

How Leaders Influence and Manage Change

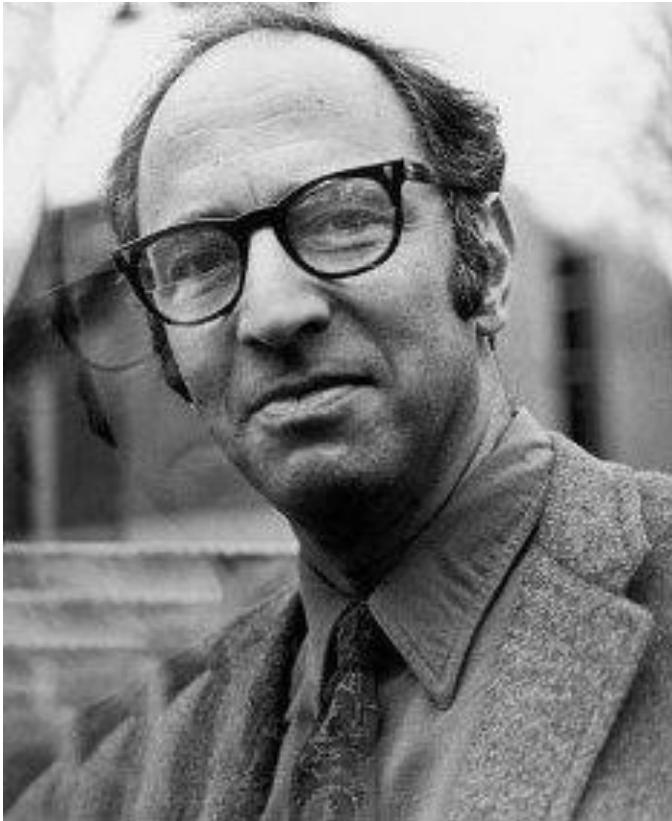


CHANGE AHEAD

per-
feed*; see also *none**

change, v. 1. [To man-
modify, transform, cor-
transmute, transfigure,
restyle, revolutionize,
make, recondition, re-
form, renew, reno-
reconstruct, readi-

QUOTES FROM THOMAS KUHN

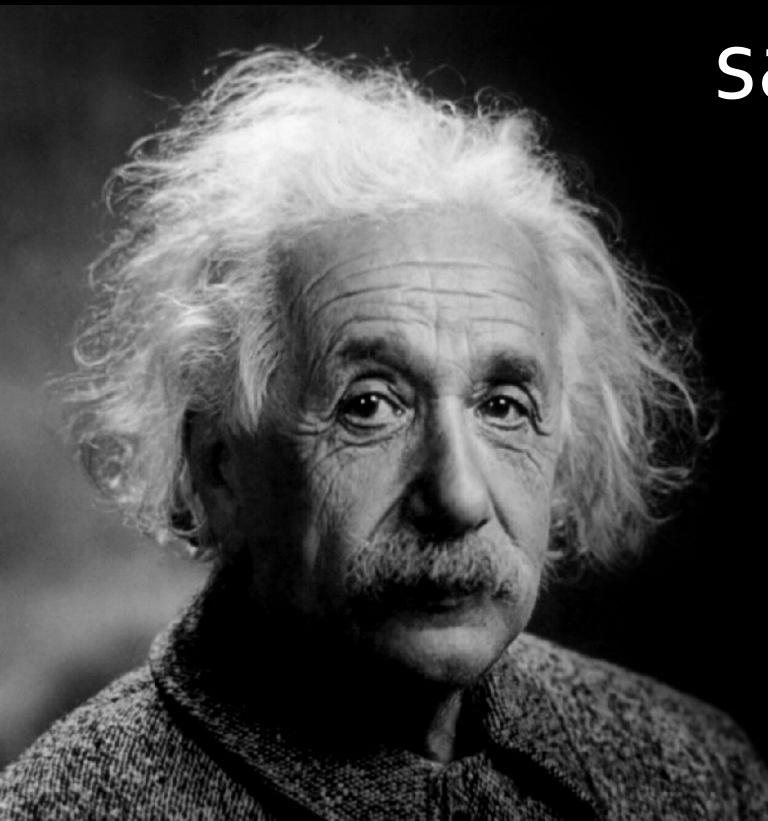


“All significant breakthroughs are “break-withs” old ways of thinking”

--Thomas Kuhn

*Thomas Samuel Kuhn (7/18/22– 6/17/96)
was an American physicist, historian
and philosopher of science.*

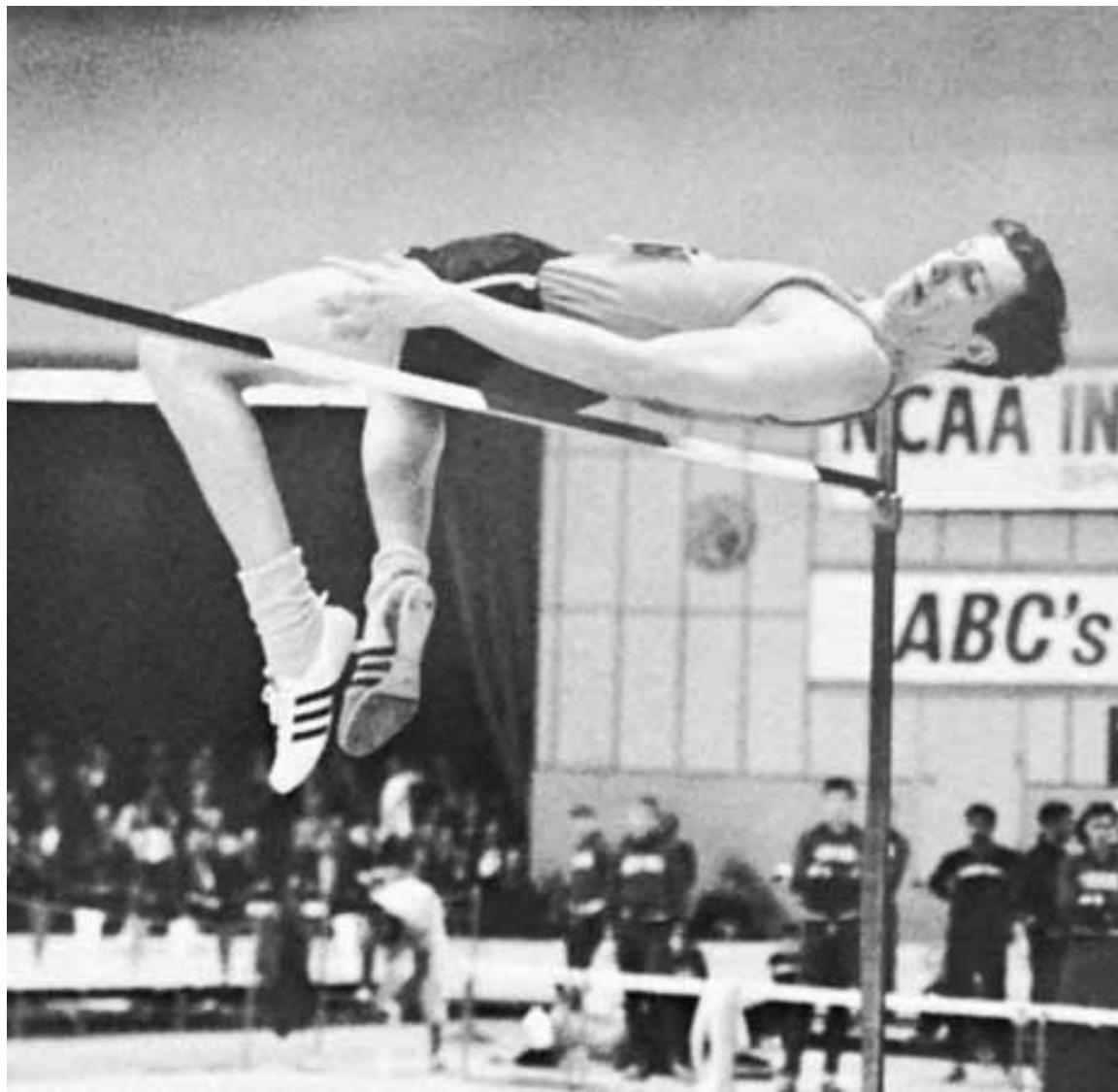
QUOTES FROM ALBERT EINSTEIN

A black and white portrait of Albert Einstein, showing him from the chest up. He has his characteristic wild, white hair and a full, grey beard. He is looking slightly to the right of the camera with a thoughtful expression. The background is dark and out of focus.

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

--Albert Einstein

PARADIGM SHIFT: FOSBURY FLOP



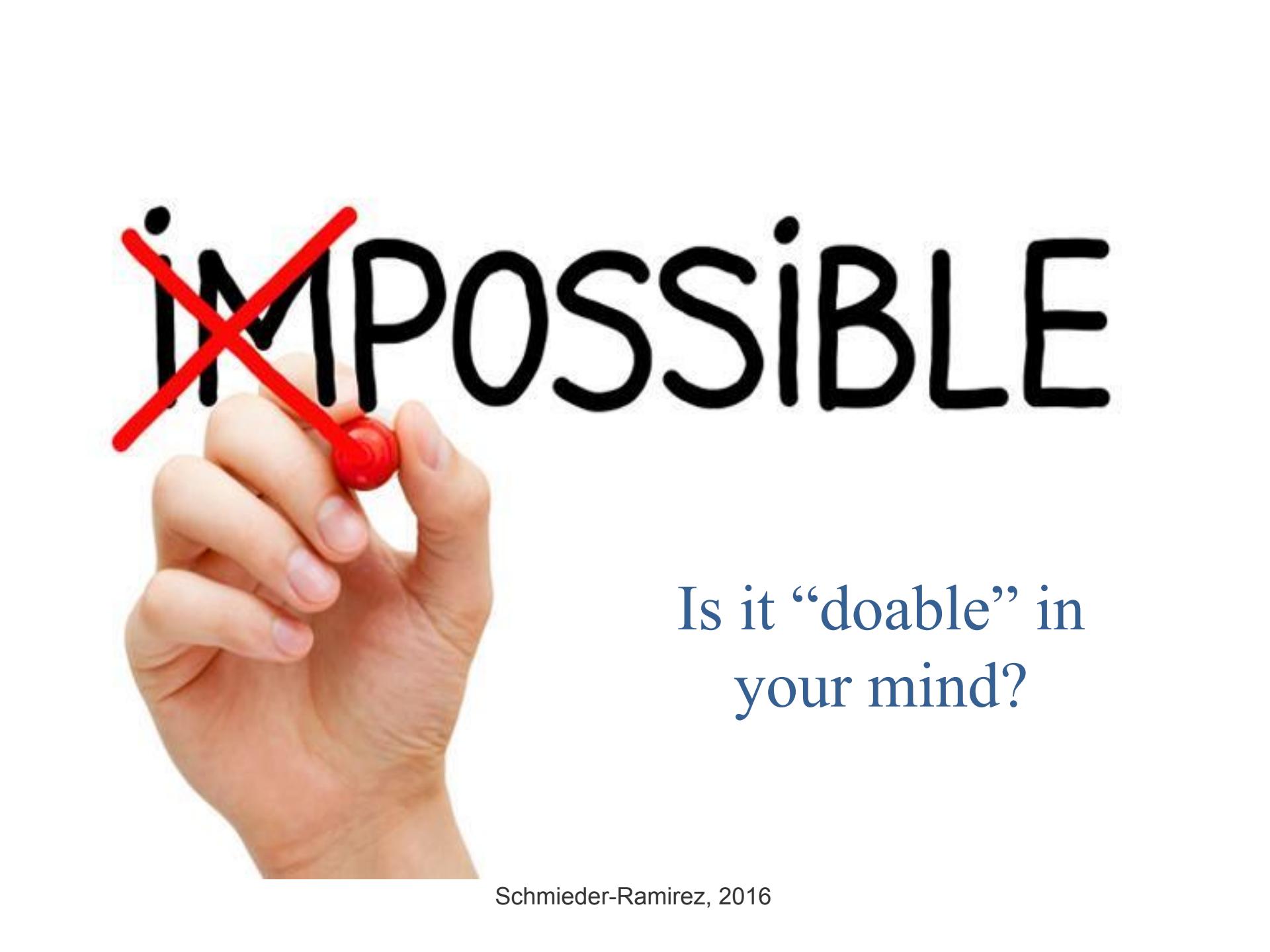


In any change effort there are major questions to be asked first before change occurs:



What is
your path to make
change?





~~IMPOSSIBLE~~

Is it “doable” in
your mind?

A close-up photograph of two hands, one from each side, holding large, interlocking puzzle pieces. The puzzle pieces are a warm, reddish-orange color. The hands are positioned as if they are about to connect the two pieces. The background is a soft, out-of-focus yellow.

Does it fit with your mission?



WILL IT
FIT ON A
T-SHIRT?

Schmieder-Ramirez, 2016

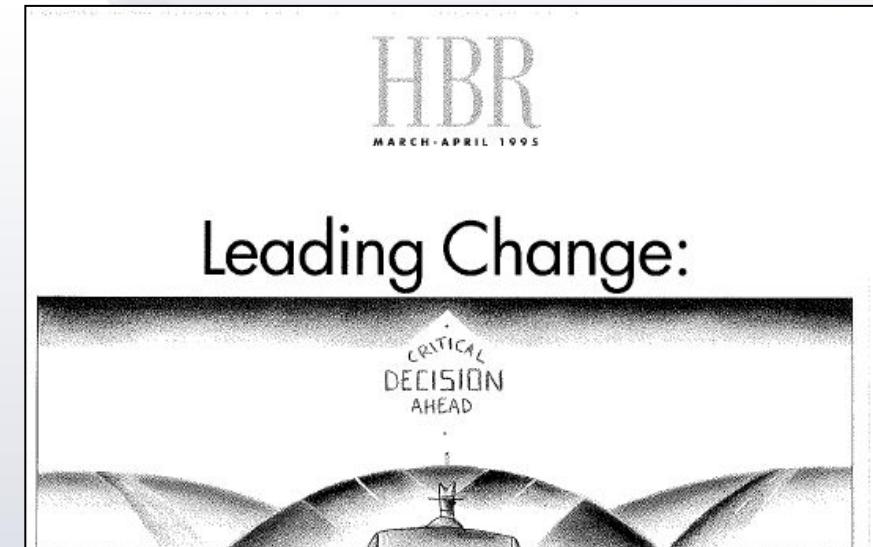
KOTTER'S GENERAL RULE

“Whenever you cannot describe the vision driving a change initiative in five minutes or less and get a reaction that signifies both understanding and interest, you are in for trouble.”

-- John Kotter

“Leading Change”

LEADING CHANGE



HBR
MARCH/APRIL 1995

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 (Landmark 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 (Bristol-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 lesson 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

*John P. Kotter is the Konosuke Matsushita 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*, coauthored with James L. Heskett (New York: Free Press, 1992), and *A Force for Change: How Leadership Differs from Management* (New York: Free Press, 1990).*

DRAWINGS BY KURT VARGO

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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 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
- Encouraging risk taking and nontraditional ideas, activities, and actions

6 Planning for and Creating Short-Term Wins

- Planning for visible performance improvements
- Creating those 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

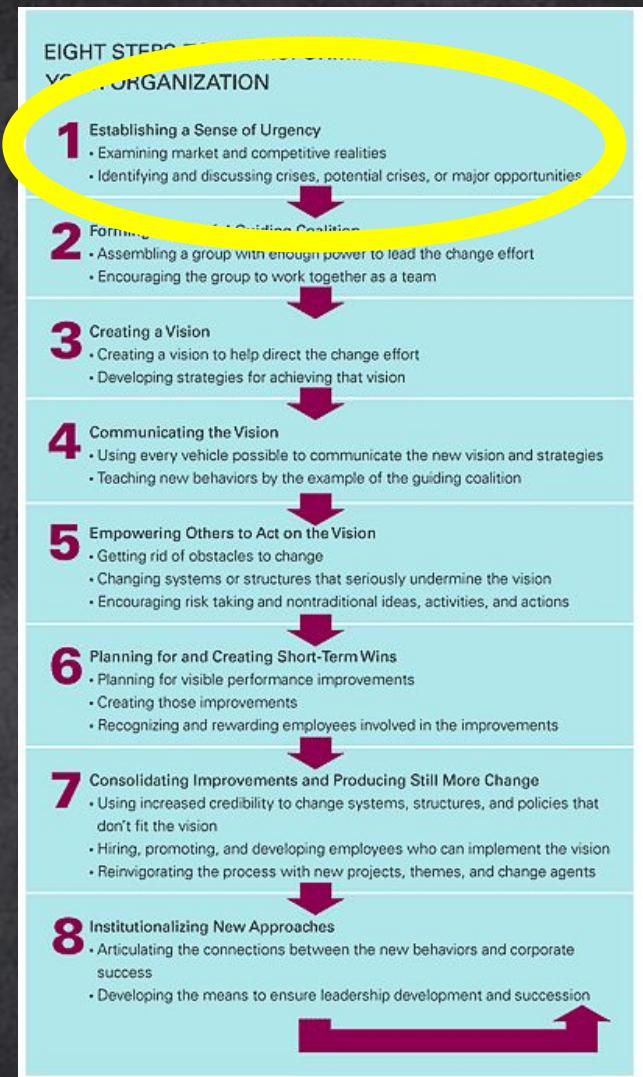
8 Institutionalizing New Approaches

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

Eight Steps to Transforming Your Organization

1. Establishing a Sense of Urgency

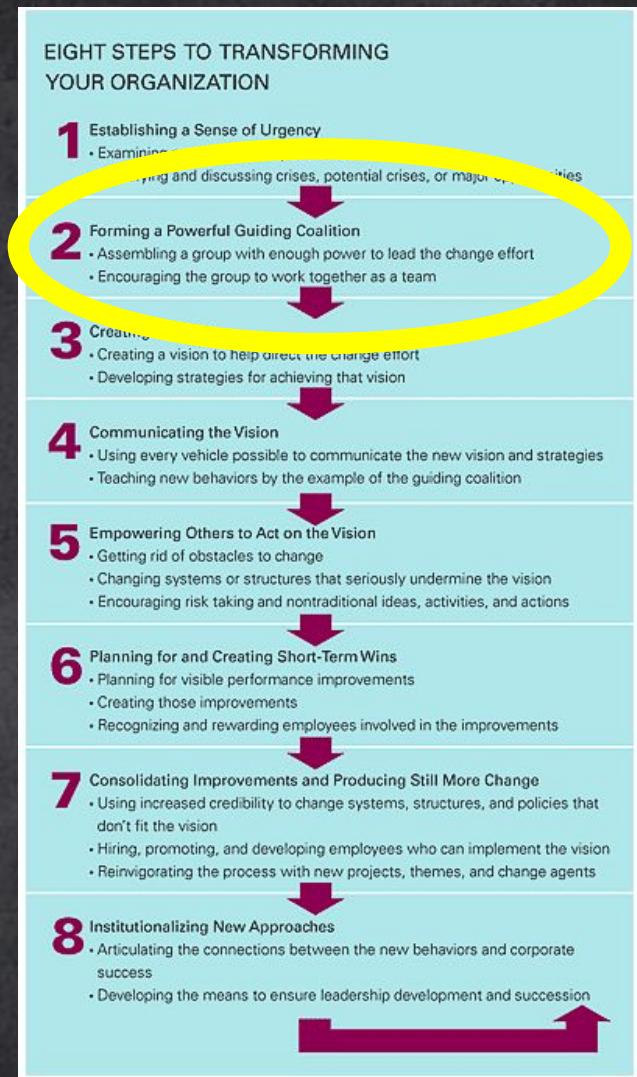
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Eight Steps to Transforming Your Organization

2. Forming a Powerful Guiding Coalition

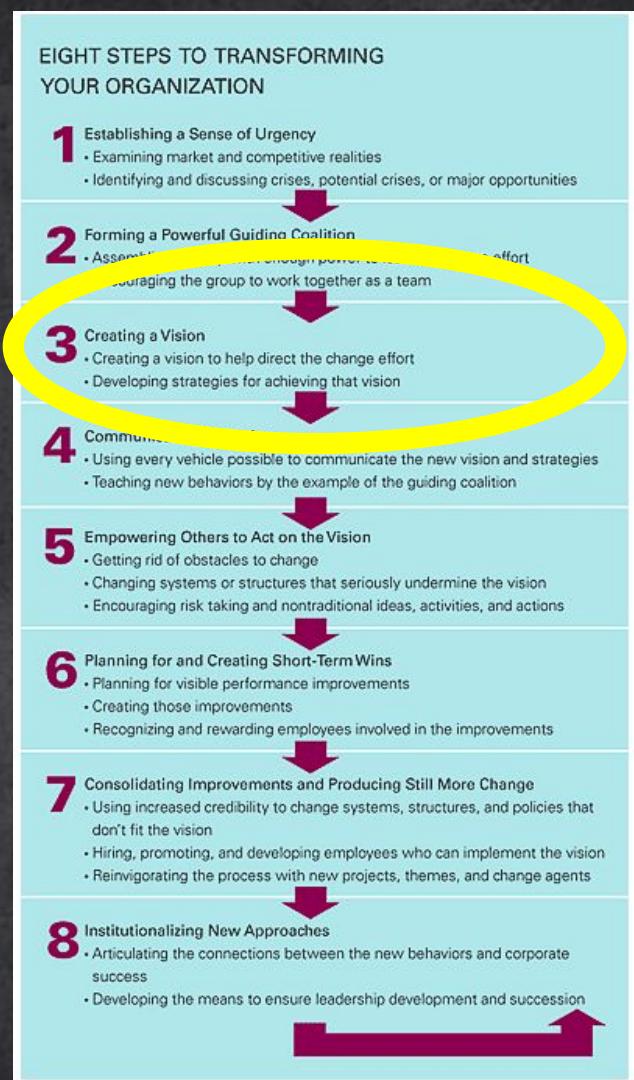
- Assembling a group with enough power to lead the change effort
- Encouraging the group to work together as a team



Eight Steps to Transforming Your Organization

3. Creating a Vision

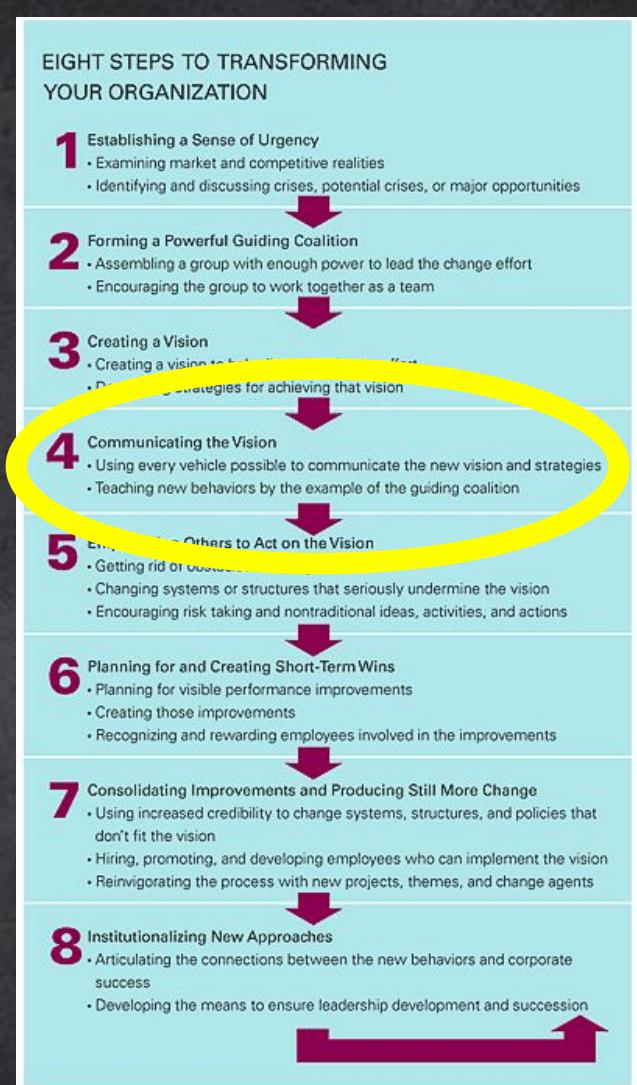
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- Developing strategies for achieving that vision



Eight Steps to Transforming Your Organization

4. Communicating the Vision

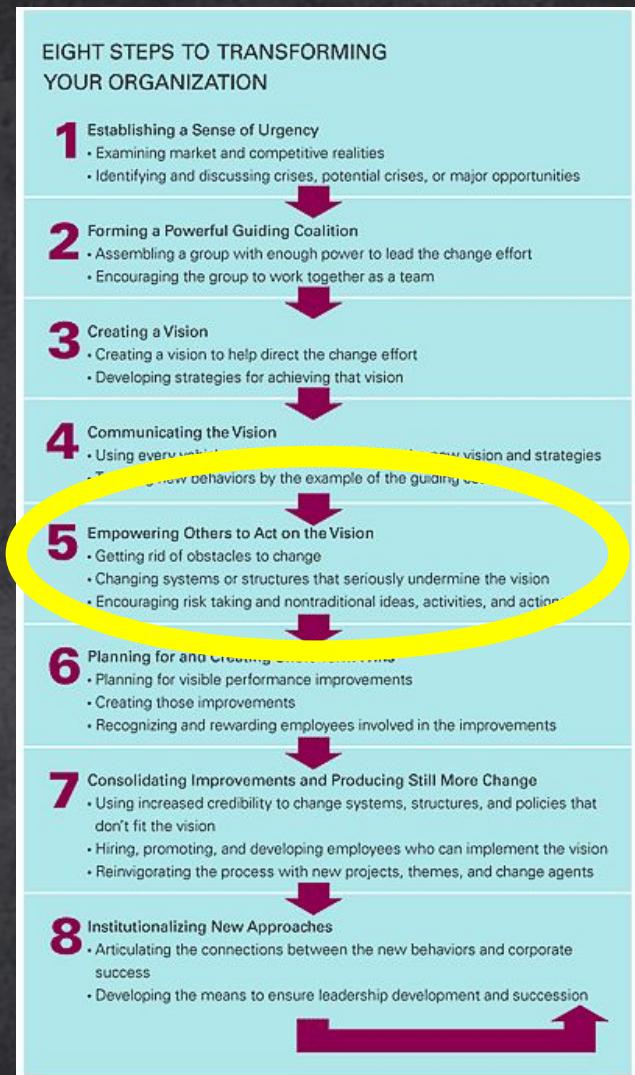
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Eight Steps to Transforming Your Organization

5. Empowering Others to Act on the Vision

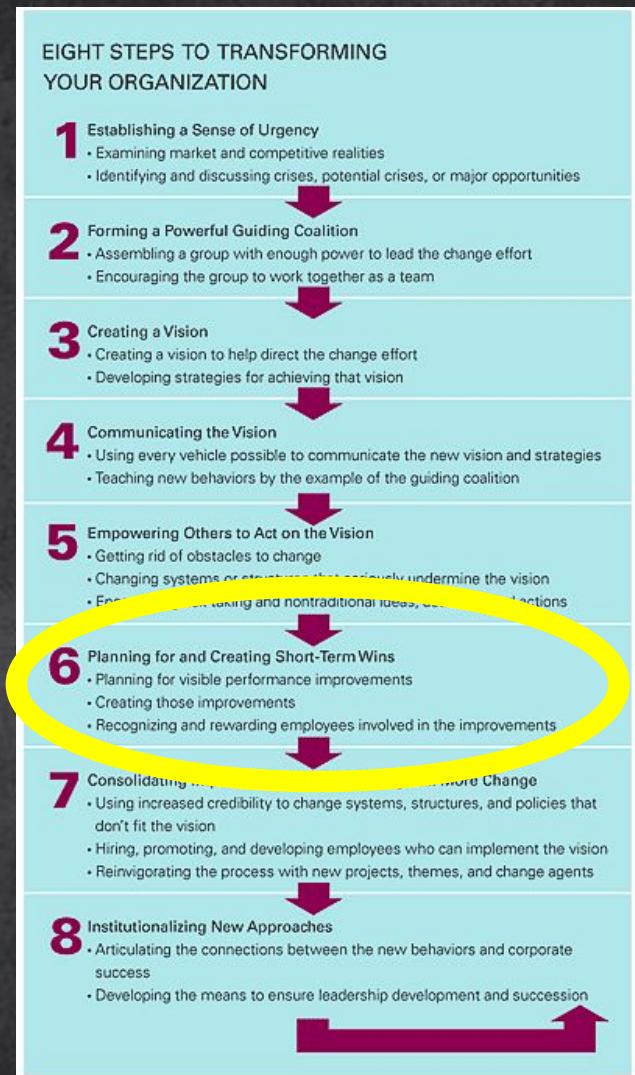
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6. Planning for and Creating Short-Term Wins

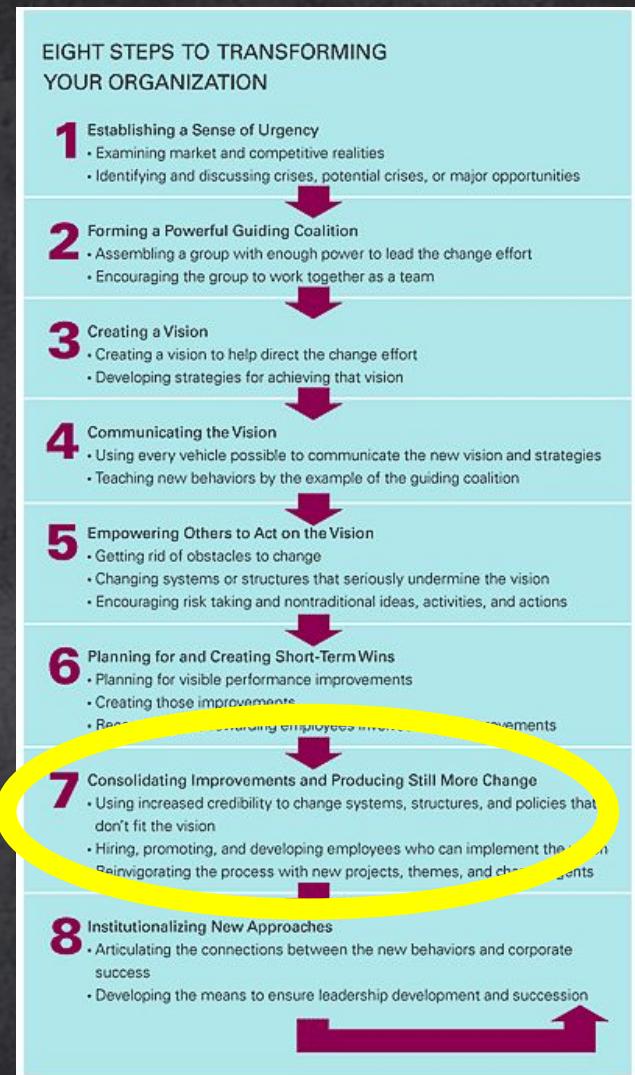
- Planning for visible performance improvements.
- Creating those improvements
- Recognizing and rewarding employees involved in the improvements



Eight Steps to Transforming Your Organization

7. Consolidating Improvements and Producing Still More Changes

- Using increased credibility to change systems, structures, and policies that don't fit the vision
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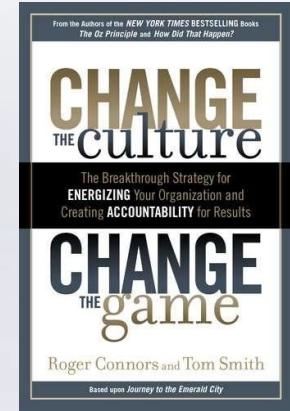
8. Institutionalizing New Approaches

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



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.



Connors, R., Smith, T. (2011). *Changing the culture, change the game: The breakthrough strategy for energizing your organization and creating accountability for results*. New York, NY: Penguin Random House.

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

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)



THE LEADERS ROLE WHEN MAKING A 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

EMPLOYEES ROLE DURING A CHANGE EFFORT

- 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!!!

ROLE OF “AMBASSADORS”

- **“IN THE MIDST OF A CHANGE**
“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)

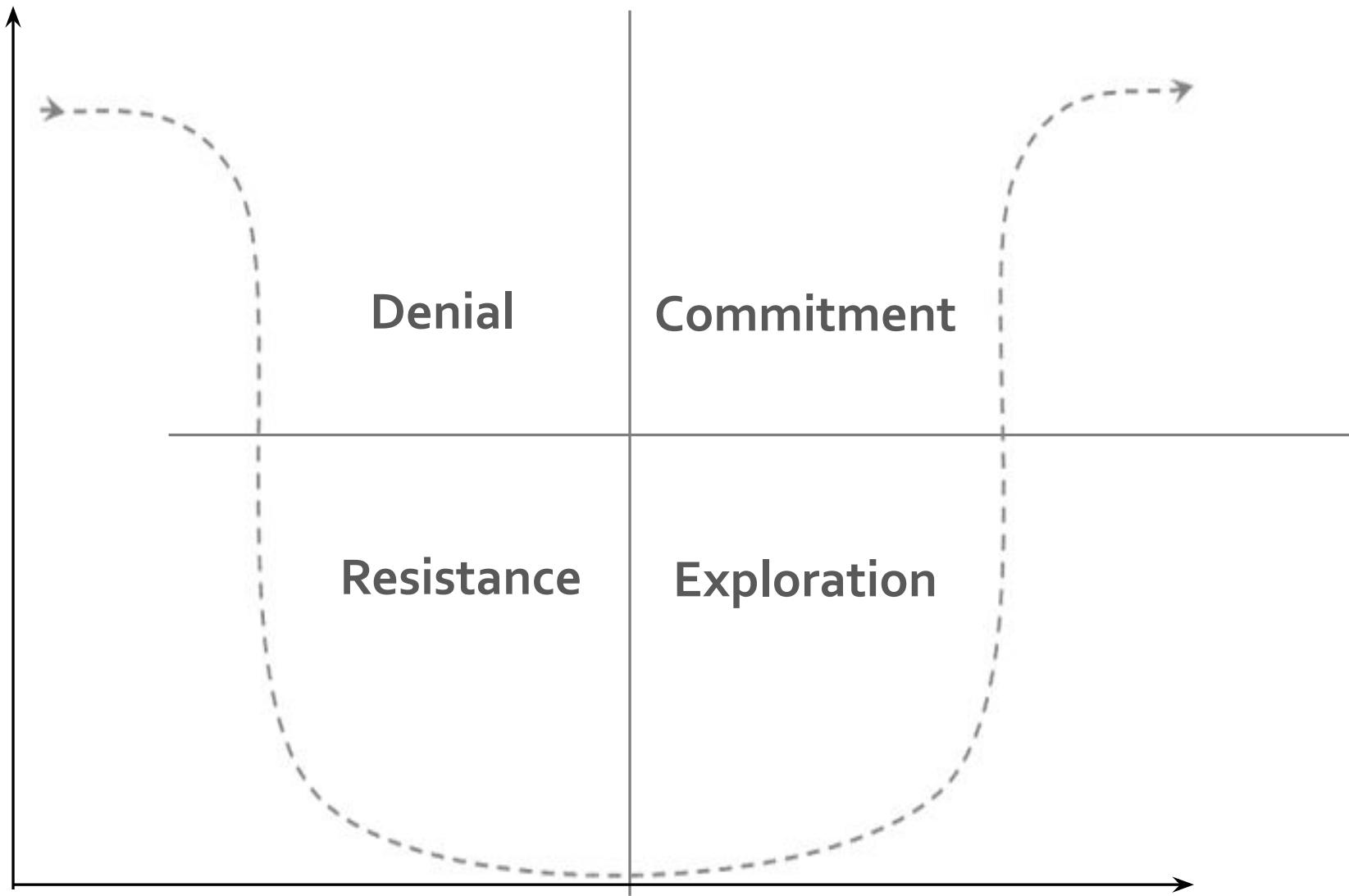
SCOTT AND JAFFE CHANGE MODEL

The key highlights of their model are as follows:

1. Change occurs over a period of time which is indicated on the horizontal axis from the left to the right. The left side of the horizontal axis focuses on the past while the right side focuses on the future.
2. The vertical axis focuses on the general awareness and suggests that with the passage of time our priorities change from focusing more on the external environment to becoming more introspective and then once again paying importance to the external environment.
3. The U-Shaped curve demonstrates how an individual goes through the psychological processes during a change. The U-shaped curve even indicates the effect of change on individuals in terms of increasing disempowerments or re-empowerment. The left quadrant of the curve indicates an increase in disempowerment and the right quadrant of the curve indicates re-empowerment.

As per Scott and Jaffe, we all transition through 4 stages of change as demonstrated on the next two slides.

Understanding the Individual Process of Change



(Adapted from Scott & Jaffe, 1989)

Understanding the Individual Process of Change



(Adapted from Scott & Jaffe, 1989)

CHANGE IS
UNCOMFORTABLE



QUESTIONS

