Managing Change with Effective Leadership

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Goals

* To explore the dynamics of change, for individuals and for organizations

* To examine the relationship between leadership and its impact on organizational change

* To share strategies for successful implementation of change in Head Start/Early Head Start programs

"Gone through any changes lately?"

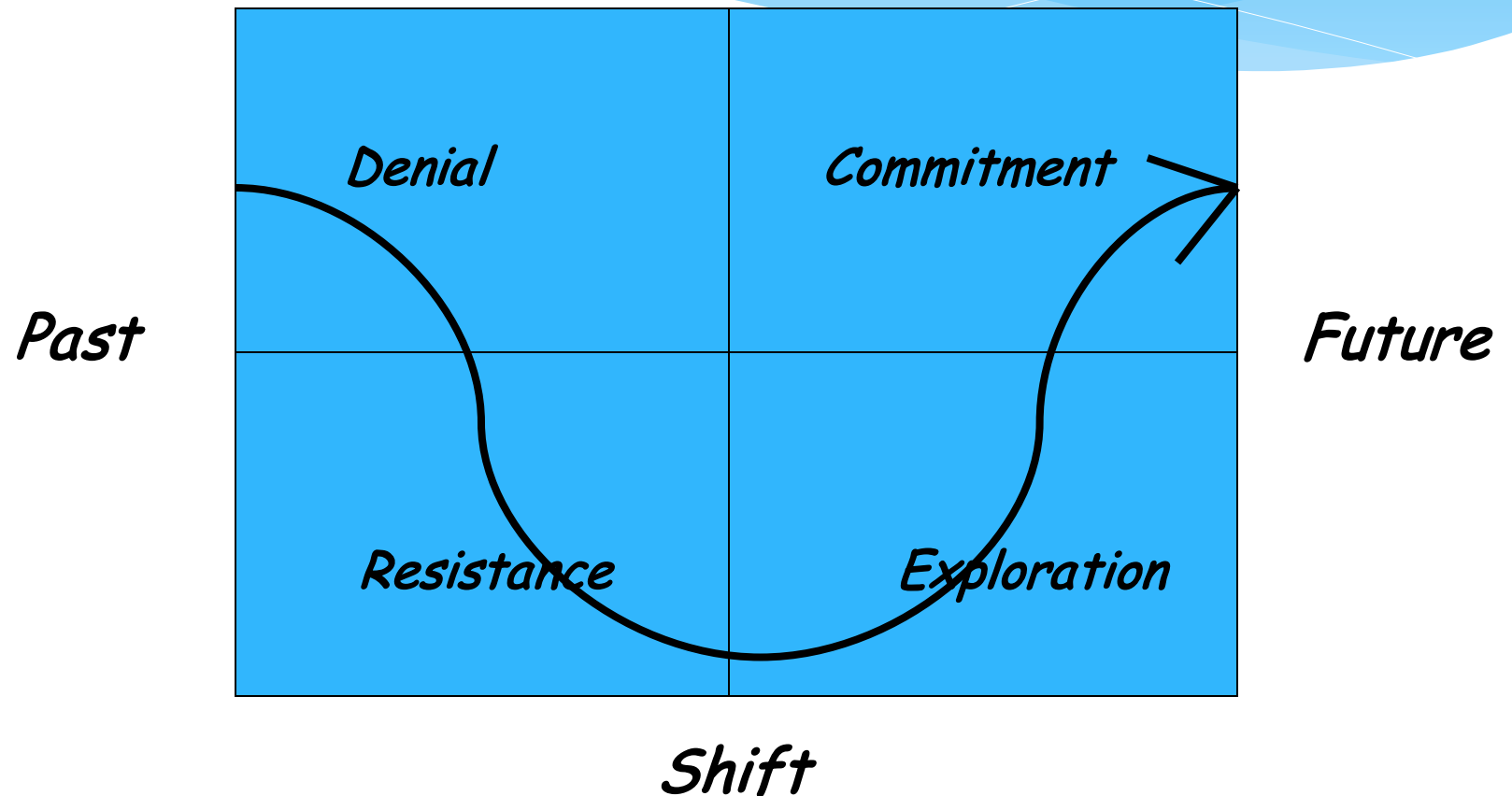# Culture of Continuous Improvement

KAIZEN

= change??

The Phases of Change:

How Individuals React

THE TRANSITION CURVE

Past

Denial

Commitment

Resistance

Exploration

Future

Shift

Signs of Denial:
What You See

* Avoidance

* Going through the motions

* Only routine work

* Confusion

* Not learning

Signs of Denial:
What You Hear

* Silence

* "What's the big deal?"

* Changing the subject from "the change" to anything else

Signs of Resistance:
What You See

* Accidents, illness

* Mistakes

* Careless or sloppy work

* Anger

* Low energy

Signs of Resistance:
What You Hear

* Complaining
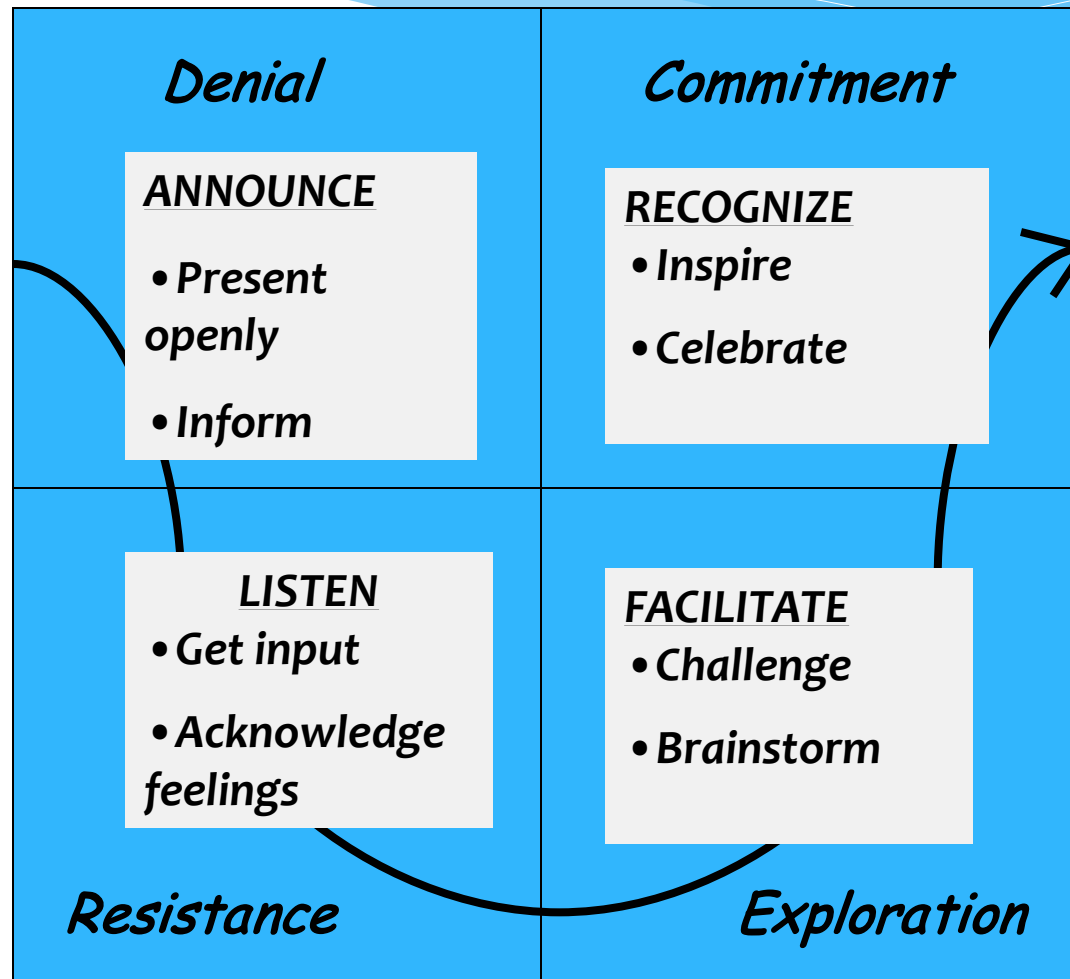* "This won't work"
* "We've tried this before"

Why do people resist change?

* Don't understand the reason for it
* Fear losing comfort zone
* Fear not being good enough for new demands
* Have been hurt or betrayed by previous changes
* Weren't asked for input about the change
* Don't know what it means for them.

Why do people resist change?

Some other reasons???

COMMUNICATION STRATEGIES

Denial	**Commitment**
ANNOUNCE • **Present openly** • **Inform**	**RECOGNIZE** • **Inspire** • **Celebrate**
LISTEN • **Get input** • **Acknowledge feelings**	**FACILITATE** • **Challenge** • **Brainstorm**
Resistance	**Exploration**

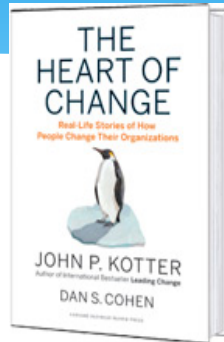# What does the research say?
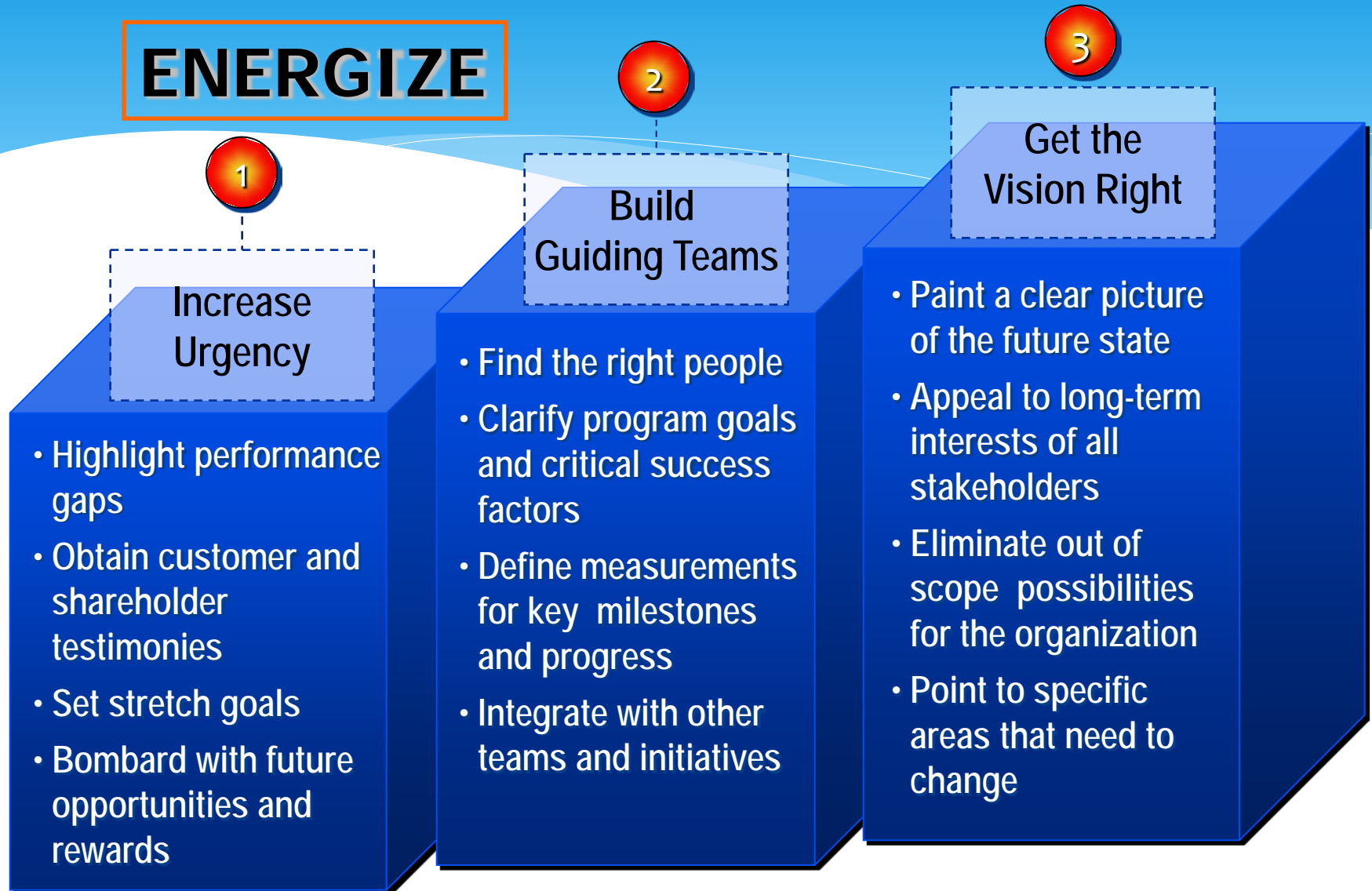
Organizational Change Model

Highly successful organizations…

* Know how to overcome antibodies that reject anything new

* Understand that the central challenge is changing people's behavior

* Realize that the heart of change is in the emotions

Organizational Change Model: Eight Steps of Change

Creating a climate for change

Engaging and enabling the whole organization

Implementing and sustaining change

1	2	3	4	5	6	7	8
Increase Urgency	Build the Guiding Team	Get the Vision Right	Communicate for Buy-in	Empower Action	Create Short-term Wins	Don't Let Up	Make Change Stick

Kotter, John P. and Cohen, Dan S. The Heart of Change.

Actions for Creating a Climate for Change

ENERGIZE

1 Increase Urgency

- Highlight performance gaps
- Obtain customer and shareholder testimonies
- Set stretch goals
- Bombard with future opportunities and rewards

2 Build Guiding Teams

- Find the right people
- Clarify program goals and critical success factors
- Define measurements for key milestones and progress
- Integrate with other teams and initiatives

3 Get the Vision Right

- Paint a clear picture of the future state
- Appeal to long-term interests of all stakeholders
- Eliminate out of scope possibilities for the organization
- Point to specific areas that need to change

Actions for Engaging the Whole Organization

LEAD

4 Communicate for Buy-In

- Cascade messages
- Link all messages to the vision
- Use metaphors & analogies to describe strategic direction
- Align leadership actions to communications

5 Empower Action

- Remove barriers that make it difficult for people to act
- Define & train stakeholders for new skills
- Change systems that contradict new vision
- Confront individual resistance

6 Create Short-Term Wins

- Plan for visible performance improvements
- Solve small problems dear to the heart of people to boost morale
- Seek consistent results (every few months)
- Communicate wins visibly

Actions for Implementing & Sustaining Change

PERSIST

8

Make Change Stick

7

Don't Let Up

- Tackle additional and bigger changes
- Create the supporting organisational infrastructure
- Transition resources
- Sustain leadership involvement

- Achieve tangible results quickly
- Tie results to new behaviors
- Support sustained performance of systems, infrastructures, and informal processes
- Initiate turnover of program roles

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Digging into the 3 Parts: Energize, Lead, Persist

Small Group Activity

Take a moment to think about "Which of these 3 parts (Energize, Lead, Persist) is the biggest challenge for you or your program?"

Move to the flip chart area that represents your greatest challenge

Review and discuss the Handout of Actions for your selection

Think about concrete examples of what this would look like in relation to implementing change in HS programs

Capture the examples (strategies) on the flip chart to share with the large group.

Feel free to move and join another group when you think you have what you need

Kotter: Leading Change: Why Transformation Efforts Fail

Stage	Pitfall
Stage 1: Establish a since of urgency	➤ Underestimating the difficulty of driving people from their comfort zones ➤ Becoming paralyzed by risks
Stage 2: Form a powerful guiding coalition	➤ No prior experience in teamwork at the top Relegating team leadership to an HR, quality, or strategic-planning executive rather than a senior line manager .
Stage 3: Create a vision	➤ Presenting a vision that's too complicated or vague to be communicated in five minutes
Stage 4: Communicating the vision	➤ Under communicating the vision ➤ Behaving in ways antithetical to the vision
Stage 5: Empower others to act on the vision	➤ Failing to remove powerful individuals who resist the change effort.
Stage 6: Plan for and create short-term wins	➤ Leaving short-term successes up to chance ➤ Failing to score successes early enough (12-24 months into the change effort)
Stage 7: Consolidate improvements and produce more change	➤ Declaring victory too soon—with the first performance improvement ➤ Allowing resistors to convince "troops" that the war has been won
Stage 8: Institutionalize new approaches	➤ Not creating new social norms and shared values consistent with changes ➤ Promoting people into leadership positions who don't personify the new approach

Rosabeth Moss Kanter: Six Keys to Leading Positive Change

* Show Up
* Speak Up
* Look Up
* Team Up
* Never Give Up
* Lift Others Up

"In this world of change, nothing which comes stays, and nothing which goes is lost."

Anne Sophie Swetchine

BRUNCH BREAK

Part 2: Strong Leadership: the solution?

Socrates was right!

* You can't lead others unless you first understand yourself

"He who thinks he is leading and has no one following him is only taking a walk."

Malawian proverb

John Kotter talking about "Hearts and Minds"

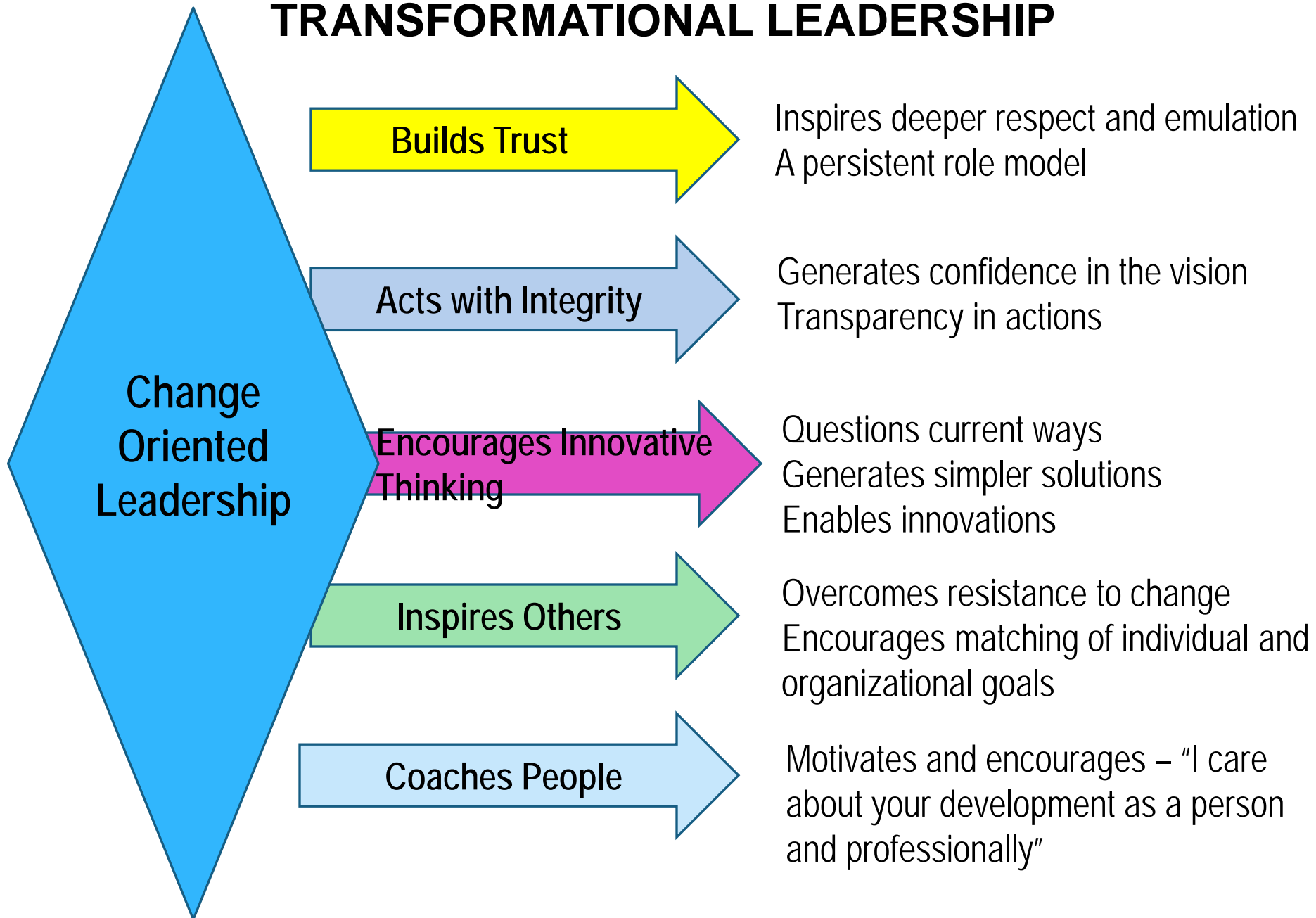# Scenarios

Leadership Reflection

Think of leaders who have spearheaded successful change.

- What qualities did you admire? What qualities led to their success?
- What seem to be the most relevant qualities for managing change successfully?

Reflect on your own situation.

- Which qualities do you feel you possess?
- What are your strengths?
- Which are ones you'd like to work on?

TRANSFORMATIONAL LEADERSHIP

Change Oriented Leadership

Builds Trust → Inspires deeper respect and emulation
A persistent role model

Acts with Integrity → Generates confidence in the vision
Transparency in actions

Encourages Innovative Thinking → Questions current ways
Generates simpler solutions
Enables innovations

Inspires Others → Overcomes resistance to change
Encourages matching of individual and organizational goals

Coaches People → Motivates and encourages – "I care about your development as a person and professionally"

Source: Charles Sturt University