

LEADING CHANGE

*"Every success story is a tale of constant adaption,
revision and change."*

-- Richard Branson

Changes for individuals and organizations are inevitable and necessary, yet . . .

- Leading change is HARD
- Behavior changes and new habits are especially challenging
- Research in organizations shows that large transformational change efforts fail around 70% of the time.

The identification of 7 Common Change Challenges has helped to:

- Dramatically decrease the chance of failure,
- Lessen the angst, overwhelm, and change fatigue, and
- Shorten the time it takes to achieve the desired results.

We used to think that the magic of successful change, improvement, or growth initiatives was in finding the solution that will fix a problem or capitalize on an opportunity.

In reality, we've learned that the real magic is in helping people embrace and adopt the new solution . . . to help people shift from the current way to the new better way.

*In essence, this is what it means by **leading change**.*

7 Common Change Challenges

- #1 – Inability to Transfer Changes into Operations
- #2 – The Power and Distraction of “The Whirlwind”
- #3 – Variation in Behavior, Performance, and Contributions
- #4 – Inability to Diffuse Changes
- #5 – “Baggage”
- #6 – Change Fatigue
- #7 – Dysfunction at the Top of the Hierarchy

What is meant by “**leading change**?”

- **Leading change** refers to the process of planning and implementing a new solution or practice with the goal of achieving competency and consistency among a sufficient number of people to **produce the desired result.**
- **Leading change** involves **fostering agility**, which entails a proactive stance towards change, innovation, growth, and resilience in uncertain circumstances.
- **Leading change** gets easier once you understand the common change challenges as you are better equipped to anticipate them, watch for them, and take appropriate action to **avoid or minimize the negative impacts** on your change efforts.
- **Leading change** is one of the 9 core leadership practices. Yet, embedded throughout the leadership bundle are helpful tactics for **overcoming, minimizing, and/or preventing change challenges.**

Activity:

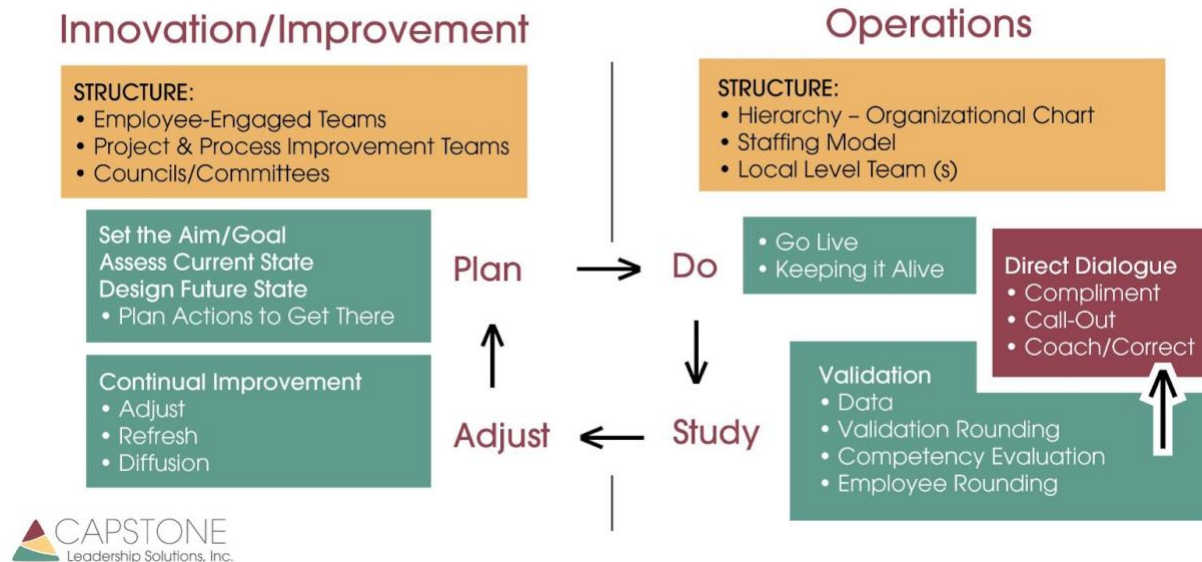
Consider a recent change that affected your department. Consider one thing that is going well with the change. Consider one thing that is not.

Pair with one person and share.

#1 - Inability to Transfer Changes into Operations

What it is: The inability of an improvement team and leaders to successfully collaborate to support the transfer process from the “innovation/improvement engine” to the “operations engine” in an effort to establish the “new better way” as the actual way to conduct the day-to-day work.

TRANSFER OF CHANGES



What to do about it:

LEADERS -

“Grab the Baton” – “Localize” and “personalize” the what, why, and how of the change(s)

Campaigns - Frequent, fun, creative reminders - such as providing visual cues on flyers or whiteboards - or standards-related recognition at daily huddles or scenarios at staff meetings. Campaigns can be used by the team(s) and/or by individual leaders.

Validation-Feedback Loop

- Validate (Validation Rounding, Data/Surveys, Competency Evaluations, and Employee Rounding).
- Feedback to Employees: Compliments, Call-outs, Coaching, Correction (in keeping with the 3:1 ratio)
- Feedback to the Innovation Team to assist in the study/adjust phase of the change process

IMPROVEMENT TEAMS -

- Stay true to the Process Improvement Model - Don't skip or skimp on "Study and Adjust"
- Be specific in your request to leaders as to what is needed

Activity

Consider that recent change that affected your department. Is one (or more) of these things challenging your success with this change:

- Lack of Campaigns (aka "Top-of-Mind" Tactics)
- Lack of Validation Activities
- Lack of Feedback to Employees
- Lack of Feedback to the Improvement Team
- Lack of adhering to a Process Improvement Model
- Leaders aren't specifically instructed by the team as to what to do to help support the change (or if they are, they aren't taking action on those instructions)

Pair with one person and share your answer.

#2 - The Power and Distraction of the “Whirlwind”

What it is - The “whirlwind” is day-to-day operations – or the work it takes to maintain the current state.

Some refer to it as “the real work” or “the day job.” It is often driven by urgency. It is often re-active.

Whirlwind activities compete for time, attention, and energy necessary to move forward toward goals, improvements, and necessary changes that lead you to a better **future state**.

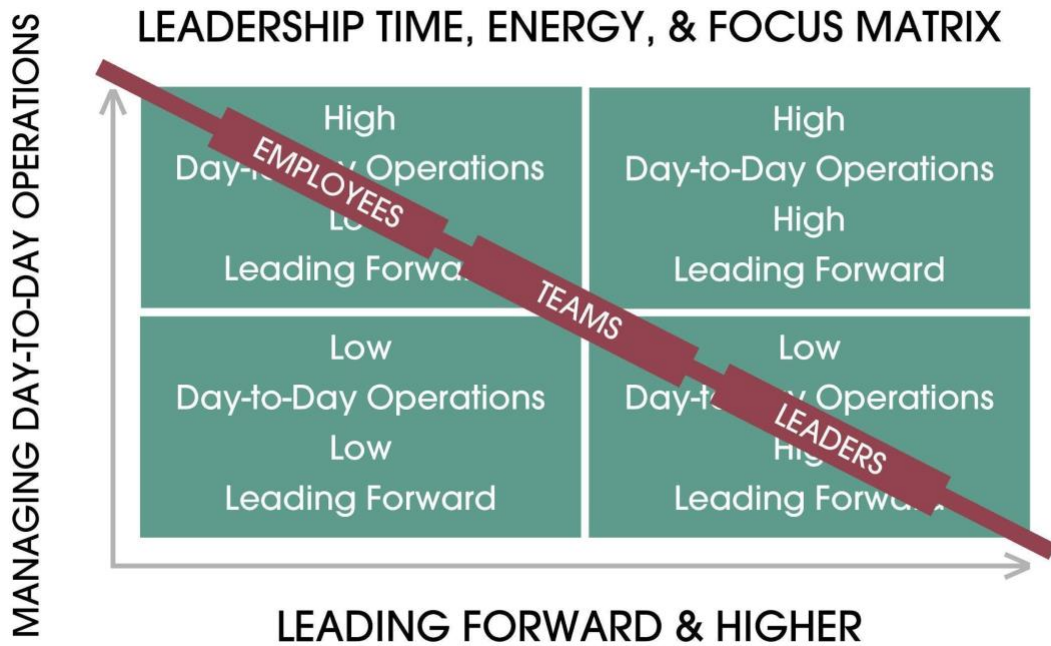
What to do about it:

LEADERS -

- Create “Vital Time” - dedicated time out of the whirlwind focused on proactive work in support of changes

- Adopt, and adhere to, a cadence of goal setting, action planning, and execution (aka “goal cycle”)

- Engage and empower employees to self-manage the day-to-day operations and contribute to moving the organization forward and higher . . . “promote employees to the line of leadership”



REVIEW → Focus + Action Guide

Get out of the whirlwind each day to focus on future-focused activities that are positive, proactive, and results-oriented.

Take-Away Activity

Part 1: Concurrent Assessment: Keep a Time/Activity Log (see next page) for 1-5 days at work.

Part 2: Estimate these percentages from your Time/Activity Log (should add up to 100%)

Whirlwind %

Management %

Leadership %

Part 3: Reflect and Journal - Based on your findings,

How are you feeling about how you are spending your time and energy?

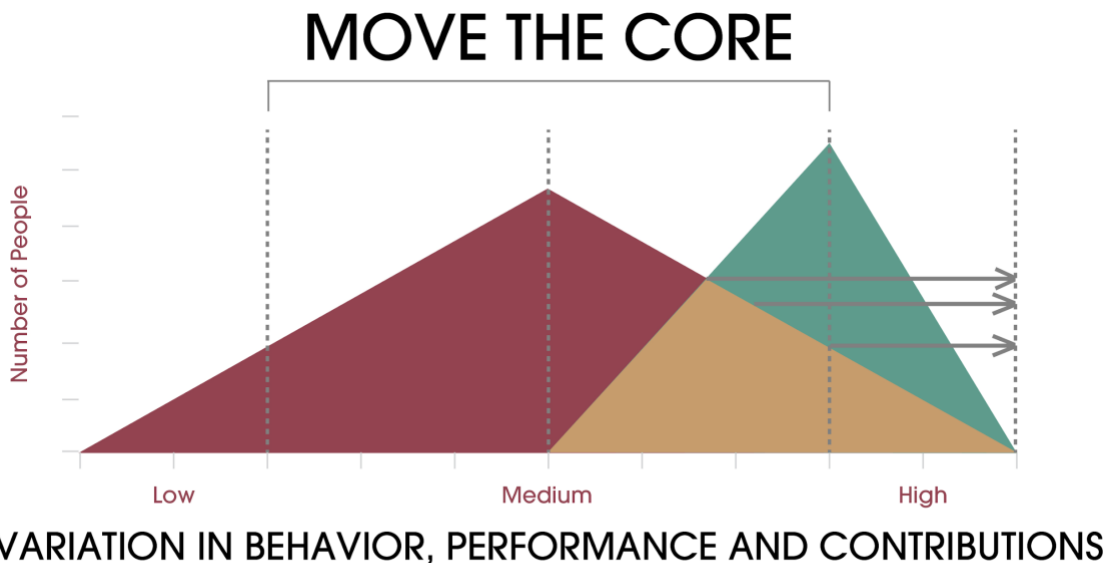
What opportunities do you see for "calming down the whirlwind," streamlining/improving management tasks, and/or devoting more time to leadership activities?

#3 – Variation in Behavior, Performance, and Contributions

What it is – The inability to continually elevate the behavior, performance, and contributions of each individual, and therefore, an entire group. In particular, the inability to eliminate or minimize chronic and persistent behaviors or performance that are well below the set standards and disruptive to day-to-day operations and/or change initiatives.

Indications that this is a challenge to your change effort:

- Results of improvement efforts plateau or have peaked and now declined; short of your aim, target, or goal.
- Turnover (of the wrong people!).
- Chronic low levels of behavior or performance exist.
- Burnout of your best behaving, highest performing and contributing employees.



#3 – Variation in Behavior, Performance, and Contributions

What to do about it:

LEADERS - Giving Feedback

Informal Feedback - Compliments and Call-Outs

Formal Feedback - Coaching and Correction

EVERYBODY - Giving Feedback

"Peer-to-Peer" and "Omni-Directional Feedback"

Compliments and Call-Outs

"I Noticed = I Care"

Train, train, train . . . mentor, mentor, mentor

Activity

Consider that recent change that affected your department.

Consider these indications that “Variation in Behavior, Performance, and Contributions” may be a challenge affecting your change effort:

- Results of improvement efforts plateau or have peaked and now declined; short of your aim, target, or goal
- Turnover (of the wrong people!)
- Chronic low levels of behavior or performance exist
- Burnout of your best behaving, highest performing and contributing employees

Pair with one person and share insights as to whether Change Challenge #3 is interfering with your specific change initiative.

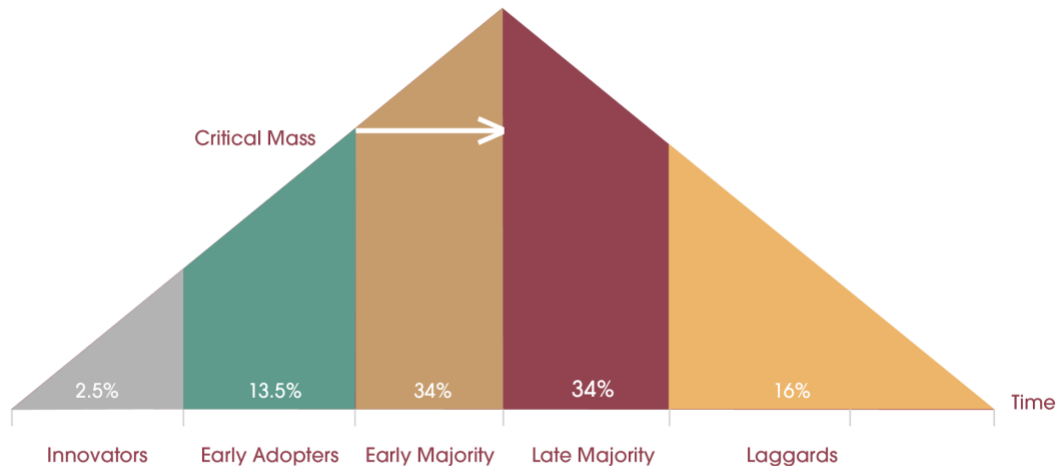
#4 - Inability to Diffuse Changes

What it is - The inability of an improvement team to successfully recognize, and effectively reach, individuals - and groups of individuals - to support them in adopting a change or standard.

Adoption is an individual process detailing the series of stages one undergoes from first hearing about an innovation, standard, or change to finally adopting it.

Diffusion is defined as the process in which an innovation, standard, or change is communicated through certain channels over time among the members of a social system. Diffusion signifies a group phenomenon, which suggests how an innovation, standard, or change spreads.

DIFFUSION OF INNOVATION



#4 - Inability to Diffuse Changes

What to do about it:

Keep Going - In the early stages of change, "negativity will scream at you and positivity will only whisper." This is normal human behavior. It doesn't mean that the change isn't going well or shouldn't proceed. Many change efforts are short-changed or stopped before they reach their intended results or the people who need to adopt the change.

Identify "Pockets"

Validation Tactics - Where is it going well? Where is it not?

Meeting people where they are at - diverse audiences

- 1) People who aren't doing it (stopped or never started)
- 2) People who are doing it but not consistent and/or competent
- 3) People who have mastered it

Campaigns - Ongoing efforts by the teams and leaders to keep the desired standards or changes "top of mind."

Standards-of-the-Month

"Why Boards"

Validation-Feedback Loop - the practice of observing or inquiring about the standards or changes – with a spirit of curiosity, not criticism. Then, in response to what is learned, providing specific feedback.

#4 - Inability to Diffuse Changes

What to do about it:

I Commit to ROCK this Change

R - Role model

Be one . . . seek one

O - Open up to the change

Give it a "go"

C - Care to give and get feedback ("I noticed = I care")

Compliments and Call-Outs (3:1 ratio)

K - Keep trying

Catch yourself going back to the old way and choose to try again at attempting the new way

#5 - "Baggage"

What it is - Baggage is a negative emotional reaction that an individual (or group of individuals) within the organization carries - sometimes for years - related to a past situation.

This baggage can prevent them from moving forward with the organizational changes. Baggage is often used as their rationale for opting out of the changes that are expected of all.

What to do about it:

- Organize efforts for individuals to contemplate if they have baggage and consider how they can put it down.

Individuals could consider these questions or actions: ***What baggage are you carrying? The longer you carry it, the heavier it gets. What's the impact of carrying it any longer?*** If you don't want to carry it for ten more years, why even carry it for one more day. Practice putting it down for just one day, and then one week. Put an effort into recognizing when you are resisting change - and then, contemplate what is leading to that resistance. That is baggage. Let go of it. Notice how much better it feels.

- Organization group activities to identify baggage and to "let it go" symbolically (e.g., shredding, burning, burying, launching balloons, etc.)

Activity - Journal your answers to the bolded questions above.

#6 - Organizational Change Fatigue

What it is - A general sense of apathy or passive resignation towards organizational changes by individuals or teams.

What to do about it:

1. Gain a deeper understanding of human behavior related to change and utilize this understanding as changes are being planned and implemented.
2. Proactively include efforts focused on increasing personal resilience and wellbeing.
3. Communicate – actually, over communicate - with a simplistic and dependable approach. The unknown creates fear, which adds to resistance and change fatigue.
4. Take an in-person approach, when possible, to meetings and trainings on changes. Human interaction is a key force in overcoming resistance and speed of change.
5. Celebrate successful change efforts - connect the dots that “we are an organization that can succeed with changing.”
6. Get better at changing. Evaluate change initiatives. What went well? What didn't? What did we learn that can help us with future changes?
7. Foster a positive mindset (or growth mindset) about change.

#6 - Organizational Change Fatigue

Fostering a positive mindset:

- This means that everyone is encouraged to give changes an honest try and that new ideas or processes aren't dismissed just because they're new.
 - While it is true that some people adopt changes before others, when people strive more often to be in the group that is willing to go first, this makes them available to lend a helpful hand to coworkers who may be struggling with the change. Often it is the members of the employee-driven teams that are championing the changes, that are willing to "go first," yet, another group of employees will also be "early adopters" of certain changes. That is enough to create momentum for change.
 - It is unhelpful to actively fight change or encourage dissent or negativity among peers. Instead, encourage people to ask questions to seek understanding about the change and turn around naysaying thoughts.
- As new ideas are being embraced, encourage people to speak up with constructive and helpful feedback on how the changes are going. Not all changes are designed or implemented perfectly right from the start which is why feedback about what's working and what's not is a necessary part of the change process. People can also be encouraged to provide input or ideas for needed or upcoming changes too.

"The secret of change is to focus all of your energy, not on fighting the old, but on building the new."

--Socrates

#7 - Dysfunction at the Top of the Hierarchy

What it is - While many changes take the efforts of everyone in the organization, what is specifically happening (or not happening) by those at the top of the organization's hierarchy can foster or inhibit the efforts towards achieving the very changes that were defined there.


These "dysfunctions" of senior leadership can take many forms. Common dysfunctions we've uncovered include:

- failure to clearly define the organization's strategies and goals,
- failure to define, train to, and hold leaders accountable to defined leadership responsibilities,
- maintaining an overly burdensome and slow bureaucracy and/or decision making process,
- individual/team behaviors that are not in keeping with established behavior standards,
- relationships that are troubled within the team, and/or
- lack of transparency; lack of well defined and executed communication plan

What to do about it:

Senior Leadership Team Strengthening Process - Ongoing efforts by the senior leadership team to evaluate their team functioning (recommended semi-annually) and ongoingly take actions to monitor and improve their functioning.

QR CODES/LINKS FOR RESOURCES:

	<p><u>eLearning Course: CapstoneEDU - Leading Change</u></p> <p>Leaders in Partner Organizations – contact your Initiative Champion</p> <p>Leaders in Non-Partner Organizations – access more information on course details and pricing via the QR Code/Link</p>
	<p>Capstone's Change Challenges Survey</p> <p>Leaders in Partner Organizations - contact your initiative champion</p>

Reflection/Notes:

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