

Leading Through and Sustaining Organizational Change

Presented by
Kenneth Majer, PhD
September 21, 2012



Introduction

Sustaining Change

cii

Culture Integration International

Context

Why are we here today?

Purpose

To learn how to lead through the changes necessary to maximize the potential of South Carolina land and community development.

Outcome

To be able to apply change leadership principles to your every day challenges.

Agenda

- I. How people react to change
- II. How organizations react to change
- III. Fundamentals of leading through change
- IV. How to sustain change



How People React to Change



Personal Reactions to Change

Sustaining Change

What did you learn?

People feel awkward with change.

People often are concerned about not having enough readiness.
More information (purpose) helps!

People differ in their readiness to accept change.

There is a limit to how much change people will tolerate.

People tend to revert to form once the pressure is off.



Identifying Types of People

Sustaining Change

	POSITIVE	NEGATIVE
ACTIVE	Cheerleaders	Rebels
PASSIVE	Followers	Hiders (P-A)



Really only 2 Kinds of People...

Sustaining Change

cii

Culture Integration International

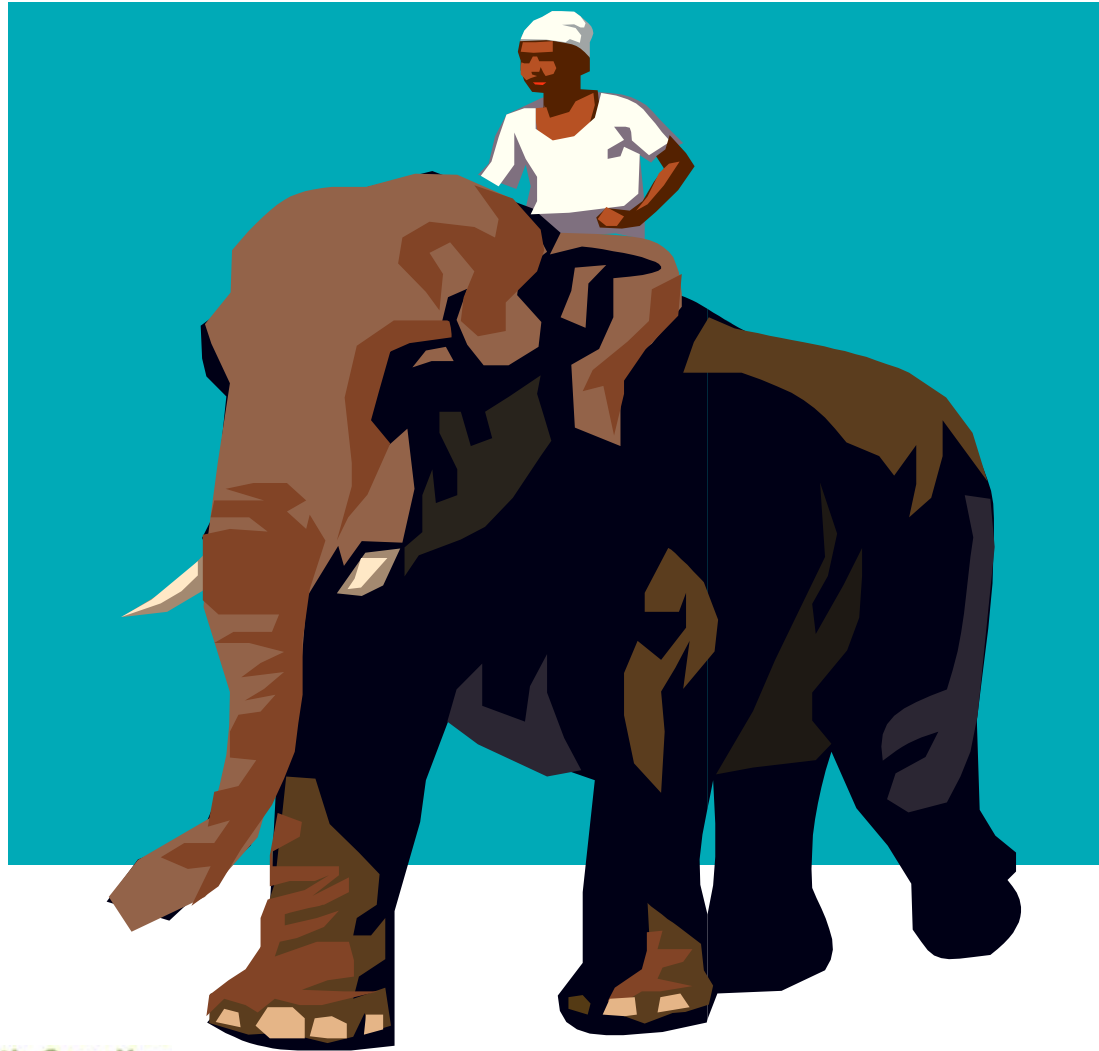


All People Have 2 Sides

Sustaining Change

cii

Culture Integration International



Switch by Heath and Heath



Some Coaching Hints

Sustaining Change

cii

Culture Integration International

Use the “Feel...Felt...Found” Principle

“I understand how you FEEL; I FELT the same way...
However, after I FOUND...”



Some Coaching Hints

Sustaining Change

Skill—Hill—Will

- Skill Is it a problem of lack of ability?
- Hill Is there an obstacle getting in the way?
- Will Does this person lack the desire?



How Organizations React to Change



The Basic Truth About Change

Sustaining Change

cii

Culture Integration International

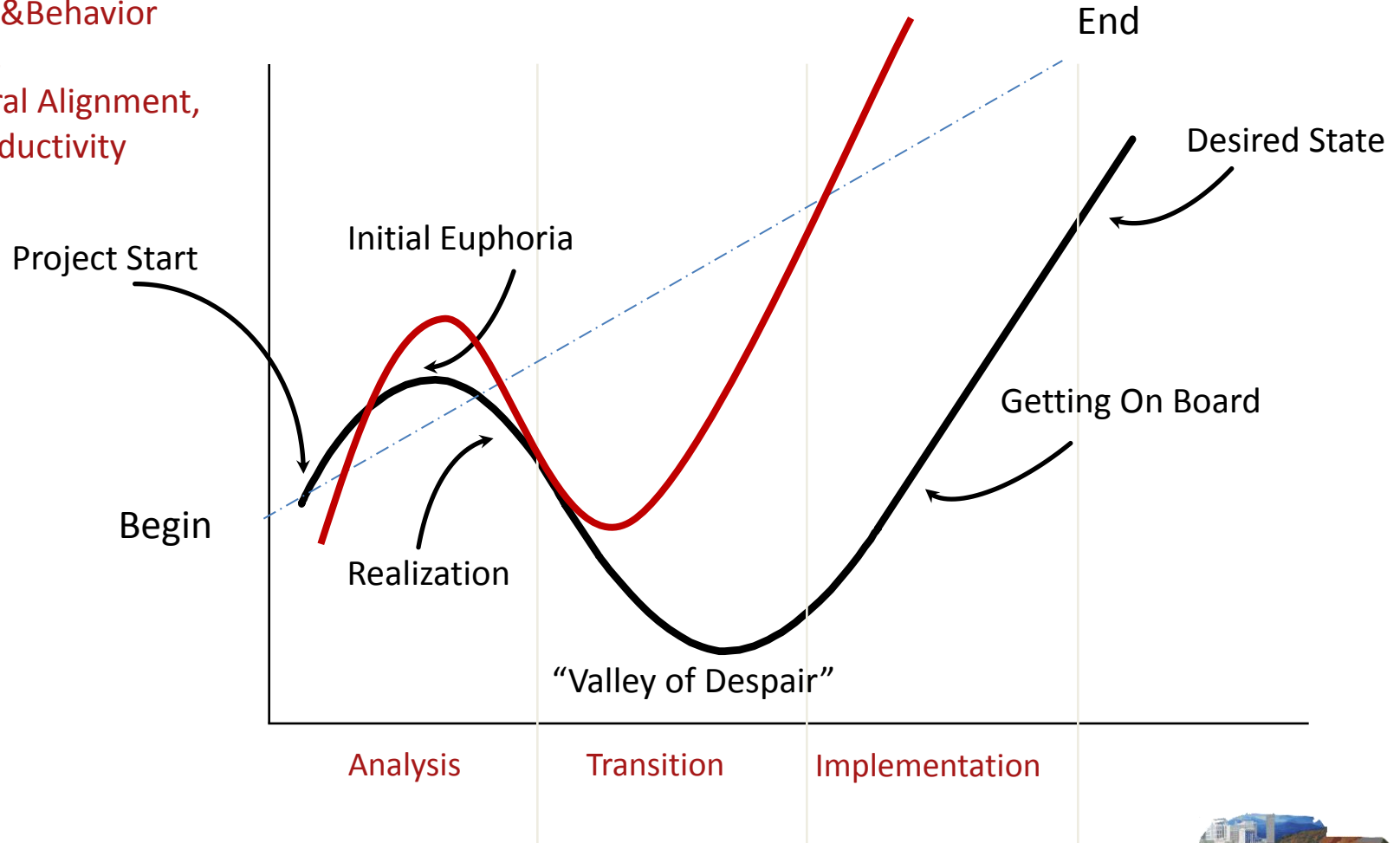
Nobody likes it.
Everybody fights against it.



Organizational Reaction to Change

Sustaining Change

Culture & Behavior
Change,
Structural Alignment,
and Productivity



Take Action!

Sustaining Change

cii

Culture Integration International

Remember: It's easier to ask for forgiveness
than to get permission.

-Rear Admiral Grace Hopper

“Sorry!”



Sustaining Change

cii

Culture Integration International

Fundamentals of Leading Through Change



Exercise—Defining Leadership

Sustaining Change

Consider the thoughts of five powerful leaders in the next five slides.

From each slide select 1-2 of the principles from each leader that that you think are the most important for leading change.

- Tony Blair, former Prime Minister, Britain
- Lou Gerstner, former Chairman, IBM
- Richard Levin, President, Yale University
- Christie Whitman, former Governor of New Jersey
- Admiral Mike Mullen, Chairman, Joint Chiefs of Staff, (ret.)



Tony Blair, Prime Minister UK

Sustaining Change

1. A clear sense of vision.
2. Get out and do something.
3. Willingness to be unpopular.
4. Creativity and innovation.
5. Have conviction, make decisions and take responsibility for them.
6. Adapt to change.

Which of these is most important for you in your leadership role?



Lou Gerstner, Chairman, IBM

Sustaining Change

cii

Culture Integration International

1. To make change, know what people value; understand the culture.
2. Get people to do things they otherwise would not do.
3. Change begins with a sense of urgency, purpose and direction.
4. Communicate honestly; treat people as deserving to know.
5. The team across all business units must align with the vision.
6. Don't fear change—fear the competition.

Which of these is most important for you in your leadership role?



Richard Levin, President, Yale

Sustaining Change

cii

Culture Integration International

1. Managing people who don't want to be managed.
2. Must have a shared set of values, a clear sense of direction.
3. Inspiring people to march in the same direction.
4. Limit the vision to a half dozen realistic goals and empower people to go step-by-step to reach them.
5. Create teams with members who want/need decisions to be their own.
6. Leading is persuading.

Which of these is most important for you in your leadership role?



Christie Whitman, Governor, NJ

Sustaining Change

cii

Culture Integration International

1. Leadership requires consensus and empowering good people.
2. Getting others to do what you want them to do because they want to do it.
3. Be someone others trust.
4. Know you don't have all the answers; learn from others.
5. Use communication to persuade others to your point of view.
6. No matter how good the decision someone will get hurt; decide what's best for the greatest number of people.

Which of these is most important for you in your leadership role?



Mike Mullen, Chair, Joint Chiefs (ret.)

Sustaining Change

cii

Culture Integration International

1. Leaders emerge in crises.
2. Know your people and take care of them.
3. Stay in touch with those you affect the most and be there for them.
4. It can't be done without the team.
5. Leaders are 'clear eyed,' honest, have integrity, and hold themselves accountable.
6. "Listening, Learning, Leading."

Which of these is most important for you in your leadership role?



People and Change

Sustaining Change

cii

Culture Integration International

Remember our “back to back & change five things” exercise?
What did we learn?

People feel awkward with change.

People often are concerned about not having enough readiness.
More information (purpose) helps!

People differ in their readiness to accept change.

There is a limit to how much change people will tolerate.

**People tend to go back to what they know (comfort zone)
once the pressure is off.**

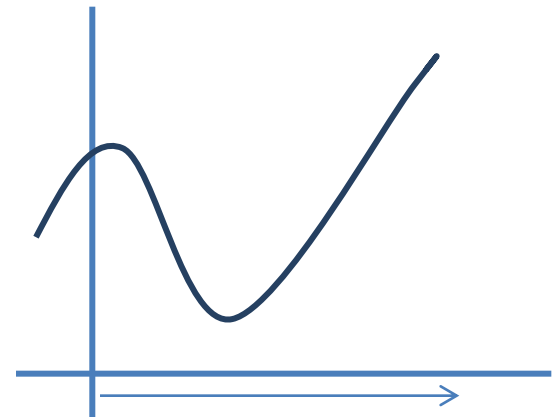


Exercise—Obstacles to Change

Sustaining Change

Typical Forms of Resistance.

1. People don't see the need for the change.
2. "Not invented here." Or, "We've never done it that way before."
3. "We're bogged down in analysis."
4. Lack of motivation to change.
5. "It will never work."
6. "It's just too much."



What other forms of resistance have you witnessed?



Exercise—Resistance to Change

Sustaining Change

Key points to keep in mind when you run into resistance:

- WIIFT (Them)
- The importance of a leader to avoid negative thinking: ***embrace uncertainty***

What other leadership arrows do you have in your quiver that help you to deal with employee resistance?



Sustaining Change

cii

Culture Integration International

How To Sustain Change



12-Step Program to Sustain Change

Sustaining Change

cii

Culture Integration International

1. Overcome the current culture.
2. Create a sense of urgency.
3. Provide adequate resources.
4. Install performance management.
5. Have a powerful sponsor.
6. Assign a dedicated change team.
7. Ensure good communication.
8. Share a vision of the future.
9. Provide top-quality training.
10. Hold everyone accountable.
11. Execute to a single plan (map).
12. Recognition and Rewards



The One Thing We Need...

Sustaining Change

Positive Attitude

It's so hard when I have to, and so easy when I want to. ~Annie Gottlier

Every day may not be good, but there's something good in every day. ~Author Unknown

If you don't like something change it; if you can't change it, change the way you think about it. ~Mary Engelbreit

The greatest discovery of my generation is that a human being can alter his life by altering his attitudes. ~William James

When you feel dog tired at night, it may be because you've growled all day long. ~Author Unknown



And don't forget to lend a helping hand...





Culture Integration International

Generosity Humility Collaboration Authenticity Fun

Kenneth Majer, PhD

Principal

ken@cultureii.com

www.cultureii.com

<http://www.linkedin.com/in/kenmajer>

2856 Scott St. Suite 1, San Francisco, CA 94123

858.395.2850

cii

