



Transformational Change Leadership

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Today's discussion

The psychology of organizational change

The leader's role in driving change

Ten competencies for leading change

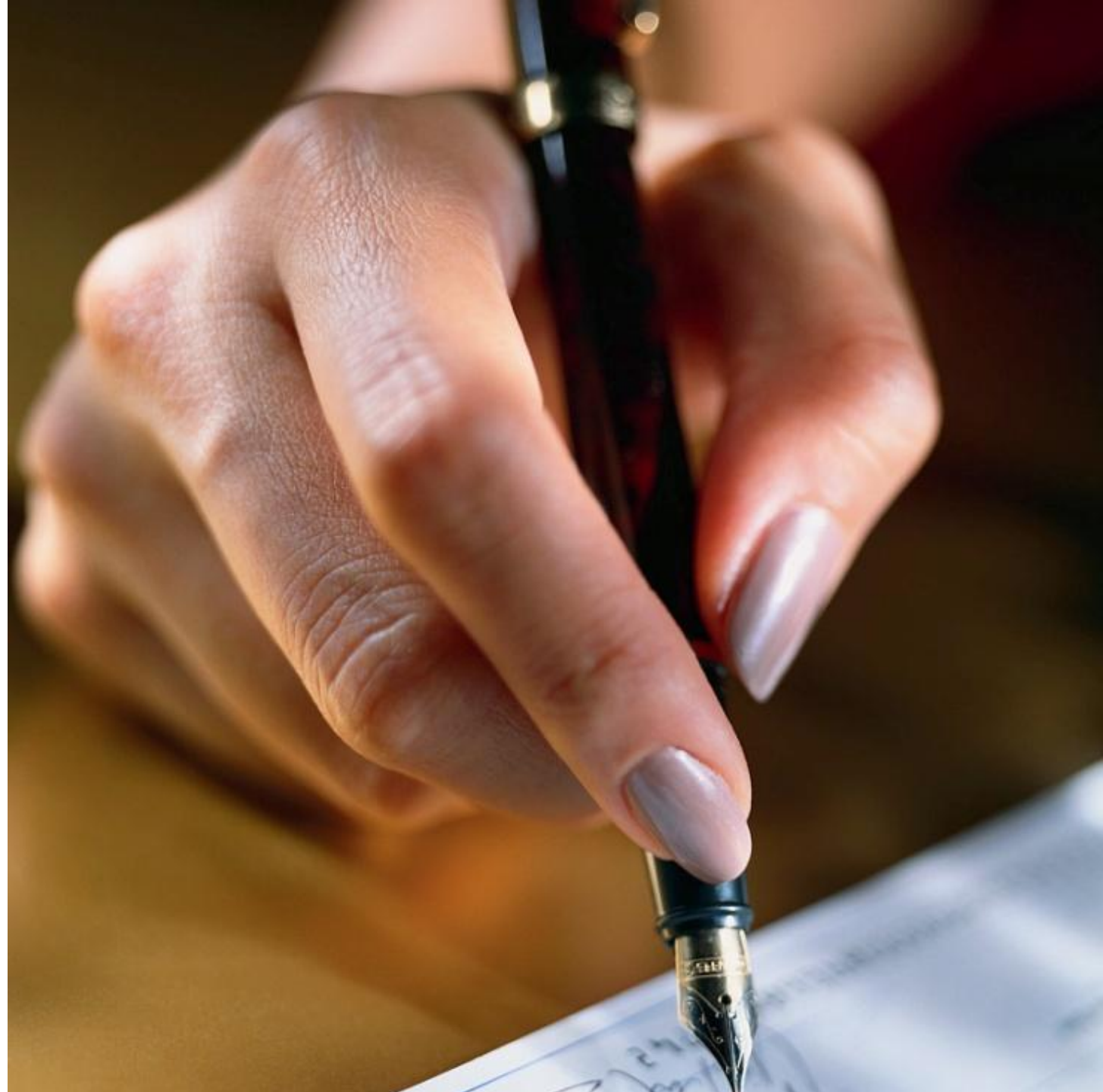
Innovation and diversity

Is your organization ready?

The psychology of change

Please take a pen and piece of paper and sign your name using your non-dominant hand. (If you are right-handed, use your left hand, and vice versa.)

How does it feel?



Change – a jolt

- Anger
- Disorientation
- Feeling of inadequacy
- Feeling of incompetence
- Frustration
- It's being forced on you – lack of control
- Doing things differently takes longer
- Doing things differently takes practice



Change provokes a cycle of grief

- **Shock:** Initial paralysis at hearing the news
- **Denial:** Trying to avoid the inevitable
- **Anger:** Frustrated outpouring of bottled-up emotion
- **Bargaining:** Seeking in vain for a way out
- **Depression:** Final realization of the inevitable
- **Testing:** Seeking realistic solutions
- **Acceptance:** Finding the way forward



Dr. Elizabeth Kubler-Ross wrote "*On Death and Dying*," describing the grief cycle.



Don't be afraid

- Change is inevitable
- Change provides opportunities
- In the business arena, if we stand still, the competition moves ahead
- If we don't drive change ourselves, we become vulnerable to moves by the competition and changing customer needs and habits

Leader's role in driving change

- Establish urgency
- Create and maintain coalition that drives momentum
- Develop “destination” and “roadmap”
- Mobilize the troops
- Inform and provide perspective
- Align procedures and systems
- Get the right people, with the right skills, in the right roles
- Execute, inspect, learn and improve



Change, leaders, and culture

Remember that big change in organizations is either enabled by the culture; resisted by the culture, or it changes the culture – and that the behavior of top executives is the most powerful driver of culture



What it takes to lead transformational change

Key findings of interviews and research:

- Biggest need for followers: “What’s the vision?”
- Resilience is a must
- Optimism and passion are desperately sought
- The “hero leader” style alone won’t win the day
- The best leaders are engaged with employees. They are provocative, ask questions, and get out of their offices. Passive, low-key leaders are disadvantaged in the current setting
- Ten key competencies were identified

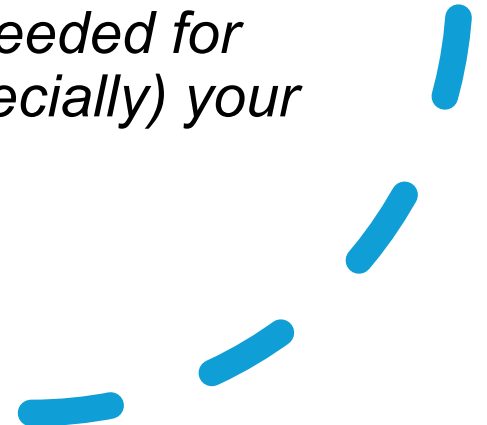
Competencies

Competencies are the

- **Skills**
- **Knowledge**
- **Traits**

needed for success in a given job or role.

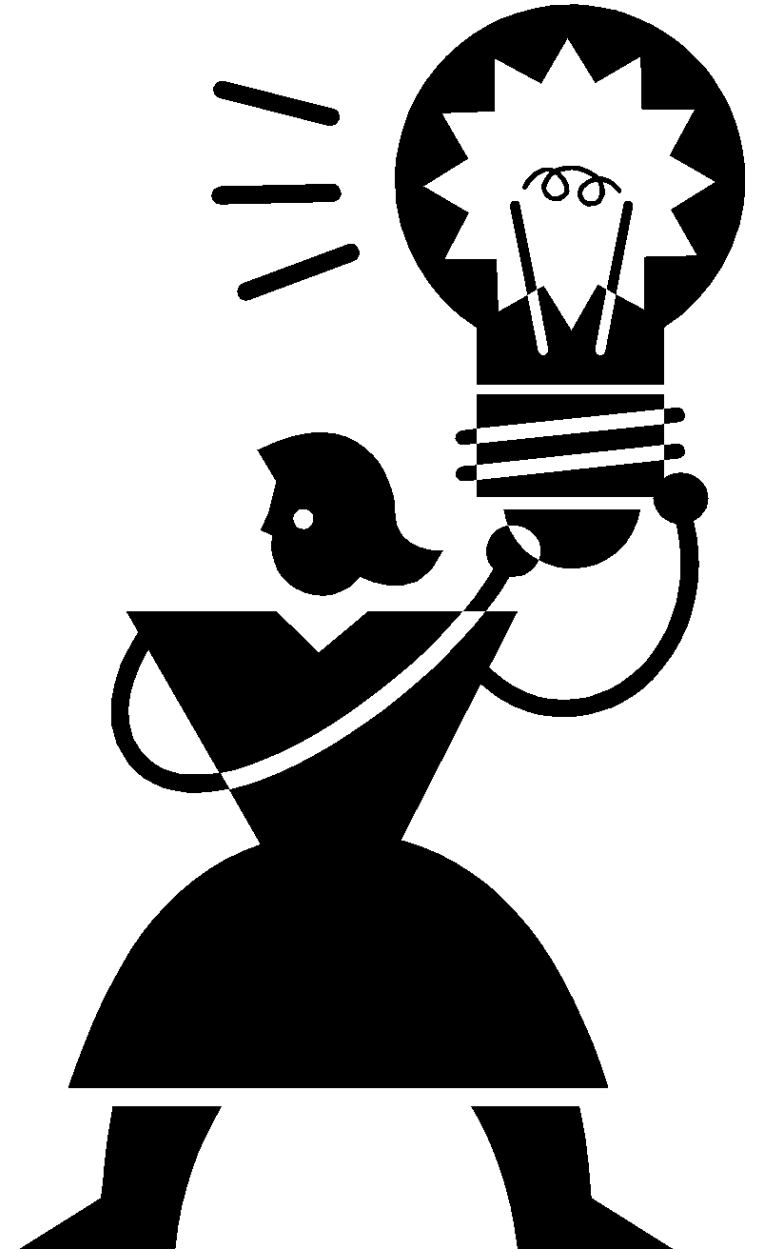
Your goal as a manager is to understand and articulate the specific competencies needed for success in a given job, including (especially) your own



Critical skills for transformational leadership

1. Vision

Identifies long-term goals and champions innovation



Critical skills for transformational leadership



2. Customer focus

Anticipates new markets; identifies customer needs, and delivers products and services that exceed customers' expectations

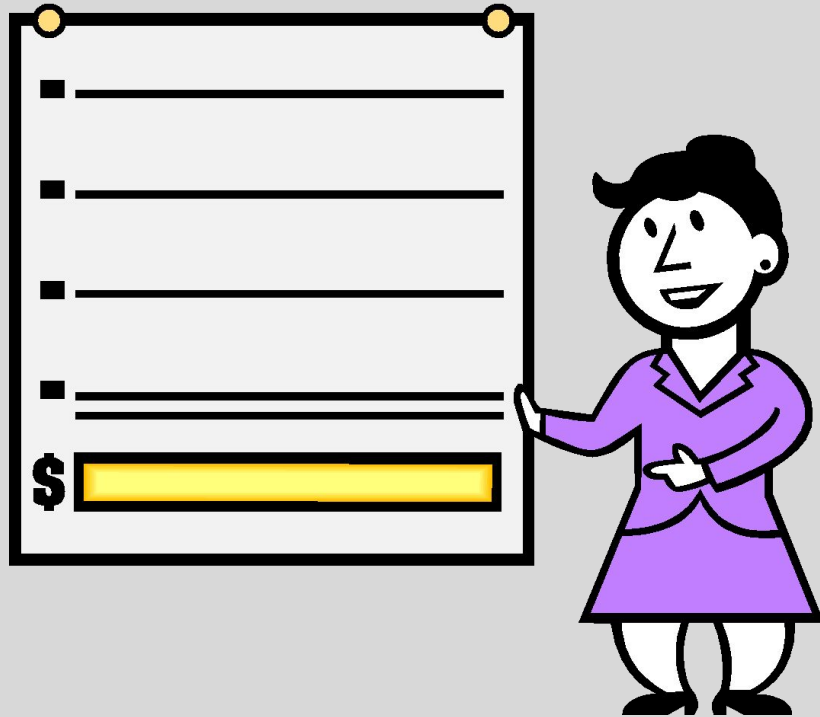


Critical skills for transformational leadership

3. Championing change

Acts effectively to support and implement change initiatives

Critical skills for transformational leadership



4. Drives results

Pushes him/herself and the organization to excel and achieve measurable results

Critical skills for transformational leadership

5. Interpersonal communication

Communicates clearly and effectively with people inside and outside the organization



Critical skills for transformational leadership

6. Relationship management

Develops and maintains positive relationships inside and outside the organization to accomplish business objectives



Critical skills for transformational leadership

7. Coaching and developing

Encourages and inspires others to develop their work-related competencies and achieve long-term career growth



A photograph of the Mount Rushmore National Memorial in the United States. The image shows the four large granite faces of the presidents: George Washington, John Adams, Thomas Jefferson, and Abraham Lincoln. The monument is carved into a steep granite cliff face. The sky is a clear, bright blue with a few wispy white clouds. The foreground shows some rocky ground and small green shrubs.

Critical skills for transformational leadership

8. Integrity

Upholds a high standard of fairness and ethics in everyday words and actions

Critical skills for transformational leadership

9. Business acumen

Understands general business and financial concepts and the company's business, and uses both general and specific knowledge to be effective



Critical skills for transformational leadership

10. Learning agility

Continuously adapts and improves his/her skills and performance



Critical skills for transformational leadership

1. **Vision**
2. **Customer focus**
3. **Championing change**
4. **Drives results**
5. **Interpersonal communications**
6. **Relationship management**
7. **Coaching and developing**
8. **Integrity**
9. **Business acumen**
10. **Learning agility**

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Critical skills for transformational leadership

- ☐ Vision
- ☐ Customer focus
- ☐ Championing change
- ☐ Drives results
- ☐ Interpersonal communications
- ☐ Relationship management
- ☐ Coaching and developing
- ☐ Integrity
- ☐ Business acumen
- ☐ Learning agility

How many of these are strengths for the executive team in YOUR organization?

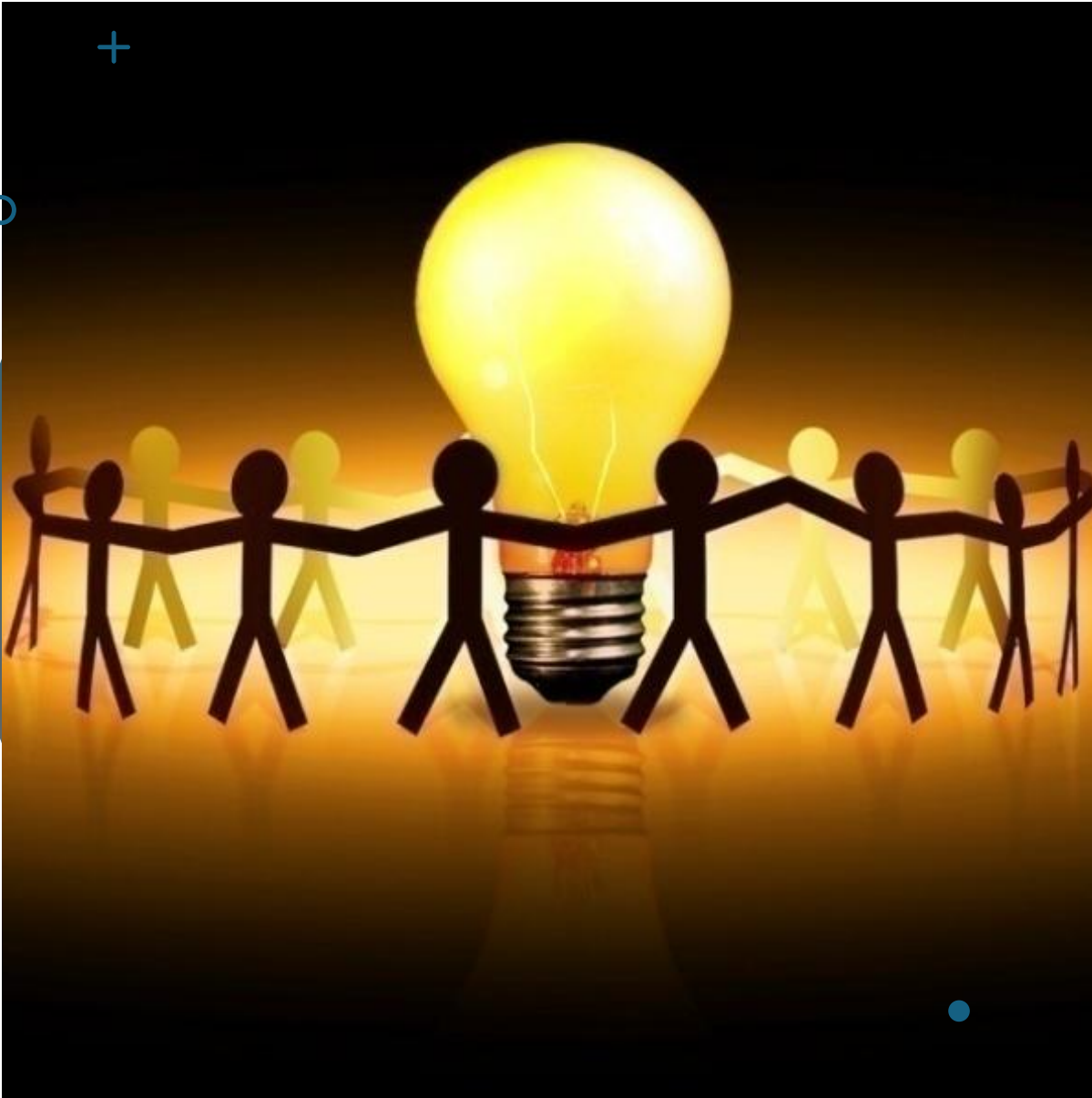
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Critical skills for transformational leadership



- ☐ Vision
- ☐ Customer focus
- ☐ Championing change
- ☐ Drives results
- ☐ Interpersonal communications
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- ☐ Business acumen
- ☐ Learning agility

Which can be leveraged to improve *your* performance and contribution? What concrete steps can I take to improve in this competency?



Innovation

- Continuous improvement and learning is a must for a modern organization
- Innovative activities are fun and engaging
- Successful innovation in organizations requires intentional actions and culture change

Diversity

- Diversity fuels innovation and supports customer initiatives
- Best-practice organizations seek concrete, bottom-line results from their diversity efforts
- Diversity efforts can help tap into the marketplace potential of a vastly and rapidly changing world



Your innovative idea – does the culture support it?

Goal of Your Initiative

Key questions: How does the **formal structure of the organization** make it easier, or more difficult, to implement the change? What about the **people** – their skills and mindset? What are their current **key tasks** – are those similar to what will be required next, or different? Finally, does the **culture** support the change initiative?

	What enables or accelerates desired change?	What are the obstacles to desired change?
Formal Structure		
People		
Tasks		
Culture		

Final Thoughts