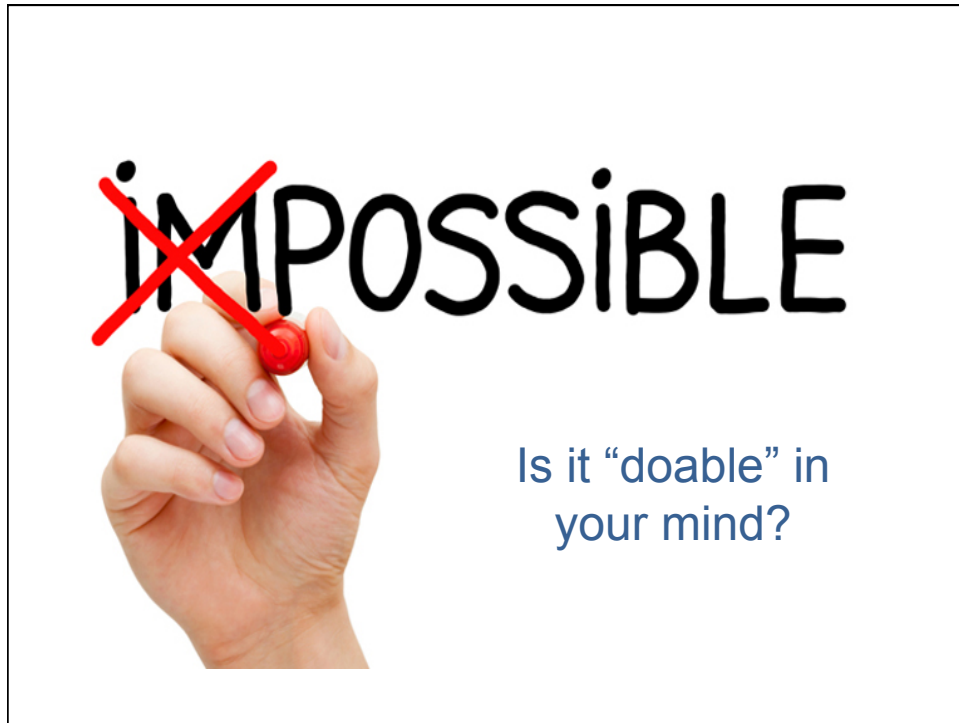
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In any change effort there are major questions to be asked first before change occurs:

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What is
your path to
make change?








CHANGE MANAGEMENT LESSONS VIDEO

CHANGE MANAGEMENT

**Organizations must continually adapt.
To create change navigators:
communicate the threat
involve the team
minimize uncertainty
celebrate positive shifts
be as transparent as possible**




betterbusinesslearning.com

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A SIMPLE GUIDE TO CHANGE MANAGEMENT


A SIMPLE GUIDE TO CHANGE MANAGEMENT


Organizations must continually adapt due to shifting market conditions, customer demands, technologies, input costs, shareholder expectations and competition.







They must adapt to these shifts in the environment or risk becoming irrelevant, uncompetitive or eaten up.

The challenge for organizations is to help their people move from alarm to action without falling into despair or cynicism.










 Action

 Despair

Four typical responses to change are the critic who vocally opposes the change, the victim who panics, the bystander who avoids getting involved and the change navigator who is resilient and able to adapt to the new circumstances.


 **critic**
 **victim**
 **bystander**
 **navigator**

To create change navigators in your organization:

keep explaining why we are changing 	where possible, involve your team in decision making 	minimize uncertainty 
engage your legacy system experts early 	be as transparent as possible 	create learning opportunities for your team 
communicate the threats of not changing 	keep listening to your people's concerns 	celebrate shifts towards the desired state 

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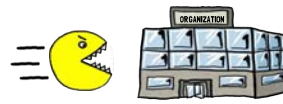
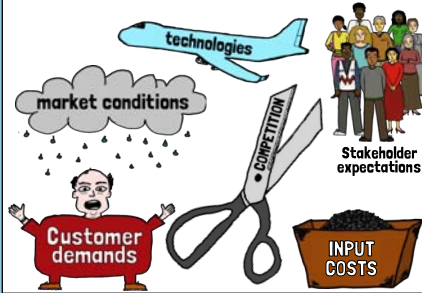
Everything you need to build change capability
Learn more at www.changeactivation.com



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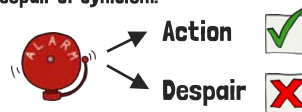
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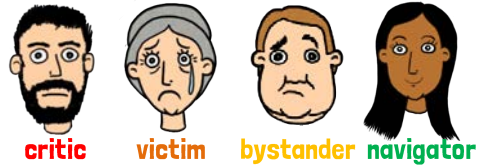


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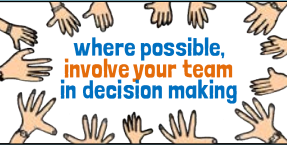


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where possible, involve your team in decision making



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engage your legacy system experts early



be as transparent as possible



create learning opportunities for your team



communicate the threats of not changing



keep listening to your people's concerns



celebrate shifts towards the desired state



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LEADING CHANGE

Leading Change:
Why Transformation Efforts Fail

by John P. Kotter

Over the past decade, I have watched more than 100 companies try to remake themselves into significantly better competitors. They have included large organizations (Ford) and small ones (Lundmark Communications), companies based in the United States (General Motors) and elsewhere (British Airways), corporations that were on their knees (Eastern Airlines), and companies that were earning good money (Reid-Myers Squibb). These efforts have gone under many banners: total quality management, reengineering, right sizing, restructuring, cultural change, and turnaround. But, in almost every case, the basic goal has been the same: to make fundamental changes in how business is conducted in order to help cope with a new, more challenging market environment.

A few of these corporate change efforts have been very successful. A few have been utter failures. Most fall somewhere in between, with a distinct tilt toward the lower end of the scale. The lessons that can be drawn are interesting and will probably be relevant to even more organizations in the increasingly competitive business environment of the coming decade.

The most general lessons to be learned from the more successful cases is that the change process goes through a series of phases that, in total, usually require a considerable length of time. Skipping steps creates only the illusion of speed and never produces a satisfying result. A second very general lesson is that the change process is a long-term effort that requires a high degree of persistence and a willingness to learn from mistakes.

John P. Kotter is the Kenneth C. Griffin Professor of Leadership at the Harvard Business School in Boston, Massachusetts. He is the author of *The New Rules How to Succeed in Today's Post-Corporate World* (New York: Free Press, 1995), *Corporate Culture and Performance*, co-authored with James L. Hankson (New York: Free Press, 1992), and *A Force for Change: How Leadership Differs from Management* (New York: Free Press, 1995).

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Eight Steps to Transforming Your Organization

-- John Kotter "Leading Change"

EIGHT STEPS TO TRANSFORMING YOUR ORGANIZATION

- 1 Establishing a Sense of Urgency**
 - Examining market and competitive realities
 - Identifying and discussing crises, potential crises, or major opportunities
- 2 Forming a Powerful Guiding Coalition**
 - Assembling a group with enough power to lead the change effort
 - Encouraging the group to work together as a team
- 3 Creating a Vision**
 - Creating a vision to help direct the change effort
 - Developing strategies for behaviors that vision
- 4 Communicating the Vision**
 - Using every vehicle possible to communicate the new vision and strategies
 - Teaching new behaviors by the example of the guiding coalition
- 5 Empowering Others to Act on the Vision**
 - Getting rid of obstacles to change
 - Changing systems or structures that seriously undermine the vision
 - Encouraging risk taking and non-traditional ideas, activities, and actions
- 6 Planning for and Creating Short-Term Wins**
 - Planning for visible performance improvements
 - Creating these improvements
 - Recognizing and rewarding employees involved in the improvements
- 7 Consolidating Improvements and Producing Still More Change**
 - Using increased credibility to change systems, structures, and policies that don't fit the vision
 - Hiring, promoting, and developing employees who can implement the vision
 - Reinvigorating the process with new projects, themes, and change agents
- 8 Institutionalizing New Approaches**
 - Articulating the connections between the new behaviors and corporate success
 - Developing the means to ensure leadership development and succession

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2. Forming a Powerful Guiding Coalition

- Assembling a group with enough power to lead the change effort
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3. Creating a Vision

- Creating a vision to help direct the change effort
- Developing strategies for achieving that vision

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4. Communicating the Vision

- Using every vehicle possible to communicate the new vision and strategies
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5. Empowering Others to Act on the Vision

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6. Planning for and Creating Short-Term Wins

- Planning for visible performance improvements.
- Creating those improvements
- Recognizing and rewarding employees involved in the improvements

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7. Consolidating Improvements and Producing Still More Changes

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 - Getting rid of obstacles to change
 - Changing systems or structures that seriously undermine the vision
 - Encouraging risk taking and nontraditional ideas, activities, and actions
- 6** Planning for and Creating Short-Term Wins
 - Planning for visible performance improvements
 - Creating these improvements
 - Recognizing and rewarding employees involved in the improvements
- 7** Consolidating Improvements and Producing Still More Change
 - Using increased credibility to change systems, structures, and policies that don't fit the vision
 - Hiring, promoting, and developing employees who can implement the vision
 - Reinvigorating the process with new projects, themes, and change agents
- 8** Institutionalizing New Approaches
 - Articulating the connections between the new behaviors and corporate success
 - Developing the means to ensure leadership development and succession

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Eight Steps to Transforming Your Organization

8. Institutionalizing New Approaches

- Articulating the connections between the new behaviors and corporate success
- Developing the means to ensure leadership development and succession

EIGHT STEPS TO TRANSFORMING YOUR ORGANIZATION

- 1** Establishing a Sense of Urgency
 - Examining market and competitive realities
 - Identifying and discussing crises, potential crises, or major opportunities
- 2** Forming a Powerful Guiding Coalition
 - Assembling a group with enough power to lead the change effort
 - Encouraging the group to work together as a team
- 3** Creating a Vision
 - Creating a vision to help direct the change effort
 - Developing strategies for achieving that vision
- 4** Communicating the Vision
 - Using every vehicle possible to communicate the new vision and strategies
 - Teaching new behaviors by the example of the guiding coalition
- 5** Empowering Others to Act on the Vision
 - Getting rid of obstacles to change
 - Changing systems or structures that seriously undermine the vision
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CHANGE THE CULTURE, CHANGE THE GAME



- Don't demand actions. Leaders must form the beliefs that lead to the actions.
- Leaders also shape the experiences that lead to beliefs.
- When you create an experience, present an interpretation as well; connect the experience to the beliefs you want others to hold.

Telling people what to do is different from influencing them to act in new ways. Since influence stems from understanding, it is important to engage in dialogue and transparent sharing of information.


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CHANGE THE CULTURE


- "Culture forms the superglue that bonds an organization, unites people, and helps an enterprise accomplish desired ends." (p. 253)
--Bolman & Deal, 2008
- The culture of an organization is dependent on its "function, time, product, customers place and process."
--Bolman & Deal, 2013

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EXAMPLES OF CHANGING CULTURE




IBM's culture is formal and rigid.



Google's culture is more laidback and Informal.



Due to the pioneering and competitive market, Apple's culture is one of secrecy, teamwork and high attention to detail.



TOYOTA

Toyota maintains a traditional culture, focused on quality, affordability and high productivity.

Bolman, L.G., & Deal, T.E. (2008. Reframing organizations: Artistry, choice, and leadership (4th ed.). San Francisco: Jossey-Bass

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FIVE PRACTICES OF EXEMPLARY LEADERSHIP

When leaders are at their best, they:

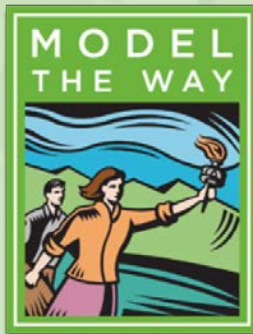
1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable Other to Act
5. Encourage the Heart

(Kouzes & Posner, 2010)

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MODEL THE WAY:

for colleagues, employees, customers and others.



Leadership Practices:

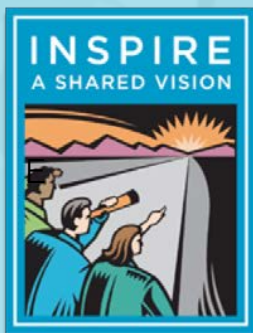
Clarify values by finding your voice and affirming shared values.

Set the example by aligning actions with shared values.

Kouzes and Posner, 2012

INSPIRE A SHARED VISION:

Enlist others to create an ideal image of what the organization can be.



Leadership Practices:

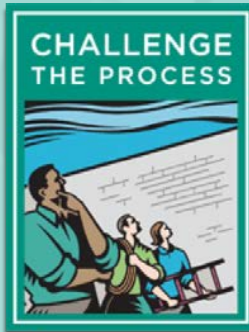
Envision the future by imagining exciting and ennobling possibilities.

Enlist others in a common vision by appealing to shared aspirations.

Kouzes and Posner, 2012

CHALLENGE THE PROCESS:

abandon the status quo to seek innovative ways to improve.



Leadership Practices:

Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.

Experiment and take risks by constantly generating small wins and learning from experience.

Kouzes and Posner, 2012

ENABLE OTHERS TO ACT:

Foster collaboration by actively involving others and demonstrating mutual respect and trust.



Leadership Practices:

Foster collaboration by building trust and facilitating relationships.

Strengthen others by increasing self-determination and developing competence.

Kouzes and Posner, 2012

ENCOURAGE THE HEART:

Recognize the contributions of others and celebrate accomplishments.



Leadership Practices:

Recognize contributions by showing appreciation for individual excellence.

Celebrate the values and victories by creating a supportive community.

Kouzes and Posner, 2012

"Treat people as if they were what they ought to be, and you'll help them to become what they are capable of becoming."

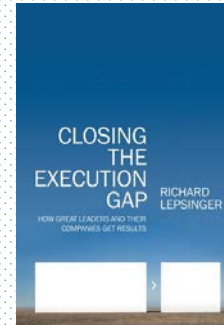
--Johann Wolfgang von Goethe

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CLOSING THE EXECUTION GAP

"Integrate the leader and manager roles"

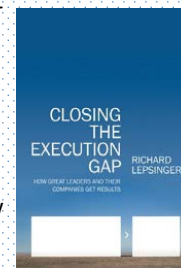
- Successful organizations develop ambitious visions for the future – a leadership activity – and attend to masses of details – a management function.
- Train your leaders to be adept visionaries and competent managers, and grant them the latitude to be both.



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CLOSING THE EXECUTION GAP

1. **"Rational persuasion"** – Muster solid evidence and sensible arguments to persuade others that the task at hand is worthwhile.
2. **"Inspirational appeals"** – Frame your request to resonate with your employees' most cherished values.
3. **"Consultation"** – Ask those whom the change will affect directly to share their opinions and ideas on how to improve working processes and decision making.
4. **"Collaboration"** – Offer resources that other people need in return for their support and assistance.



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THE LEADERS ROLE DURING CHANGE

- Make a business case for change
- Communicate the risks of not changing
- Educate employees on how their work will change
- Be visible, accessible, & transparent
- Be an ambassador for the change
- Stay optimistic
- Be the keeper of the vision

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ROLE OF AMBASSADORS

- “PR team” for project
- Making the business case for change
- Two-way communication
- Sharing the vision
- Greener pastures ahead
- What this project will do for you?
- Why this project is compelling?
(emotional ties)

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EMPLOYEES ROLE DURING CHANGE

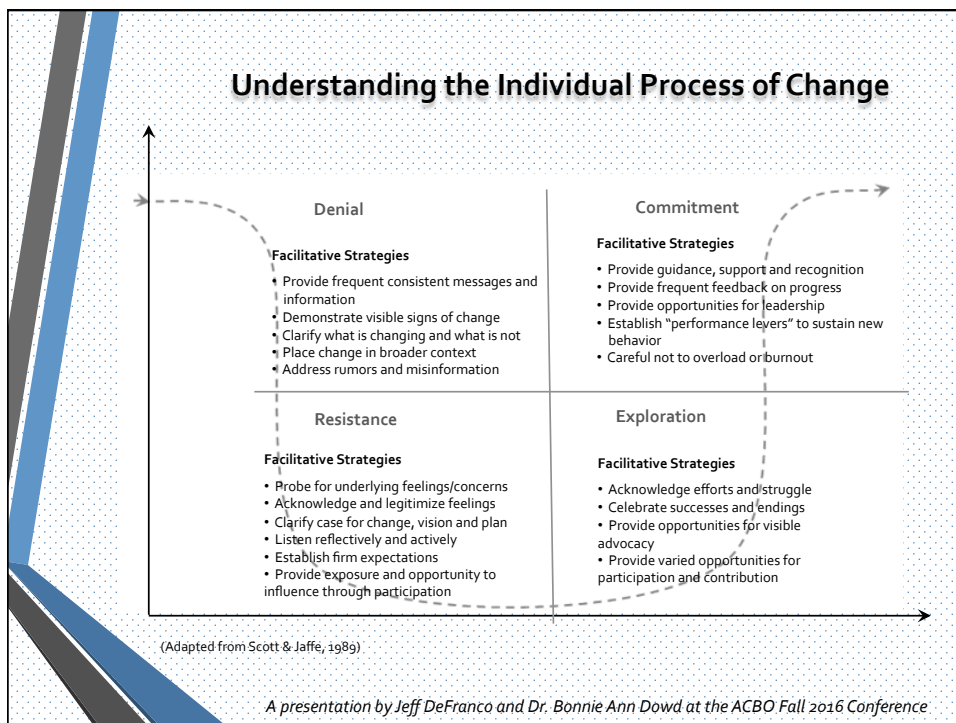
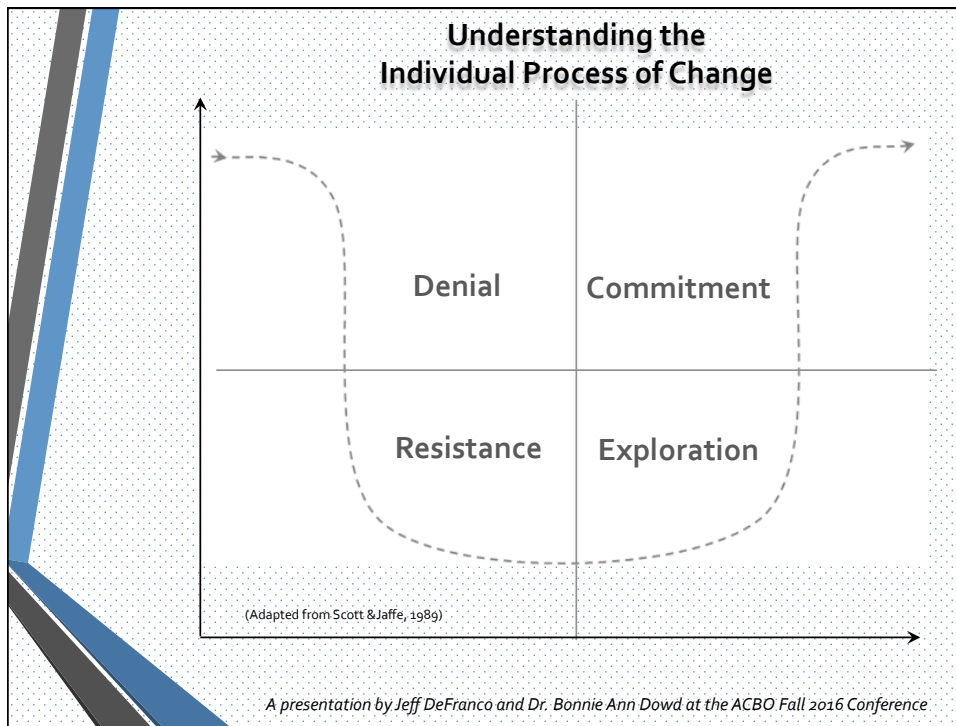
- Recognize that change does happen
- Seek information and answers
- Communicate with others
- Assess what stage you are at
- Know there will be a dip...
- Engage in the change – help drive
- Try and see the big picture
- Be a navigator!!!

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FACILITATING DISCUSSIONS ABOUT CHANGE

- Acknowledge underlying concerns and feelings
- Share honest concerns & feelings
- Encourage the open expression of concerns and feelings
- Accept, empathize and legitimize
- Share what you know and don't know

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HOW TO LEAD CHANGE AT A COLLEGE & DISTRICT LEVEL



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IF I COULD
CHANGE ONE
THING IN MY
ORGANIZATION
WHAT WOULD
IT BE?...



QUESTIONS



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PROGRAM LEARNING OUTCOMES

- Better understand typical impacts of change on individuals and organizations
- Learn how to facilitate change
- Better understand the leaders role during the change process
- Understand concepts to drive organizational transformation; specifically, moving from incremental change to adaptive change
- How to influence beliefs to lead to actions. (Start with Why)
- Apply these lessons to your work for your college or district

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