Lessons in Leadership

Leading Change
Being Successful with Transformation

with
Dennis Goin

Today's Focus and Agenda

1. WII-FM (What's In It For Me)

2. Leadership and Management

3. An Awareness and Overview of the 8 Step Process

Being Me

- Words create pictures.
- Pictures create emotions.
- Emotions create attitudes.
- Attitudes permit behaviors.
- Behaviors create habits.
- Habits create reality.
- Reality creates truth.
- Truth creates self-image.
- Self-image creates me.

"Managing change is important…
But for most organizations, the much bigger challenge is leading change.

Only leadership can blast through the many sources of corporate inertia.

Only leadership can motivate the actions needed to alter behavior in any significant way.

Only leadership can get change to stick by anchoring it in the very culture of an organization"

Leading Change, John P. Kotter

8 Step Process for Leading Change

Step 1
Establishing a Sense of Urgency

Step 2
Creating the Guiding Coalition

Step 3
Developing a Change Vision

Step 4
Communicating the Vision for Buy-in

Step 5
Empowering Broad-Based Action

Step 6
Generating Short-Term Wins

Step 7
Never Letting Up

Step 8
Incorporating Changes into the Culture

Being Me

- Words create pictures.
- Pictures create emotions.
- Emotions create attitudes.
- Attitudes permit behaviors.
- Behaviors create habits.
- Habits create reality.
- Reality creates truth.
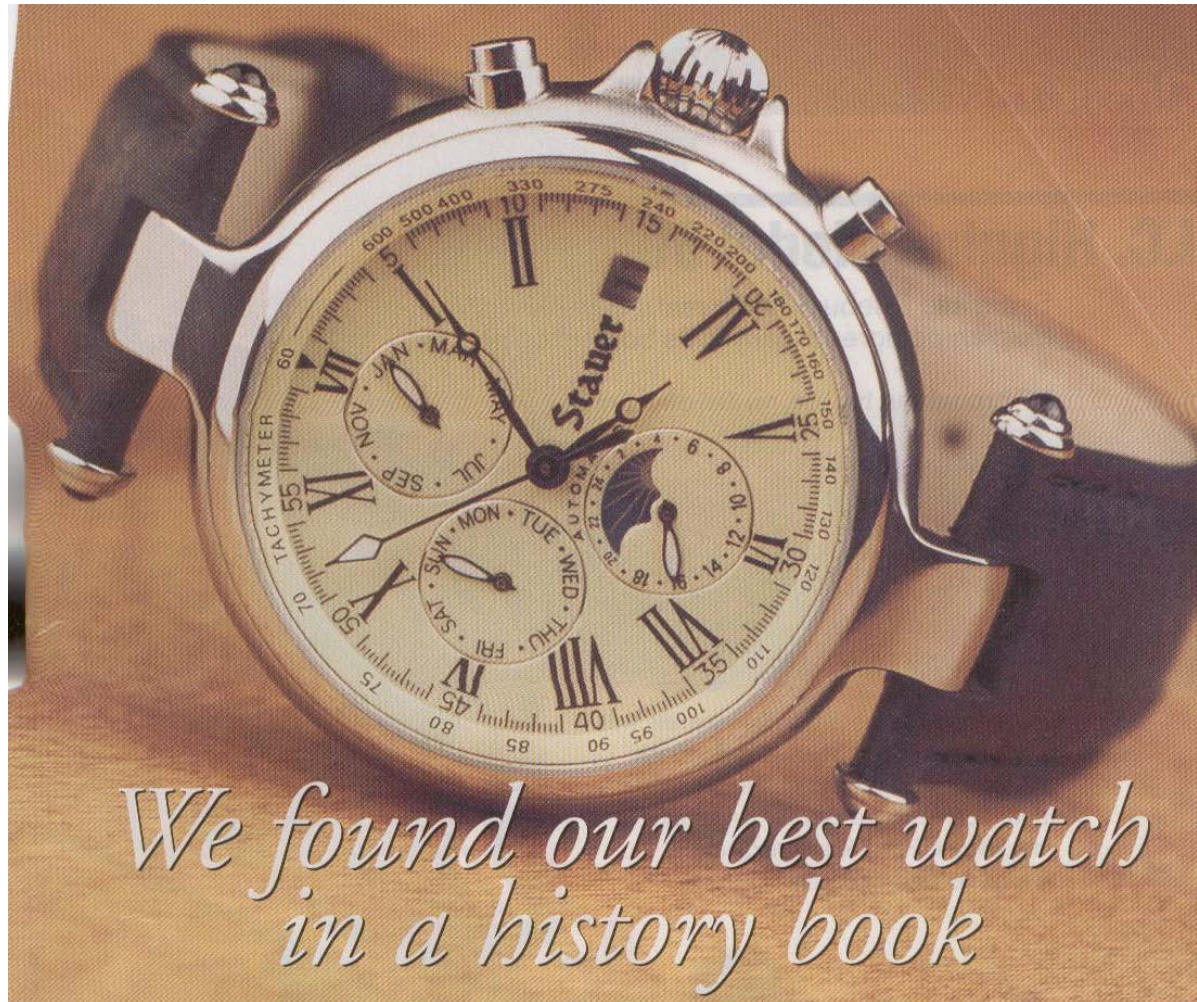- Truth creates self-image.
- Self-image creates me.

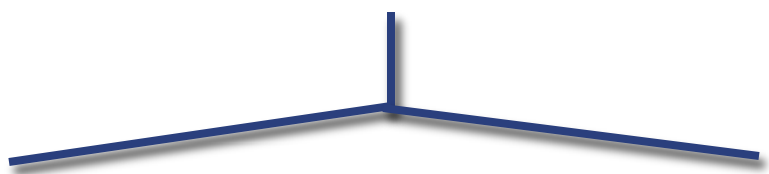We cannot consistently perform in a manner that is inconsistent with the way we see ourselves.

We found our best watch in a history book
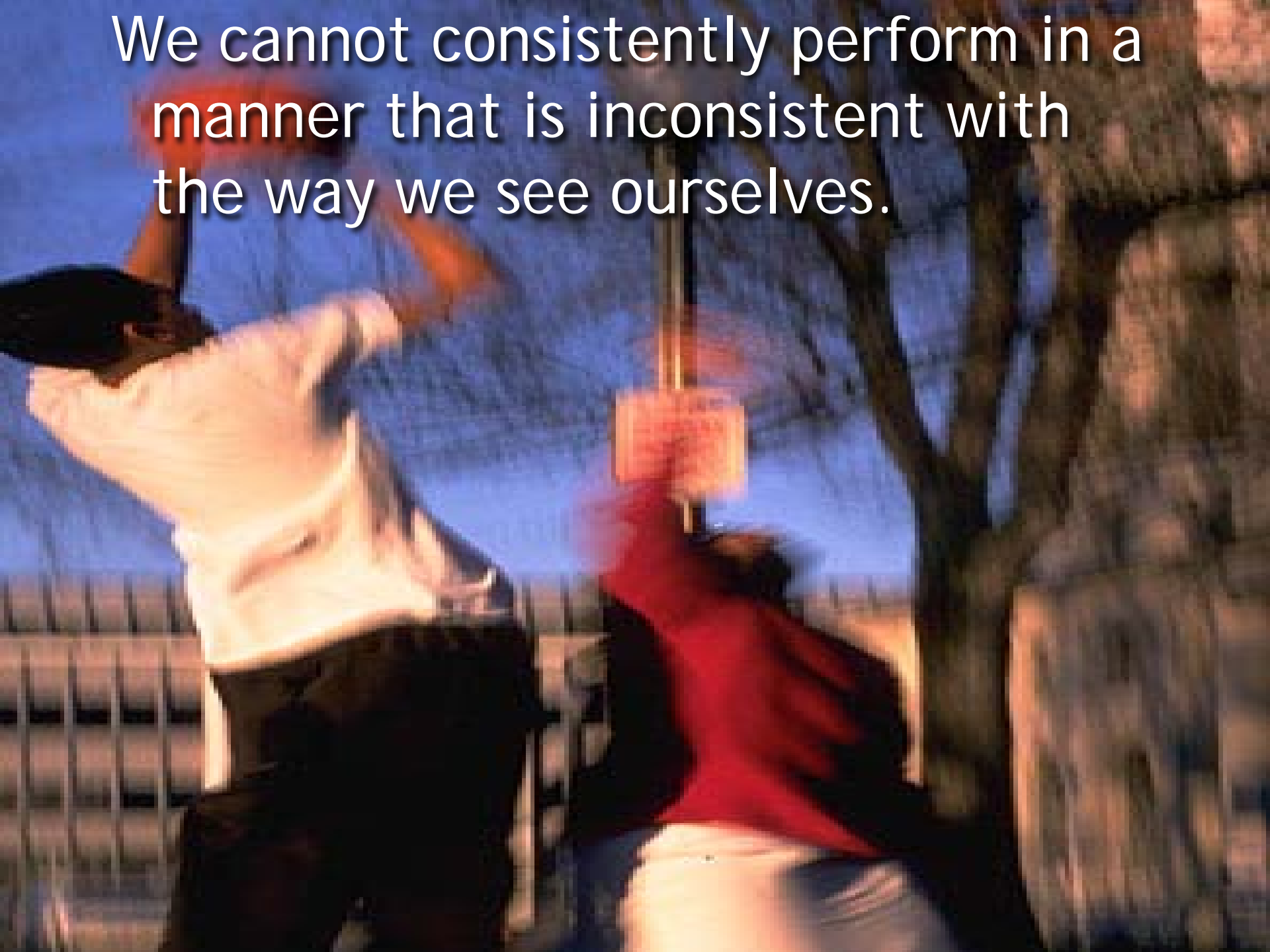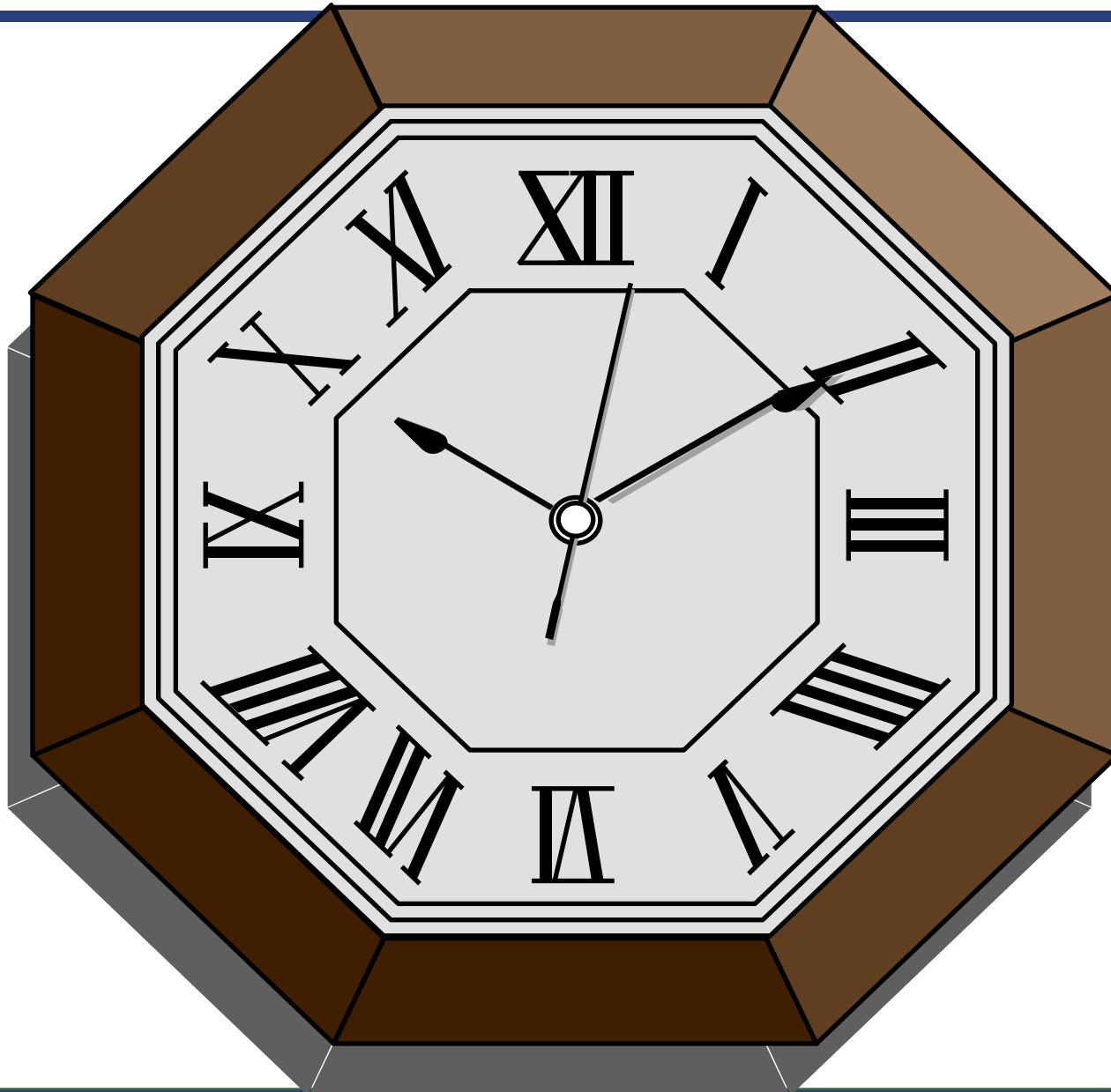
Being the Me I "Want/Have" to Be

Words

Pictures

Emotions

Opportunity/Vision Abundance Control Me Influence Others Valuable Go and Grow Learn From Mistakes Integrity (say/do) Serve others	My Image/ My Performance Scarcity Others Control Me Control Others Valueless Stop and Wait Blame Others Justify Actions (do/say) Others Serve Me

Winning & Losing

You Win if you get the other person to touch the piece of paper first.

You lose if you touch the piece of paper first.

Transformational Change Needs Leadership

Management

- **Planning and budgeting** for needed results; allocating the resources needed to make it happen

- **Organizing and staffing** to achieve planned results by creating structures, responsibilities and authority for carrying out the plans

- **Controlling and problem solving** by monitoring results, and planning and organizing to solve problems

Produces predictability and order to consistently achieve expected results for various stakeholders

Leadership

- **Establishing direction** by developing a vision of the future, and strategies for producing the changes to get there

- **Aligning people** by communicating the future direction through words and deeds and gaining acceptance and commitment

- **Motivating and inspiring people** to overcome the barriers to the changes necessary to achieve the vision

Produces change, often dramatic, that is extremely important to success in a changing environment

Leaders make things happen that otherwise would not have happened

Leadership is about moving forward

Leadership is a choice

Leaders create a focus on the big picture and vision

Leaders - Managers

Managers often focus on tasks and activities

Management is an assignment

Management is about control

Managers make things happen that are supposed to happen

Awareness

"I've come to the frightening conclusion
that I am the decisive element in my life.

My daily attitude makes the weather.

I possess a tremendous power to
make another person's life miserable or joyous.

I can be a tool of torture or an instrument of inspiration.

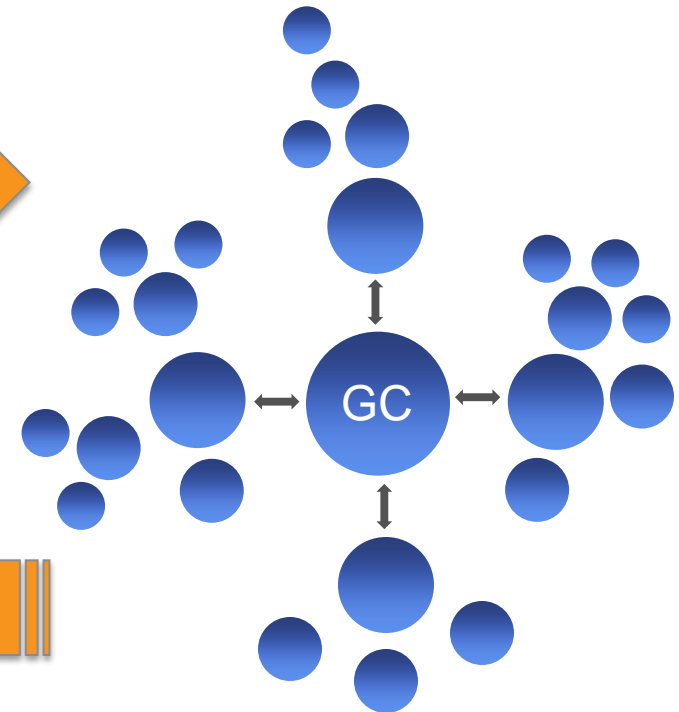I can humiliate or humor, hurt or heal.

It is my response that decides whether a crisis will become
larger or smaller, a friend, co-worker or boss, spouse,
daughter or son will be humanized or de-humanized."
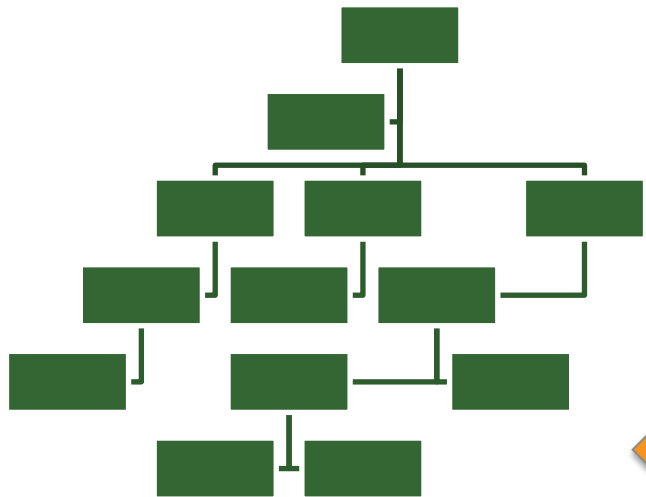
New Numbering Transformation

0 = 0

1 = ⌐

2 = ⊔

3 = ⌐⌐

4 = ⌐

5 = ⊔

6 = ⌐

7 = ⌐

8 = ⊓

9 = ⌐

A System for Sustained Change

1	2	3
4	5	6
7	8	9

Creating an Organizational "Sense of Urgency"
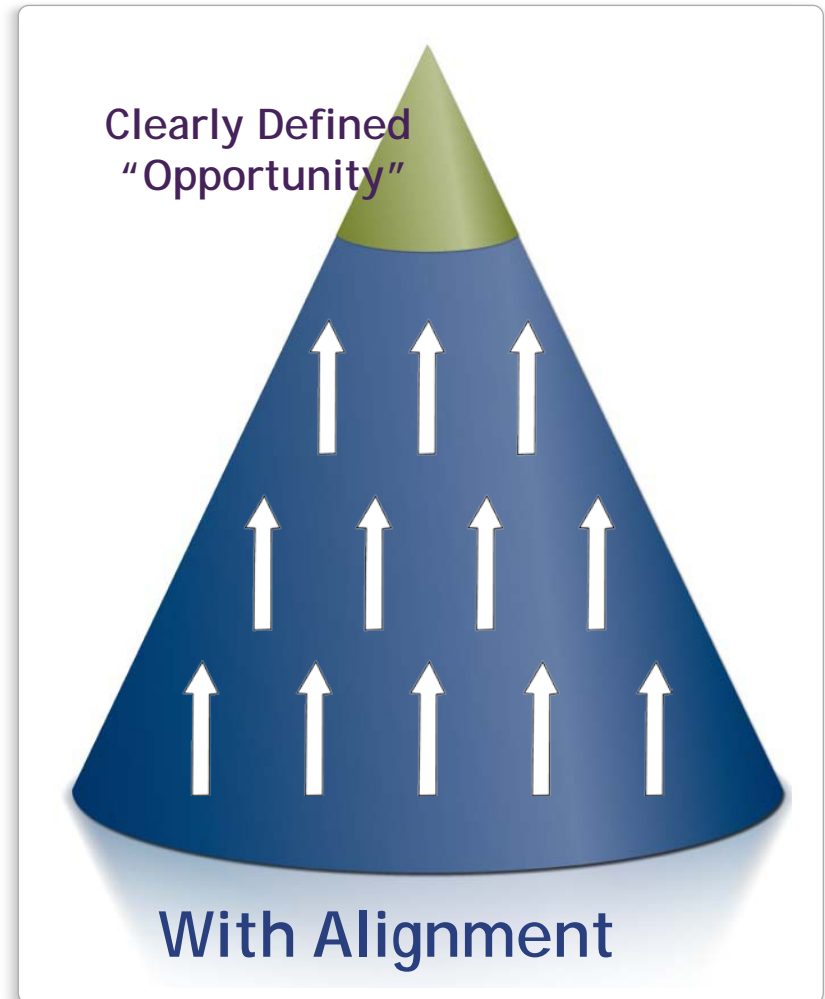
No Defined
"Opportunity"

Without Alignment

Clearly Defined
"Opportunity"

With Alignment

8 Step Process for Leading Change

Step 1
Establishing a Sense of Urgency

Step 2
Creating the Guiding Coalition

Step 3
Developing a Change Vision

Step 4
Communicating the Vision for Buy-in

Step 5
Empowering Broad-Based Action

Step 6
Generating Short-Term Wins

Step 7
Never Letting Up

Step 8
Incorporating Changes into the Culture

Urgency Looks Like

Creating action that is...

- Exceptionally alert
- Externally oriented
- Relentlessly aimed at winning
- Making some progress each and every day
- Constantly purging low value activities

By focusing on the HEART and not just the MIND

Complacency

More pervasive than recognized - often invisible to insiders

Rooted from past success, real or perceived wins

Employees content with status quo - anxious of unknown

Complacency Phrases

- *A swell idea, but…*
- *It won't work.*
- *It's not in the budget.*
- *We've tried it before.*
- *We've never done it that way.*
- *It wasn't invented here.*
- *We haven't the time.*
- *Too expensive.*
- *Too hard to manage.*

- *Too old fashioned.*
- *Too modern*
- *We are not ready.*
- *It will take too long.*
- *Let's be practical.*
- *You're kidding, aren't you?*
- *Why change now?*
- *Let's discuss your idea at another time.*
- *I'll tell you what I think but I won't get involved.*

False Urgency

More pervasive than recognized - often seen as
True Urgency

Failures: recent problems with short term
results or long standing incremental decline

Mindset of, "What a mess this is." "We tried this
in the past."

Employees often anxious, angry, frustrated,
tired Focus on Activity - CYA

False Urgency Phrases

- *Let's form a committee to study the possibilities*
- *We need more meetings to discuss this at more length*
- *I'm busier than I've ever been and seem to be getting less done*
- *I'm under too much stress and pressure*
- *I'm burned out*
- *All I do is attend meetings all day long*

- *No one can do this but me*
- *I don't trust anyone to get this done but me*
- *We need more rules and policies*
- *Everyone needs to work harder doing what we have always done*
- *There is no room in my schedule to make change happen*
- *Let's create more metrics*

True Urgency Phrases

- *I found two ways that I can be visible to my people today.*

- *I look for ways to say yes to all of my people who want to help our opportunity be successful?*

- *I know something I can do to move the needle forward.*

- *I'm empowering others to do tasks I used to do so that I can focus on our opportunity.*

- *I'm purging non-value added activities out of my schedule.*

- *I know one or more people I can talk to today to help create urgency for our opportunity.*

- *I love catching people in the act of helping change happen.*

- *I know how I can help knock down that barrier that stops us from moving forward.*

- *I model the change I wish to see in others*

- *It isn't about what we can't do. It is about what we can do.*

Future State

With **True Urgency**, how would employees behave differently? What shifts in behavior would be visible?

How would that differ from today?

The Challenge for Leaders

Treat people as they are, and they remain that way.

Treat them as though they already were what they can be, and you help them become what they are capable of becoming.

Goethe

True Urgency and Leadership Create a Mindset…

Want To

VS.

Have To

True Urgency and Leadership
Create a Mindset…

Pull
vs.
Push

"…behavior that is visible, determined, self-confident, nonblaming, passionate, and competent, behavior that tends to be highly fulfilling to the person who acts that way and that can also help urgency grow within others."

-John Kotter, *A Sense of Urgency*

FINISHED FILES ARE THE RE-
SULT OF YEARS OF SCIENTIF-
IC STUDY COMBINED WITH THE
EXPERIENCE OF MANY YEARS.

8 Step Process for Leading Change

Step 1
Establishing a Sense of Urgency

Step 2
Creating the Guiding Coalition

Step 3
Developing a Change Vision

Step 4
Communicating the Vision for Buy-in

Step 5
Empowering Broad-Based Action

Step 6
Generating Short-Term Wins

Step 7
Never Letting Up

Step 8
Incorporating Changes into the Culture

Kotter™
INTERNATIONAL

because change
is essential.

Attributes of a Guiding Coalition Member

- You are willing to spend the time necessary to make it happen and still be a high performer in your day to day job.

- You are willing to commit to attending meetings as scheduled.

- You can publicly and individually motivate others to take action.

- You are willing to work on the initiative changes identified.

- You don't care who gets the credit. You are of one mind; the successful implementation of the initiatives.

- You are not about protecting your position or your department.

- You are willing to think outside the box.

- You are open to listening to others and implementing other ideas.

- You focus on "how can we" rather than "let me tell you why we can't."

8 Step Process for Leading Change

Step 1
Establishing a Sense of Urgency

Step 2
Creating the Guiding Coalition

Step 3
Developing a Change Vision

Step 4
Communicating the Vision for Buy-in

Step 5
Empowering Broad-Based Action

Step 6
Generating Short-Term Wins

Step 7
Never Letting Up

Step 8
Incorporating Changes into the Culture

Change Vision

We are passionate about improving and saving lives worldwide. Together we act courageously operating simply and effectively as one global connected community.

Initiative 1: Employee Quality of Life

Initiative 2: Process Improvement (aka: Eradicate Waste)

Initiative 3: Data Automation and Systems Integration

Initiative 4: Customer Services Communication

Kotter™ because change is essential. INTERNATIONAL

8 Step Process for Leading Change

Step 1
Establishing a Sense of Urgency

Step 2
Creating the Guiding Coalition

Step 3
Developing a Change Vision

Step 4
Communicating the Vision for Buy-in

Step 5
Empowering Broad-Based Action

Step 6
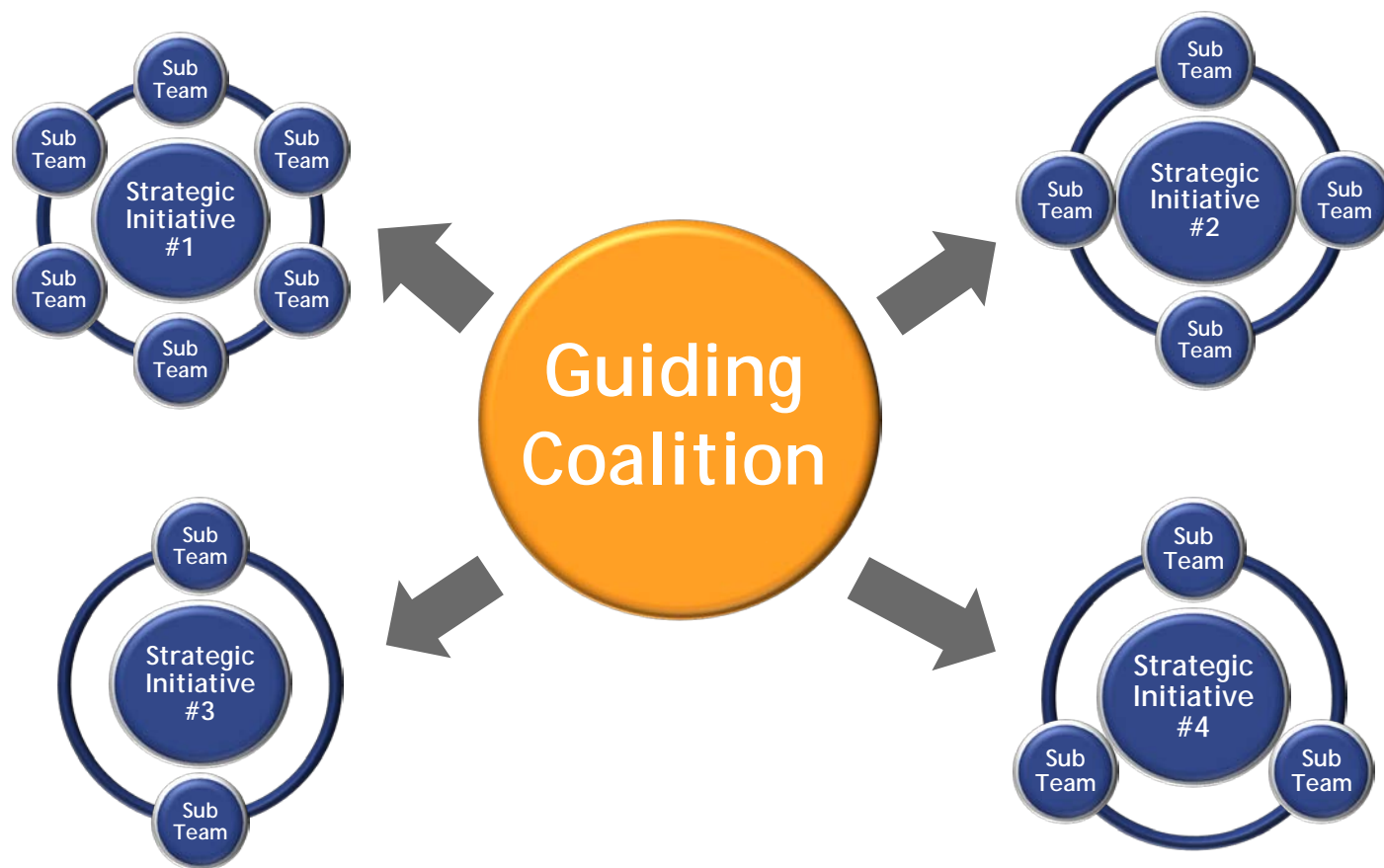Generating Short-Term Wins

Step 7
Never Letting Up

Step 8
Incorporating Changes into the Culture

Broad Involvement in Action

Next Steps For Guiding Coalition

- **Create dashboard showing all initiatives being worked**

  - Who is on each initiative team and sub team

  - List the perceived barriers

  - List the actions being taken by sub teams to get quick wins

  - List quick wins

- **Determine method of effective communication**

  - For GC, Initiatives, Sub Teams, Change Community

- **Determine schedule for meetings**

- **Determine agenda format and structure**

- **Look for ways GC members can**

  - Share best practices/lessons learned

  - Knock down barriers for other initiatives

  - Help all initiatives WIN

Next Steps For Initiative Teams

- **Create initiative teams**
  - Senior Leaders
  - Managers, Employees
  - Expertise and Passion from Urgent Change Community

- **Create clear, concise pictures for each initiative**
  - Where we are
  - Where we want to be.
    - Pictures motivate others to want to help

- **List Barriers that prevent initiatives from being successful in the culture**
  - Begin with low hanging fruit to get quick wins
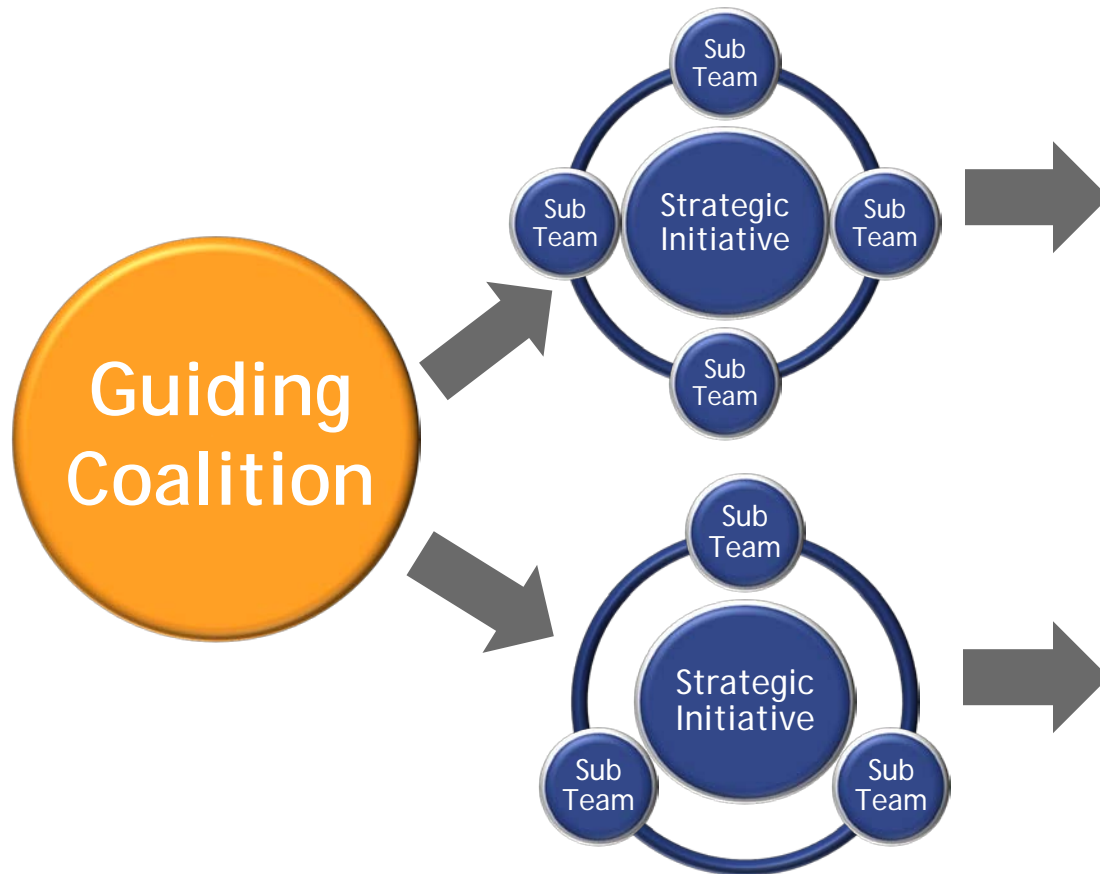 - Graduate to more difficult barriers

Next Steps For Initiative Teams

- **Resource sub teams as needed**
  - Keep motivation and urgency high
  - Knock down barriers with resources needed
- **Celebrate and reward quick wins**
  - Communicate constantly with sub-teams
  - Encourage progress
  - Look for ways to communicate wins to organization
  - Look for ways to reward individual sub team members

**Step 6
Generating Short-Term
Wins**

Kotter ™
INTERNATIONAL

because change
is essential.

Leveraging Short Term Wins

Guiding Coalition

Sub Team

Strategic Initiative

Sub Team

Sub Team

Sub Team

Sub Team

Strategic Initiative

Sub Team

Sub Team

- Capture the short term wins from the individual strategic initiatives
- Publicize them broadly and tie them back to the change vision
- Celebrate and reward the team members involved
- Keep bringing in new people, identifying barriers and demonstrating more short team wins.

8 Step Process for Leading Change

Step 1
Establishing a Sense of Urgency

Step 2
Creating the Guiding Coalition

Step 3
Developing a Change Vision

Step 4
Communicating the Vision for Buy-in

Step 5
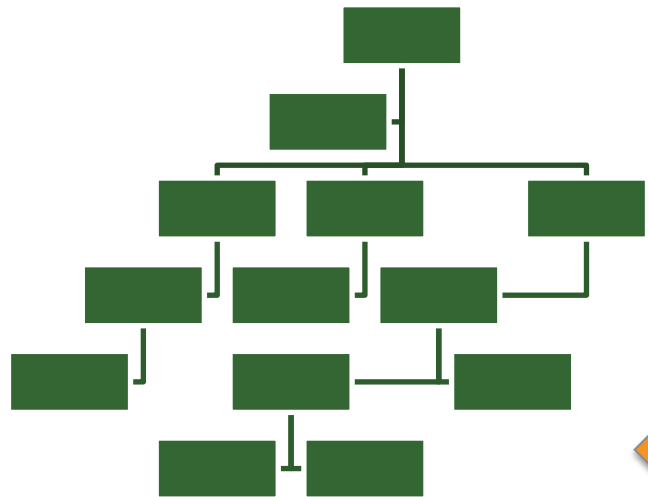Empowering Broad-Based Action

Step 6
Generating Short-Term Wins

Step 7
Never Letting Up

Step 8
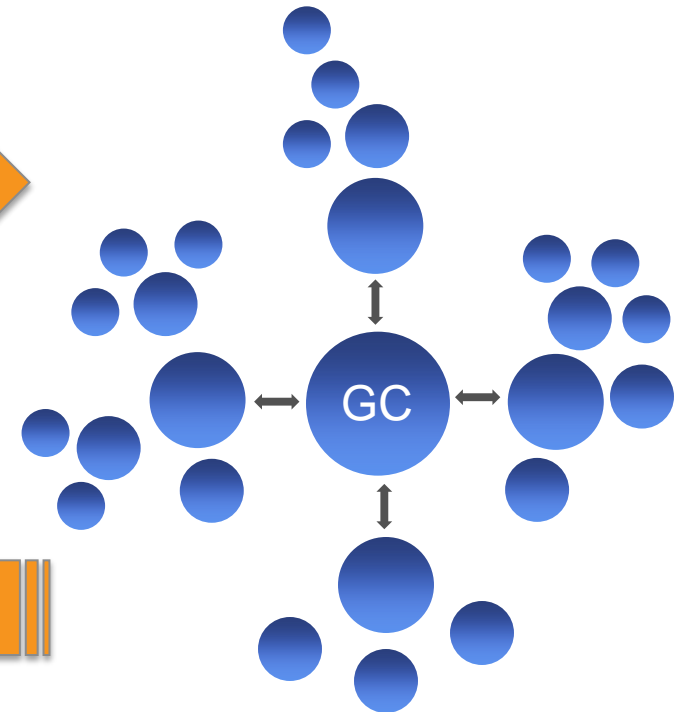Incorporating Changes into the Culture

Staying on Our "Go" Side

- Everyday spend 5 minutes asking yourself how you can support the GC and its initiatives and then take an action

- Take 5 minutes in your meetings with direct reports to give updates and reports on the actions and wins of each initiative

- If you are not receiving communication from the GC, let them know you want it so that you can support

- Look for one initiative where you have passion and want to get involved.

    - Let the initiative leaders know that you want to be involved

- Let everyone know you are involved and describe

    - How you are involved

    - The progress of the initiative team

Staying On Your "Stop" Side

- It is up to the GC to involve me

- It is now the job of the GC to make change happen

- I will wait until someone from the GC asks for my help

- I really don't think we can be successful with this change and its my job to let others know

- They are not making the changes I want so I need to "stop" them

- We got a few wins so we have reached the finish line

- If they have a problem they will call me

- Communicating the changes we are making is not part of my job

- I wasn't selected to the GC so why should I help them be successful

- My people have more important things to do than be informed and involved in making change happen

- My agenda doesn't have room to talk about change and how my agency can support

Challenges With Moving Forward From John Kotter

- The GC is up and running and it is their job to make change happen. Our job is to go back to business as usual.

- Senior Leaders lose focus on the Opportunity and supporting the GC as it works on the initiatives

- Empowering means staying involved, not to be a critic, but to support and resource

- There is a comfort zone in most organizations to let project management be the tool of choice to make change happen. It is people that make change happen, not a process

- This is about transformation. Many will want to make it a part of continuous improvement. This part of change is good. We need to improve what we have. We also need a process whereby transformation can happen.

- Urgency can get lost when the initiatives focus on details and deadlines. Senior Leadership and Directors can step in and keep urgency up and alive.

- It is too easy to under communicate what is happening.

- Communication between Senior Leaders, Directors, GC, Initiatives and Sub Teams can break down. It is imperative that it gets better and better.

Future State

What are some leadership behaviors I can exhibit beginning today that will allow me to help our opportunity be successful.

Today I learned...

What struck me is...

THANK YOU!

Kotter International
1000 2nd Avenue
Suite 3300
Seattle, WA 98104
www.kotterinternational.com