

## **CHANGE LEADERSHIP (CL)**

**Change Leadership** involves creating a new vision for the organization and taking the required actions to ensure that the members of the organization accept and support the vision. It generally requires the individual be in a relatively senior or high level position, although this is not always the case.

*Example:*

It involves having a clear understanding of the business case for change and an ability to translate the change need so that people will believe in it's merit and "get excited" about it.

<i>This Means...</i>	<i>This Doesn't Mean...</i>
<ul style="list-style-type: none"> <li>defining and expressing a vision for change</li> </ul>	<ul style="list-style-type: none"> <li>complaining about the way things are</li> </ul>
<ul style="list-style-type: none"> <li>publicly describing a need for change</li> </ul>	<ul style="list-style-type: none"> <li>getting frustrated because one thinks change should happen</li> </ul>
<ul style="list-style-type: none"> <li>recognizing "where" change needs to happen</li> </ul>	<ul style="list-style-type: none"> <li>changing for the "sake of change" with no focus</li> </ul>
<ul style="list-style-type: none"> <li>challenging the status quo</li> </ul>	<ul style="list-style-type: none"> <li>believing things will never change</li> </ul>
<ul style="list-style-type: none"> <li>proactively searching out opportunities to talk about the new vision in both formal and informal settings at all levels of the organization</li> </ul>	<ul style="list-style-type: none"> <li>engaging the organization in a one-time-only communication and expecting everyone to accept the vision</li> </ul>
<ul style="list-style-type: none"> <li>supporting and reinforcing actions of team members and others that represent or contribute to the new vision</li> </ul>	<ul style="list-style-type: none"> <li>inadvertently encouraging behaviours that are counter to the new vision</li> </ul>
<ul style="list-style-type: none"> <li>taking personal action to reinforce or support the new vision in tangible ways (e.g. budgeting organizational changes)</li> </ul>	<ul style="list-style-type: none"> <li>expecting others to change their behaviour to support the new vision without demonstrating any commitment through personal actions</li> </ul>
<ul style="list-style-type: none"> <li>ensuring tough decisions are made in alignment to change vision</li> </ul>	<ul style="list-style-type: none"> <li>placing other priorities ahead of the need to demonstrate active support to the new vision</li> </ul>
<ul style="list-style-type: none"> <li>being an advocate for changes that will help the organization accomplish it's objectives</li> </ul>	<ul style="list-style-type: none"> <li>keeping ideas about changes you think will benefit the organization to yourself and getting frustrated</li> </ul>

**Developmental  
Activities**

**Level 1-2 Activities**

**Think about all the possible implications of a change initiative you are planning.**

- Assess the scope and impact of the intervention.
- Identify the individuals or groups who will be affected by it.
- Anticipate different problems that may arise and the approaches you could take to address potential problems. Identify the individuals who need to be involved in the solution.
- Keep a reserve contingency plan. Act when you first hear of a problem, not later.

**Builds support of a target group to accept a change initiative.**

- Identify a group or division/branch that is a good candidate for a change initiative (e.g. implementation of new technology, change in leadership, change in team membership, new training).
- Develop a clear case that the change is desirable for this group.
- Consider using survey data, if available; interview employees who will be impacted to identify recurring issues or problems.
- Present your case to the individuals who will be most affected by the change.

**Reflection Tip:**

- \* Explore employee's concerns and take their feelings seriously. Are there any concerns being expressed that you hadn't anticipated.

**Create a clear and effective vision.**

- When creating a vision for the future make sure it has the following characteristics:
  - ⇒ it conveys an imaginable picture of what the future will be like
  - ⇒ it appeals to the long-term interests of people
  - ⇒ it consists of realistic, attainable goals
  - ⇒ it is clear enough to guide decision making
  - ⇒ it is flexible enough to allow individual initiative as well as adjustments to changing circumstances
- It is easy to explain.

**Reflection Tip:**

- \* Check in with your team periodically to see how they are doing with the changes required. Ask them what they feel the next logical steps should be and encourage them to share their thoughts.

**Develop your skills in preparing and delivering motivational and engaging speeches and presentations.**

- Begin your speech or presentation with a strong and explicit statement of purpose. Answer the question, "Why are we here?"
- Provide an overview of what you intend to address. Answer the question, "What is it we are going to talk about?"
- Give the appropriate background so that the audience understands the context. If necessary explain any technical terms of concepts.

**Conceptualize and articulate your vision of a change initiative.**

- Create a written and verbal presentation of your vision.
- Deliver a presentation of your vision to your division either in small groups or a larger group session. Rehearse the presentation with colleagues for feedback on your presentation style.
- Put together a communication plan to ensure the vision is visible to all staff.
- Look for opportunities in your everyday work to express your commitment to the vision. For example, talk to your departments and ask what they are doing to deliver the change.

**Identify an opportunity to improve or change a current function, process or procedure within your division or branch.**

- Assess the scope and impact of the intervention.
- Identify the individuals or groups who will be affected by it.
- Think about how this change will benefit them and what reasons they may have for dismissing the change.
- Work on anticipating different problems that may arise and the approaches you could take to address potential problems. Identify the individuals who need to be involved in the solution and solicit their input and buy-in.
- Build your business case for the change by preparing a proposal that includes the benefits and obstacles to overcome, a list of required resources, timelines, and return on investment, for review with the key stakeholders involved.

**Reflection Tip:**

- \* Talk to members who have been involved in past improvement initiatives – what made them successful? What stood in the way or undermined their efforts before or during implementation? Consider these factors as you move forward.

**Get involved with a special interest group or cause that you find important.**

- Get involved with the group. Ask and watch for the ways that the group gets others involved. Take any opportunity to put yourself in a position of presenting this cause or idea to others. Practice expressing your “passion” for this interest and ask yourself how you can deliver this same passion at work.

**Identify a current change initiative that you believe is important.**

- Get involved with the group.
- Ask and watch for ways they get others involved.
- Take any opportunity to put yourself in a position of presenting this cause or idea to others.
- Practice expressing your “passion” for this change.

**Complete a force field analysis of your change initiative.**

- Consider your goal and the movement towards that goal
  - ⇒ what is the situation now?
  - ⇒ what is the situation as you would like it to be? (the ideal)
- Chart out the driving forces pushing you towards the achievement of the goal, the forces which push toward improvement.
- Chart out the restraining forces pushing against the achievement of the goal, the forces which resist improvement and keep the problem a problem.
- Review both lists, and underline those forces which seem to be most important right now, and which you think you might be able to affect constructively, the 2 or 3 driving forces and the 2 or 3 restraining forces.
- For each restraining forces you have underlined list some possible action steps which you might be able to plan and carry out to reduce the effect of the force or eliminate it completely. Brainstorm.
- Do the same for each driving force you underlined. List all the action steps which come to mind which would increase the effect of each driving force.
- To begin moving towards your change effort, look to those points where some stress and strain exist. Increased stress may lead to increased dissatisfaction, which may, in turn, be a motivation for change. Sometimes an attempt to increase a driving force results only in a parallel increase in the opposing force.
- Consider whether the change would be managed more easily by reducing a resisting force. Review the action step you have listed, and underline those which seem promising.
- List the steps you have underlined. Then for each action step list the materials, people, and other resources which are available to your for carrying out the action.

- Think about how your action steps and resources fit into a comprehensive action plan. Eliminate those items which do not seem to fit into the overall plan, add any new steps and resources which will round out the plan, and think about a possible sequence of action.
- Plan a way to evaluate the effectiveness of your action program as it is implemented. Think about this now, and list the evaluation procedures you will use.

**Reflection Tip:**

- \* Gather feedback throughout this process from peers, and, if possible, from others who have already been through a similar initiative.

**Conceptualize and articulate your vision of an initiative or new direction.**

- Review all the events surrounding the initiative in your department/unit, such as changes to the strategy.
- Anticipate the reasons behind potential resistance to the initiative and think about what actions you can take to alleviate that resistance.
- Build a persuasive case for the initiative that is personally meaningful to people and develop a communication plan to articulate the initiative. Present the message to a select group for feedback on the content. Make any necessary changes.
- Implement the communication plan to your organization as well as others who will be impacted. Ensure the vision is visible to all staff. Develop multiple two-way communication channels so that you can effectively monitor the organization's reaction to the message and make yourself available to answer any questions.

**Learn from someone who excels in leading change.**

- Identify a person who is perceived as a leader of organizational change.
- Observe them at work and model your behaviour on what you learn from them, or arrange a meeting to determine how they approach different situations.
- What does he or she do that you can do?

**Reflection Tip:**

- \* Ensure that you understand why the individual is taking each of the steps that he/she takes.

**Develop a change plan.**

- Review the resources in the "Books and Videos" section of this development resource guide.
- Select a model of organizational change that fits with the workgroup's current situation.

- Develop a draft strategy for implementing change that includes a clear statement of why change is necessary, a vision of the future state, and an implementation plan that uses the model of change identified in your readings.
- Review your draft change plan with your manager for input.
- Identify next steps for implementing your plan.

## **Level 3-4 Activities**

**When implementing any new strategy or major initiative consider the impact on all those involved, both internally and externally.**

- Identify the individuals or groups impacted and keep them informed.
- Whenever possible make a personal visit to key influencers and stakeholders and talk to them about:
  - ⇒ the current changes
  - ⇒ the importance of these changes
  - ⇒ what the changes mean to them
  - ⇒ how they can become involved in the transition
- Actively solicit the advice and commitment of the key stakeholders before implementing the new strategy or initiative.
- Ask key stakeholders to actively promote the new strategy or initiative on your behalf. Justify your request to them - sell them on the changes so they can sell others.

**Create a meaningful graphical representation of your change vision to help reinforce it and drive it forward.**

- Think through your change vision and identify the 4 or 5 key dimensions/principles around the change.
- Think about key words that represent the principles of your change vision and picture in your mind an 'image' that would help ground the change for people.
  - ⇒ For example: the Iceberg Model of competencies is an image that helps drive the different dimensions of human behaviour. Using this iceberg repeatedly in communication helps crystallize the principles for people.
- Use this image to continually reinforce your change vision.

**Apply human change management practices in your implementation of change.**

- Recognize that all new initiatives require you to think of the change you are bringing forward and how it will be received by the stakeholder, what is the value it brings for them.
  - ⇒ Have a clear
  - ⇒ Understanding of the business case for change

- ⇒ **M**obilize the organization to action by painting a clear picture of the change
- ⇒ **A**sk if there is a
- ⇒ **N**eed for compliance or
- ⇒ **C**ommitment
- ⇒ **H**ave an understanding of personal response to change
- ⇒ **A**sk what resistance you will face and take action
- ⇒ **N**eed to monitor how things are going
- ⇒ **G**et out there and communicate, communicate, communicate
- ⇒ **E**nsure you have a plan

**Reflection Tip:**

- \* Sometimes those who are most critical at the beginning can end up becoming your biggest supporters.

**Consider role mapping the players involved in the change effort.**

- Purpose - Role mapping helps us to identify:
  - ⇒ the key people necessary to sponsor the change
  - ⇒ the key individuals/departments affected by the change
  - ⇒ the political terrain of the change environment that must be addressed when developing implementation plans
  - ⇒ the dynamics of influence that may affect the outcome of the change effort
- When do I create a role map?
  - ⇒ early in the project when you have a clear understanding of your project plan
  - ⇒ who - the project sponsor and the project implementation team or key people responsible for managing the change
  - ⇒ how - usually a 2-hour facilitated session depending on the size and scope of the change
- Process
  - ⇒ begin the process by dividing your project into key components or constituencies. For example, if you are implementing the project of change effort in phases, you will want to create a role map for each phase
- Ask the questions
  - ⇒ who are the main constituencies affected by the change?
  - ⇒ is the change going to be implemented in phases?
  - ⇒ based on the responses to the questions, begin drafting your role map(s). Continue to facilitate the process by asking the following questions:
    1. Who are the primary targets?
    2. Who are the key Sponsors and Advocates who will influence the targets?
    3. Who are the other key Initiating/ Sustaining Sponsors who will legitimize the change?

4. Who are the key advocates to these sponsors?
5. Who are the key change agents?
6. Who plays more than one primary role?
7. Where is sponsor commitment strong/weak?
8. Which targets are supportive/resistant to change?
9. How prepared are key agents to fulfilling their role in helping:
  - Sponsors?
  - Targets?
  - Advocates?
10. Are the key Advocates prepared to appropriately influence their Sponsors and Targets?

Note: Not all the questions are relevant in every change situation.

- Key changing roles:
  - ⇒ **Initiating Sponsor (I.S.):** individual/group who has the power to initiate and legitimize the change for all affect targets.
  - ⇒ **Sustaining Sponsor (S.S.):** individual/ group who ensures that the Initiating Sponsor(s) directives are implemented on time and within budget in his or her respective area.
  - ⇒ **Change Agent (C.A.):** individual/group who is responsible for implementing the change.
  - ⇒ **Change Target (C.T.):** individual/group who must actually change.
  - ⇒ **Advocate (A):** individual/group who wants to achieve change but does not have sufficient sponsorship to make the change happen.

**Reflection Tip:**

- \* Include all players who are involved in key roles regardless of their current commitment of predisposition to the change.

- Is not always easy to identify who is the initiating sponsor (I.S.). The I.S. may not be the person who originates the idea (advocate). The I.S. is the person or group who has the organizational power to break from the status quo and officially sanction the change.
- How do you tell an S.S. from an I.S.? The S.S. cannot start the change without first gaining permission from his or her sponsor. The S.S. acts as an advocate for their boss.
- I.S.'s do not ask for permission to change. Instead, they keep their boss informed of what they are going to do or have already done regarding the change.
- Avoid the tendency to view powerful advocates as sponsors. A person who wants to achieve change or is successful in convincing others of its necessity (advocate) should not be confused with someone who has the power to actually legitimize the change (sponsor).



**Reinforce your “passion” for a change initiative and encourage others to develop commitment.**

- In communication with your group work emphasize how the current work effort is related to the change.
- When goal setting with your direct reports ensure that they are referencing the change as one of the goals to which their specific efforts will deliver.

**Encourage people to express their feelings relative to the change vision.**

- Allow time for emotions.
  - ⇒ Let employees express how they are feeling as they begin to deal with the impact of the change. Don't cut off this kind of communication too soon.
  - ⇒ Explore employee's concerns and take their feelings seriously.
  - ⇒ Express appreciation for the level of extra work the change initiative may have on them as applicable.
- Anticipate the reactions of the group.
  - ⇒ Prepare yourself to deal with employee's issues and concerns on a one-to-one basis and in group settings. Remember that resistance to change is normal; prepare to manage the issues rather than treating resistance as an obstacle to be overcome.
- Don't take it personally.
  - ⇒ Remember that emotional responses and sarcasm are ways that individuals deal with difficult information. Refer employees back to the objectives of the change initiative.
  - ⇒ Point out how critical it is that you all work together to make the change work effectively. Don't apologize for the change or blame senior management.
- Don't assume you “know how they feel”.
  - ⇒ Listen carefully to each individual without judging or assigning your own beliefs to what they are saying.
  - ⇒ Ask questions that demonstrate your interest in that individual's point of view.
- Act on the needs identified.
  - ⇒ Let people know that you are committed to providing them with candid information about their personal situation as soon as you know.
  - ⇒ Coach staff on what they need to do to make the changes work for them.
  - ⇒ Recognize the need for training or support.

**Reflection Tips:**

- \* Clear communication is a critical component for ensuring the success of any change initiative.
- \* Ask others about how they effectively communicate their change messages.

**Translate your change vision into key behaviours that need to be demonstrated in your new environment. Model these behaviours.**

- Think through the new behaviours that are needed to support your change vision.
- Consider how these behaviours might be demonstrated by your peers and direct reports – how will they be similar to or different from the behaviours you have had to adopt?
- Communicate these new behaviours to your team, and provide them with a rationale, not only for the overall change, but also for the need to change behaviours. This is a vital step in obtaining buy-in.
- Build commitment to the demonstration of the new behaviours needed to drive your change vision.
  - ⇒ Ask individuals to help you and each other to demonstrate them.
  - ⇒ Encourage people to let you and each other know when you or they are demonstrating them and are “falling into old habits”. Make sure that members who take you up on this request are not censured for it.
  - ⇒ Make sure you reward individuals for demonstrating the new behaviours – this can be as simple as saying, “that’s exactly what I need you to be doing to be successful”, or asking the individual to share his/her experience and approach at a meeting or informal session.

**Reflection Tip:**

- \* Don't expect every member of your team to have to, or want to, behave exactly the same as you do. Keep in mind that individuals may well have different opportunities to demonstrate the required behaviours – the frequency.