

# Lead for Change

Are you leading change or does change lead you?

Dr Andrew McDowell



# Conversations...

- What motivated you to attend this workshop?
- What change are you a part of that today's conversations might support?
- What is the difference between “change leadership” and “everyday leadership”?
- What is the difference between “change leadership” and “change management”?

# Change leadership

If you want to make enemies, try to change something.

Woodrow Wilson

We live in a moment of history where change is so sped up that we begin to see the present only when it is already disappearing.

R. D. Laing

People don't resist change. They resist being changed!

Peter Senge

# Do change projects work?

**Why do 70% of change projects fail to deliver benefits?**

**Simple / Not simple / Complex / Too Complex**

# Exponential Complexity

## **S x P x T = Complexity Rating**

**S:** The number of stakeholders involved

- (e.g., steering group and project team)

**P:** The number of business activities and processes affected

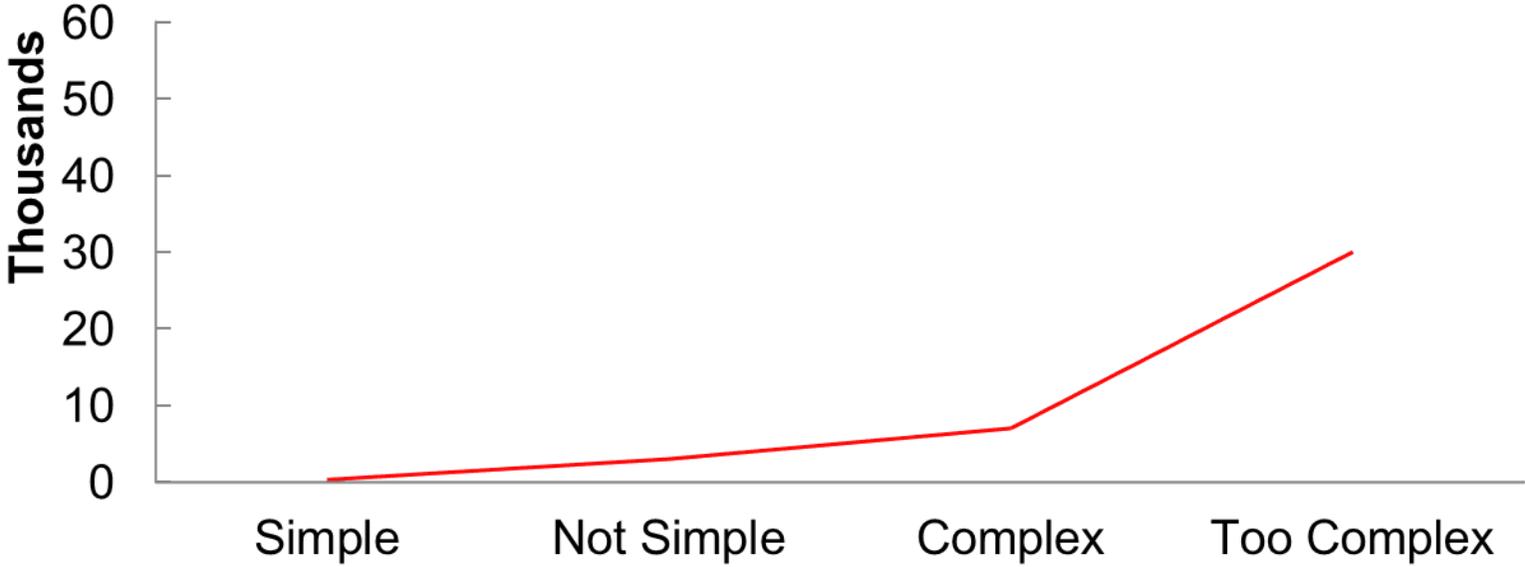
- (e.g., the number of processes involved in tracking a change)

**T:** Expected timescale to implement in months

- (e.g., from scope to complete)

Source: Duschinsky

# Exponential Complexity



Source: Duschinsky

# Change Leadership?

**1** Only 1/3 of all change programs succeed.

Change has become normality.

The discipline of change management exists for more than 50 years.

Nevertheless, only 30-40% of all change projects succeed.

**2** What do the successful ones differently?

The theoretical knowledge (tools & techniques) is mature and advanced.

However, apart from implementing a change program on the task side of things, there is something all successful change programs have in common:

They work with the dynamics of human nature and change.

**3** They work consciously with the people side of change management.

Three pillars of managing complex change need to be factored in:

1. Understanding the dynamics of change
2. Building blocks of successful change
3. Using self as a tool: Inner flexibility to accept and manage irrationality – and change

# Driving New Initiatives and Change



Source: Kotter

# Kotter reframed (the TPC way)

We want more of this	We want less of this
<ol style="list-style-type: none"><li>1. Being critical where we can do better</li><li>2. Build a powerful and consistent leadership team</li><li>3. Invest into a strong overarching vision</li><li>4. Communicate as much as we can</li><li>5. Be aware of the road blocks and remove them</li><li>6. Celebrate the things we do well</li><li>7. We are aware when he hit an important milestone</li><li>8. Create a culture that supports change</li></ol>	<ol style="list-style-type: none"><li>1. Allowing too much complacency</li><li>2. Failing to create a powerful guiding coalition</li><li>3. Underestimating the power of vision</li><li>4. Under-communicating the vision</li><li>5. Permitting obstacles to block the new vision</li><li>6. Failing to create short term wins</li><li>7. Declaring the achievement or completion too soon</li><li>8. Neglecting to anchor change in the company culture</li></ol>

Source: The Performance Coach

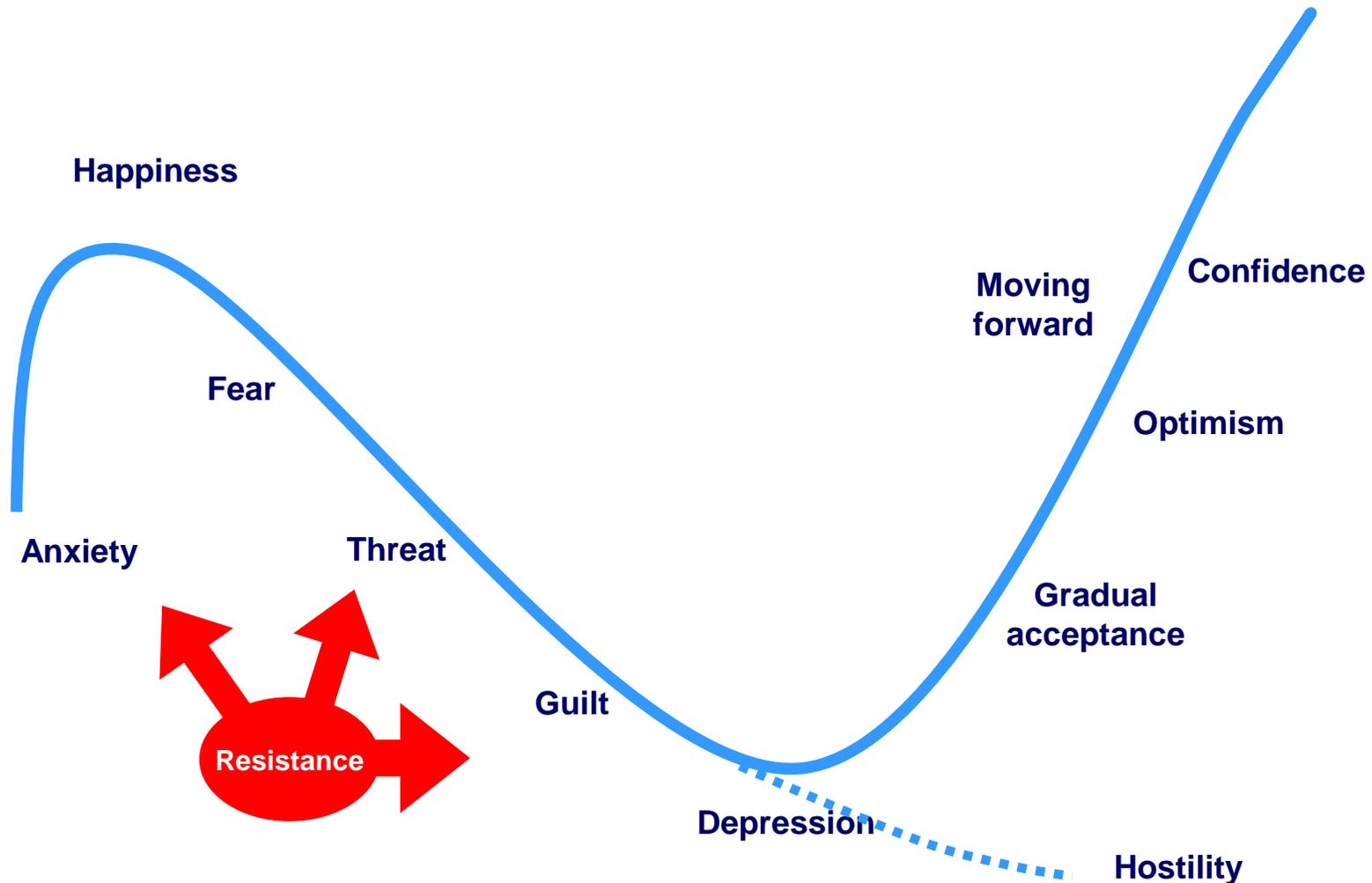
**The implication is that we need to work more with what we usually work with less**

“A powerful leader works with the dynamics of human nature and change while implementing change”

# 3 pillars of successful change

<b>1</b> Understanding the dynamics of change	<b>2</b> Building blocks of successful change	<b>3</b> Self as a tool
<ul style="list-style-type: none"> <li>• <b>People’s perceptions</b> Change can succeed when it is considered desirable (which is a matter of perception)</li> <li>• <b>Resistance</b> Out of different reasons people often try to block or disrupt change. Surfacing underlying issues is crucial.</li> <li>• <b>Change process</b> Every change process means leaving something behind – walking through a “valley of tears” is part of the journey</li> <li>• <b>Attitudes towards change</b> Expect that not all people will follow</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Compelling Story</b> Vision and case for change needs to be communicated clearly (and ideally co-created)</li> <li>• <b>Role modeling</b> The leadership team needs to function as role model for the new behaviour</li> <li>• <b>Capability building</b> Employees need to have all the skills required to change their behaviour</li> <li>• <b>Hardwiring change</b> Systems, processes and incentives need to be in-line and reinforce behavioural change</li> </ul>	<p><b>You are the key to making change happen – you need to expand your circle of influence and engage in conversations</b></p> <p>Your attitude as well as your emotional and mental flexibility will make the difference:</p> <ul style="list-style-type: none"> <li>• How secure do you feel with insecurity?</li> <li>• How stable do you feel to engage with conflict?</li> <li>• How patient will you be managing resistance?</li> </ul> <p><b>Source: The Performance Coach</b></p>

# The Process of Transition

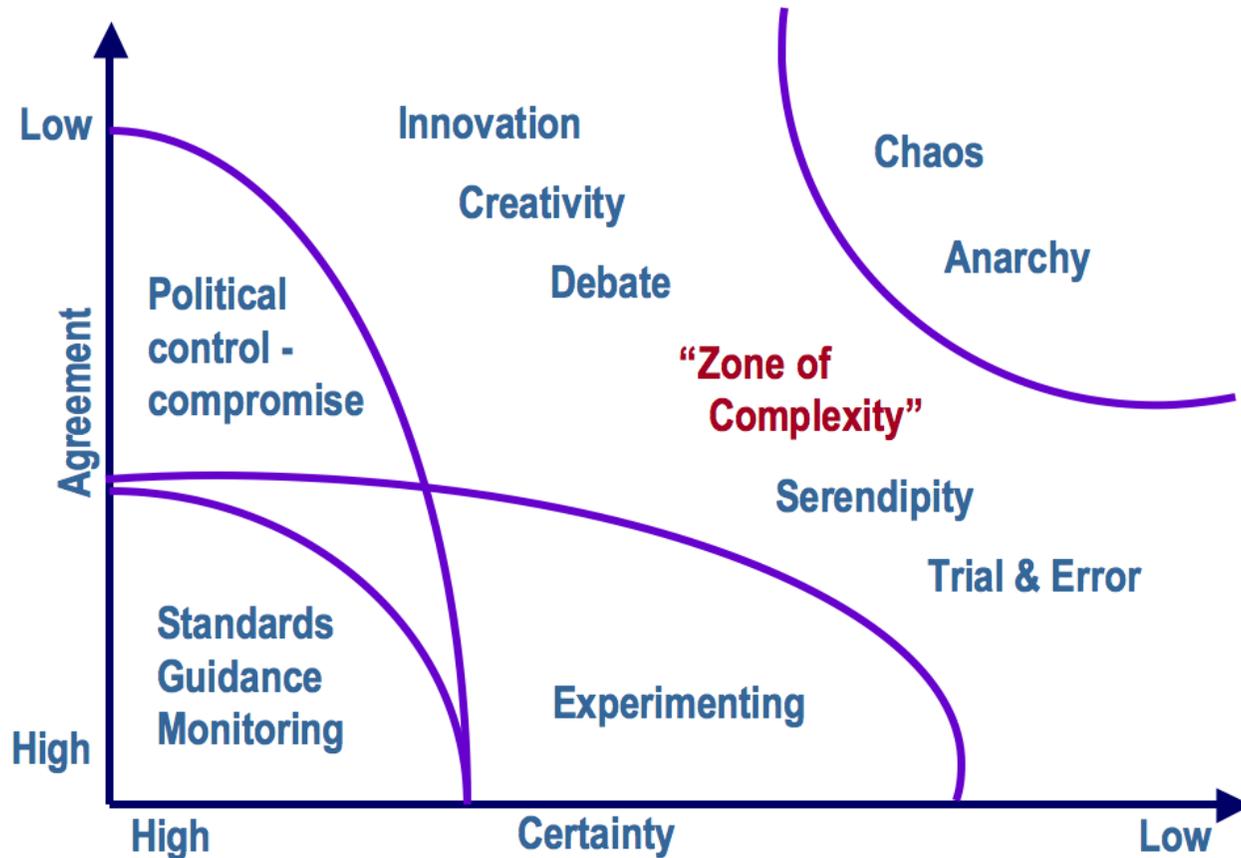


# Working in a VUCA environment



# Working with Complexity:

The willingness to engage with ambiguity and not knowing

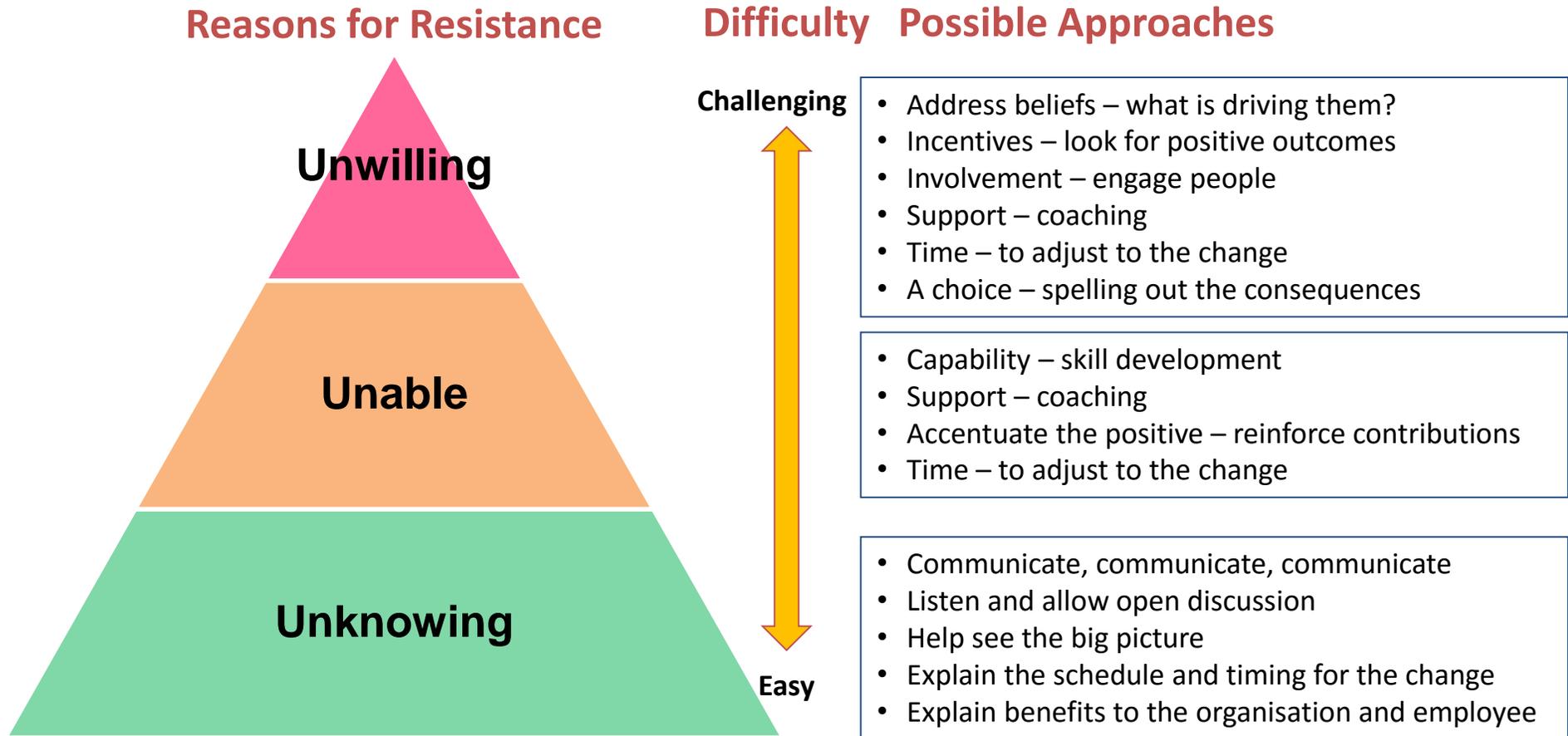


# People resist being changed...

## 12 ways we may create resistance to change:

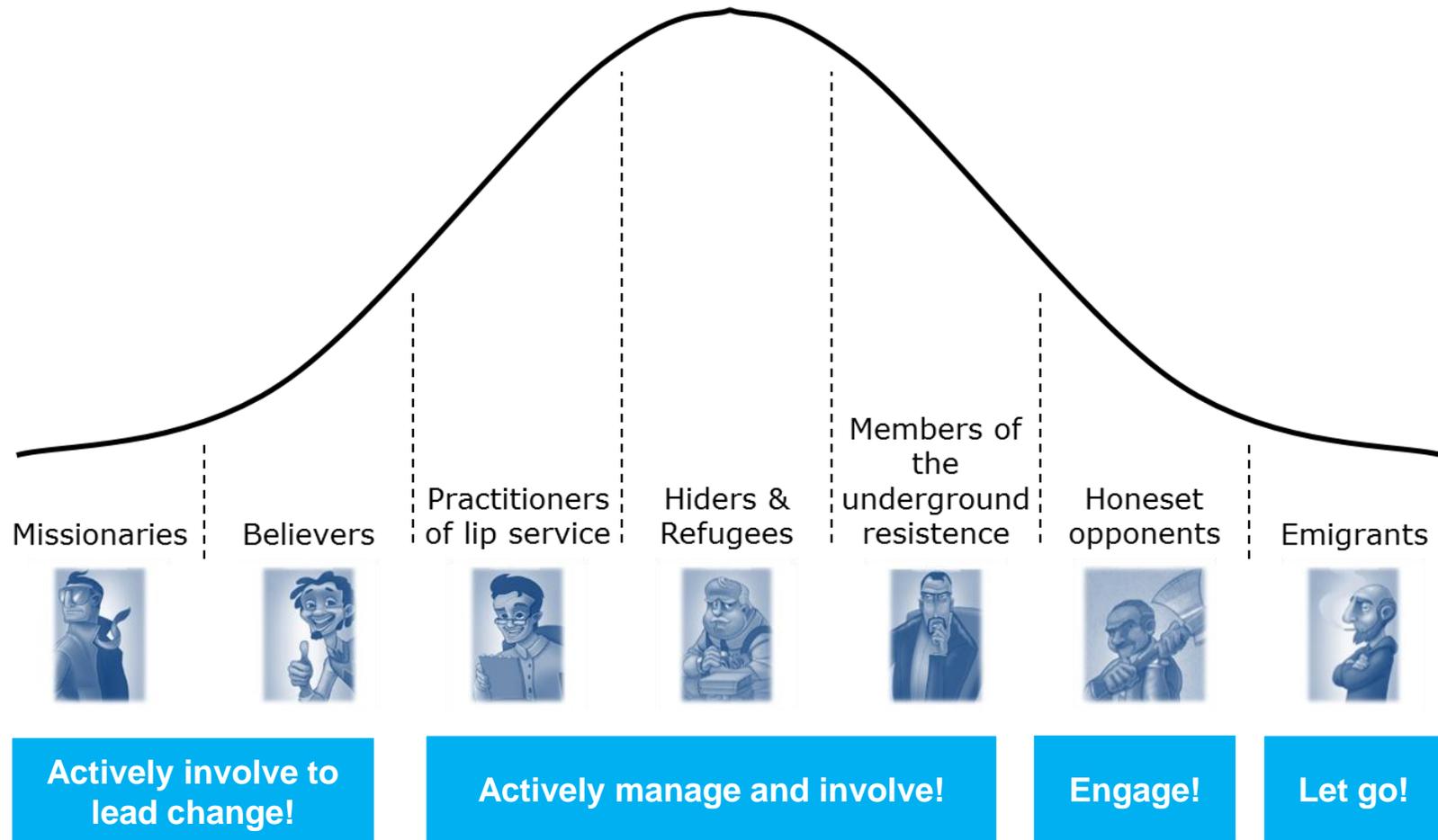
- Push - “make it so” leadership style
- Repeat the mistakes of previous change
- Lack of follow through from previous changes
- Failure to inform or include
- Bad mouth the organisation’s past
- Listen only to consultants /project managers
- Fail to prioritise between day job and change
- Big launches and mouse mats
- Communicate once then disappear
- Non-alignment in senior team
- By-pass line management
- Not living the change you want to create

# Resistance pyramid



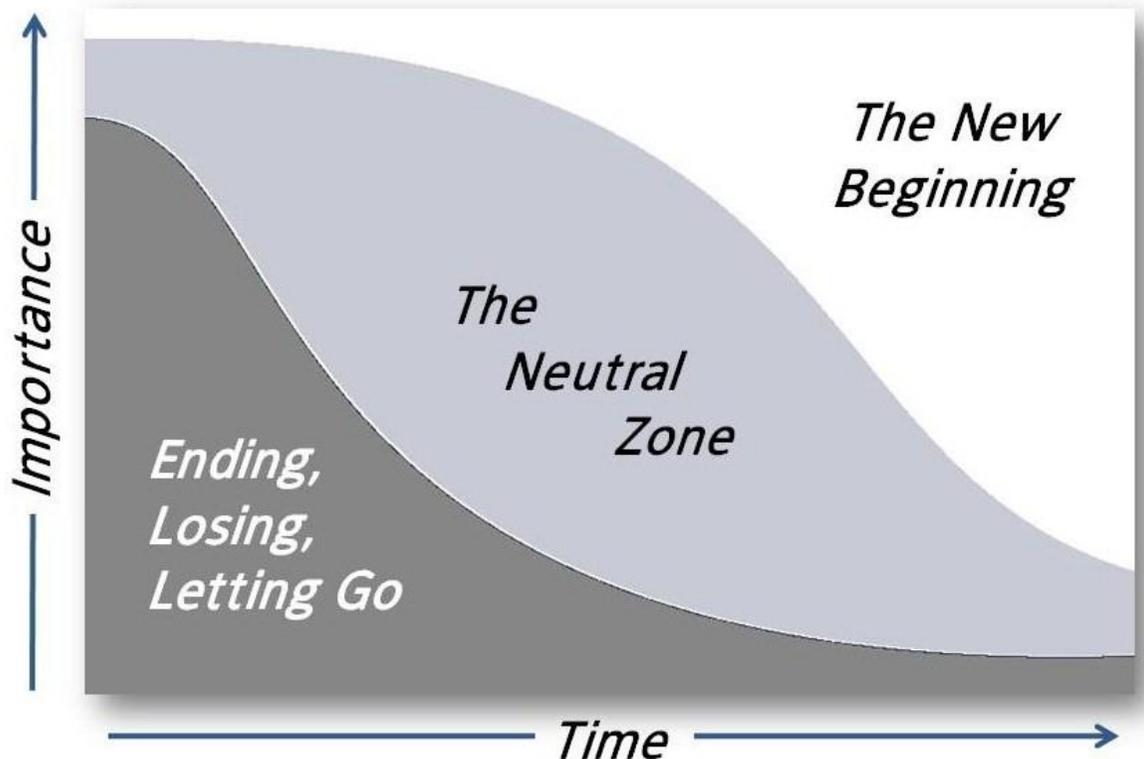
Source: The Performance Coach

# Typical distribution of attitudes in change processes



Source: Binney and Williams

# Bridges Model of Change and Transition

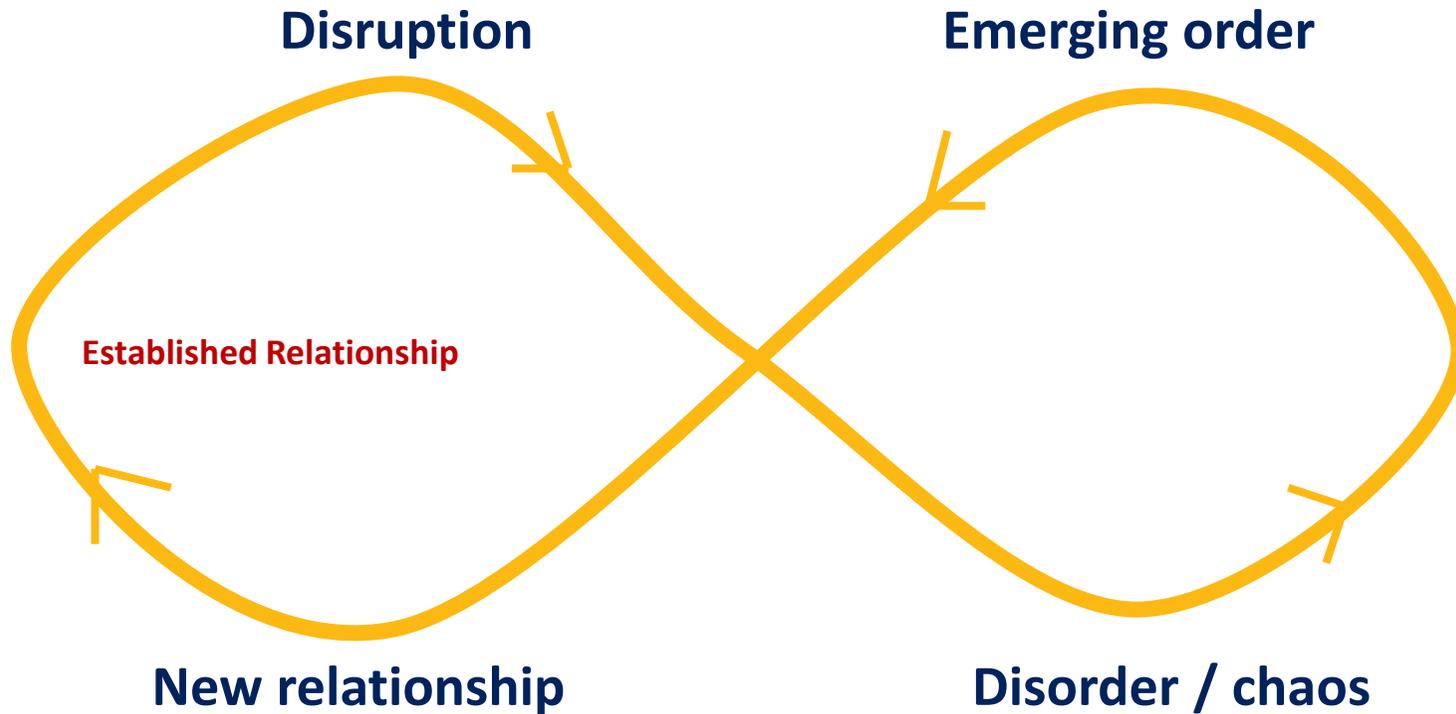


It isn't the changes that do you in, it's the transitions... Change is situational... Transition is the psychological process people go through to come to terms with the new situation... Change is external, transition is internal

William Bridges

Source: Bridges

# The Change Cycle



Source: Jim McNeish

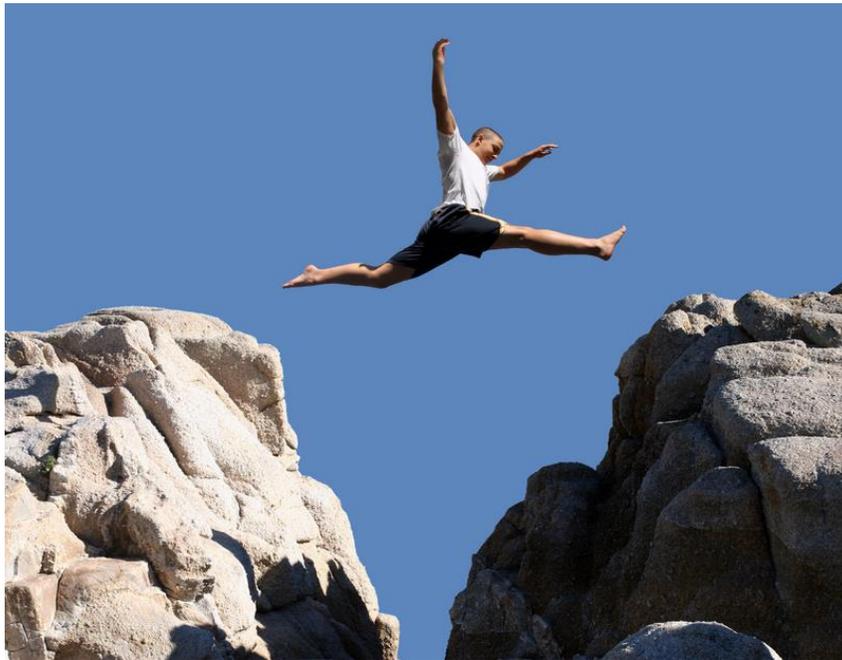
# Change Cycle - Process

1. Invite your colleague to explain what meaning they make of words 'Disruption / Disorder / Emerging Order / New Relationship'. Invite them to recognise both the positive and negative aspects of these words.
2. Invite your colleague to mark the point they believe they are mostly on the model. Then, to create greater clarity - invite your colleague to then apportion 100% around the model (across each stage) in terms of where they are now
3. Identify the areas of interest
  - *What do you notice / what is interesting to you?*
  - *What is this telling you about how you are experiencing this change?*
4. Apportion 100% around the model (across each stage) in terms of where your colleague would like to be
5. Clarify next steps in order to maintain movement and momentum towards the best outcome
  - *What needs to happen to move forward through this process?*
  - *How will that happen?*
6. Invite your colleague to reflect on what this model and the conversation so far has given them - and where they usefully need to do next?

# Potential Change questions

- What is changing?
- What you think / feel about this change?
- What you are curious about?
- What was good / difficult before the change?
- What you can keep?
- What do you have to accept?
- What do you have to let go of?
- What you will really miss?
- What you can look forward to?
- What do you fear most?
- What are you are excited by?
- What could happen next?
- What could get damaged?
- What might be built upon?
- What could be created?
- What is the worst that could happen?
- How and where you might shape the impact of this change?
- How might you be resisting this change?
- What questions do you have about this change now?
- How would knowing the answers to those questions will help?
- What might be possible from here?
- What is the best that could happen?
- What now feels good about this change?
- What might now be possible?
- What you can focus on now?
- What you have learned from this process?
- How will you take this forward?

# Closing the knowing and doing gap



- An insight I have had during this Workshop?
- One thing I want to take forward from this workshop to engage more fully with how I lead change?

# About The Performance Coach

The Performance Coach is an international leadership and coaching consultancy, who have been proud to be working with the NHS for the last 15 years, delivering a wide range of senior and clinical leadership development programmes with a variety of NHS Organisations.

TPC ran the first coaching training programmes with the NHS Institute for Innovation and Improvement, is leading on the clinical application of coaching within Health Care System, and is supporting Trusts, CCGs and CSUs to develop their leadership and OD capability.

Our work is guided by our core values to support Organisations to create sustainable solutions - and enabling leaders at all levels to own their own development and learning agenda in support of better patient outcomes.

For further information:

Dr Andrew McDowell, The Performance Coach

M: 44 (0) 7984 464 407 T: 44 (0) 203 637 0970

E: [andrew@theperformancecoach.com](mailto:andrew@theperformancecoach.com) W: <http://www.theperformancecoach.com>

The Performance Coach, Marble Arch Towers, 55 Bryanston Street, London, W1H 7AA