

WHAT IS CHANGE LEADERSHIP?

TOOLS SERIES #1

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PROVIDED BY:



What is Change Leadership?

Change leadership is proactively envisioning, articulating and managing execution toward a sustainable desired future. It involves...

- **Envisioning the possibilities**
(i.e. challenging the status quo; alternatives)
- **Articulating the desired outcome/process**
(i.e. the advantage and urgency to change)
- **Leveraging emotion** *(i.e. heart and mind)*
- **Influencing opinion and building support**
(i.e. motivating people to change their behavior)
- **Aligning processes, systems and culture**
(i.e. support the new rules, processes, behaviors)
- **Managing resistance and momentum**
(i.e. establishing consequences and rewards)
- **Driving return on investment**
(i.e. short term wins; longer term impact)

What it's not...

- Communications alone
- Top-down directive
- A theoretical/conceptual model
- "Feel-good" soft side activities
- Change toolkits (paint by numbers)
- The sole responsibility of one individual, leader or team
- Easy



Did you know:

- **70% of all change efforts result in failure or less than desirable results**
- Changes fail for one or a combination of the following reasons:
 - Unaddressed employee resistance to change: 58%
 - Lack of line management support: 35%
 - Lack of senior management support: 21%
 - Poor stakeholder communication efforts: 26%
 - Inadequate change leadership planning/skills: 37%
- The reaction to change varies by individual stakeholder (WIIFM?)

Source: John Kotter, Harvard Business Professor & Author – Leading Change

