

Diploma in Leadership and Management

Lesson 6

How leaders manage
change effectively



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Leadership and change management



Communication in change management



Leading and implementing change

CHANGE MANAGEMENT

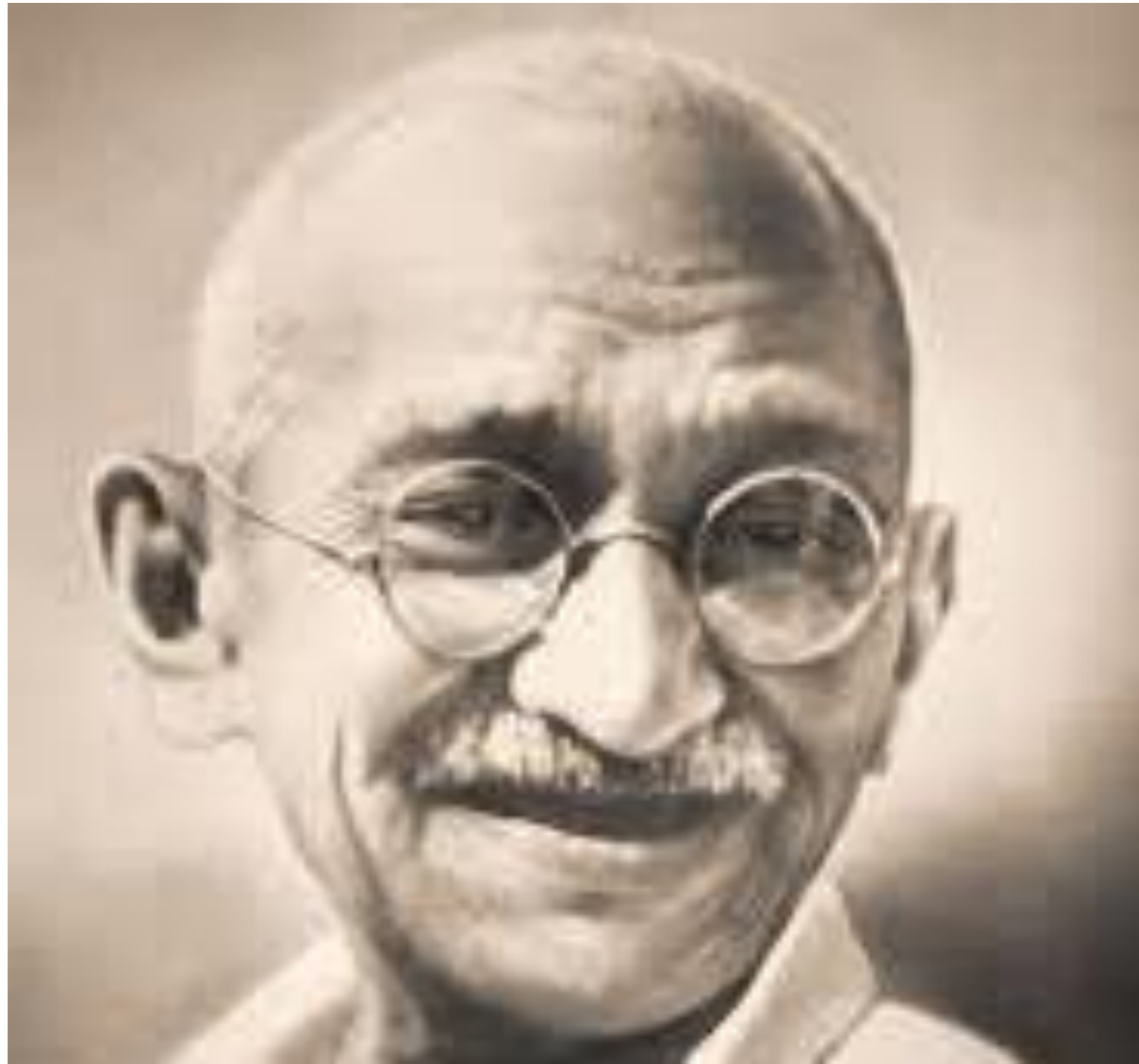
“

The greatest danger in times of turbulence is not the turbulence – it is to act with yesterday's logic

”

Peter Drucker

The difficulty with change



A woman asked Gandhi to speak with her son about eating sugar.

Gandhi asked her to come back in two weeks and said he would talk to the boy then.

In two weeks they returned, and after waiting for a couple of hours, she was able to approach Gandhi once again. Gandhi immediately spoke with the boy, who agreed to begin working to eliminate sweets.

After thanking Gandhi for his wise and compassionate words, the mother asked him why he wanted them to return instead of offering his advice the first time.

“Upon your visit two weeks ago I too was eating sugar.”

“You must be the change you wish to see in the world”

“Hell is other people” – Jean Paul Sartre

Having to change people is tough !



Organizations don't change – people do.

Two main reasons why change programs fail:

1. Senior managers don't act as a role model for change.
2. Employees in the organisation fear the change.

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

Peter Senge

Reasons for Resistance

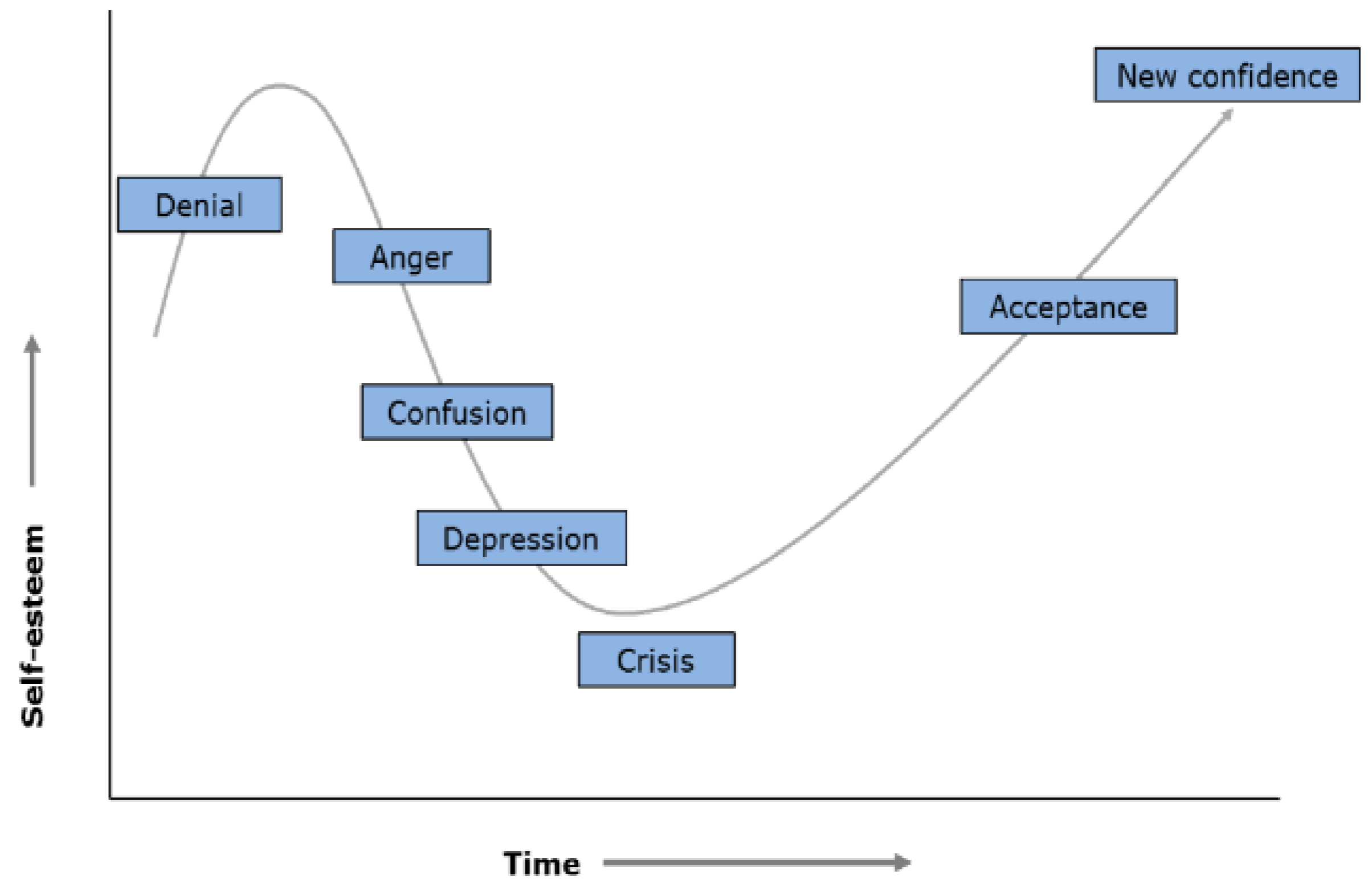
Misunderstanding the need for change

Fear of the unknown

Low trust, previous attempts at change

Poor communication and lack of consultation

Classic psychological reactions to change



What does change require from its leaders?



Have absolute clarity

- What will success look like?
- What are we trying to solve?
- What do we need to put in place to succeed?



Get Buy-in early

- Show where you are today and where you intent to be.
- Explain why change matters.
- Explain the positive impact it will have on their careers



Focus on the front line

- Front line managers must be clear from the outset on what exactly they need to do to achieve the desired objectives.
- Have a plan to overcome any barriers

Learn to motivate and inspire others

What does change require from its leaders?

Listen to feedback

- The team's voice must be heard. This will facilitate a smooth transition and gain their buy-in.
- It will also hold everyone accountable and help maintain alignment



Respond to feedback

- Gaining feedback is fine, you must also acknowledge it and act on it
- Hold regular Plan, Do, Check, Act huddles
- Leaders reflect and then act.
- Celebrate the milestones and reward !

What do leaders bring to the change table?

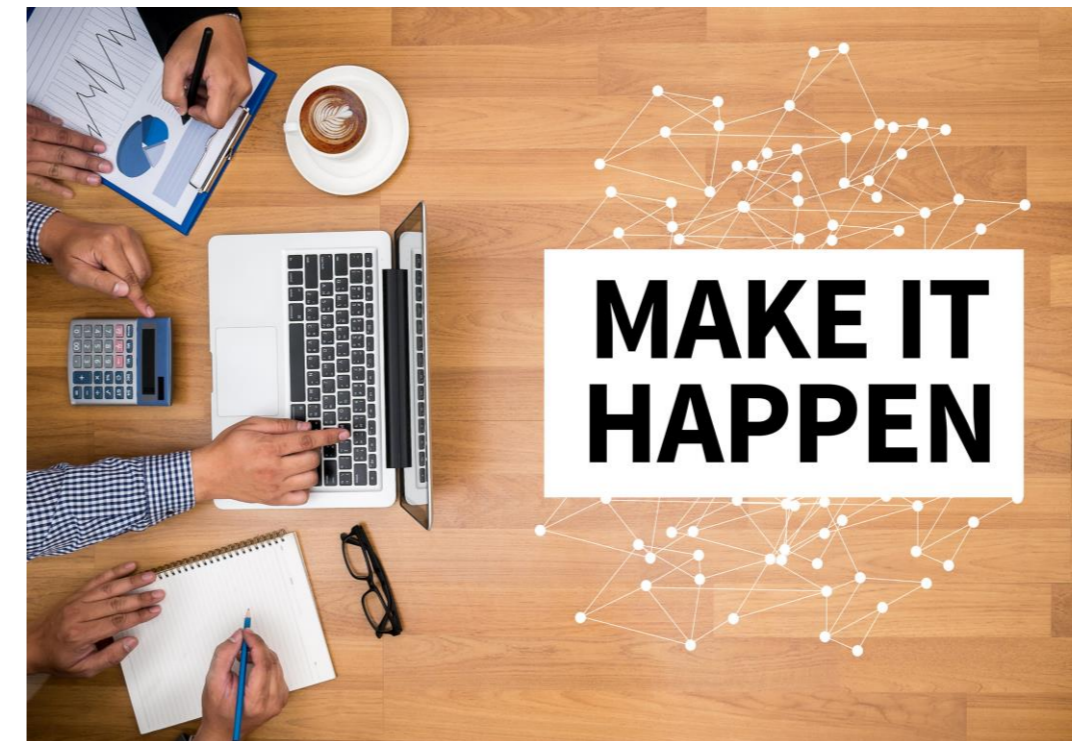
Understand the scope

Take the time to understand the changes that are taking place within the organisation.



Begin the change

Who is most affected by new business processes and requires leaders to focus on these individuals from the outset.



Decide on a course


Map out the course and each role that is being impacted.



Adjust

Use the PDCA cycle to evaluate how the change is proceeding and adjusting as necessary.





“Culture does not change because we desire to change it. Culture changes when the organization is transformed – the culture reflects the realities of **people** working together every day”.

Frances Hesselbein

Communication in leadership

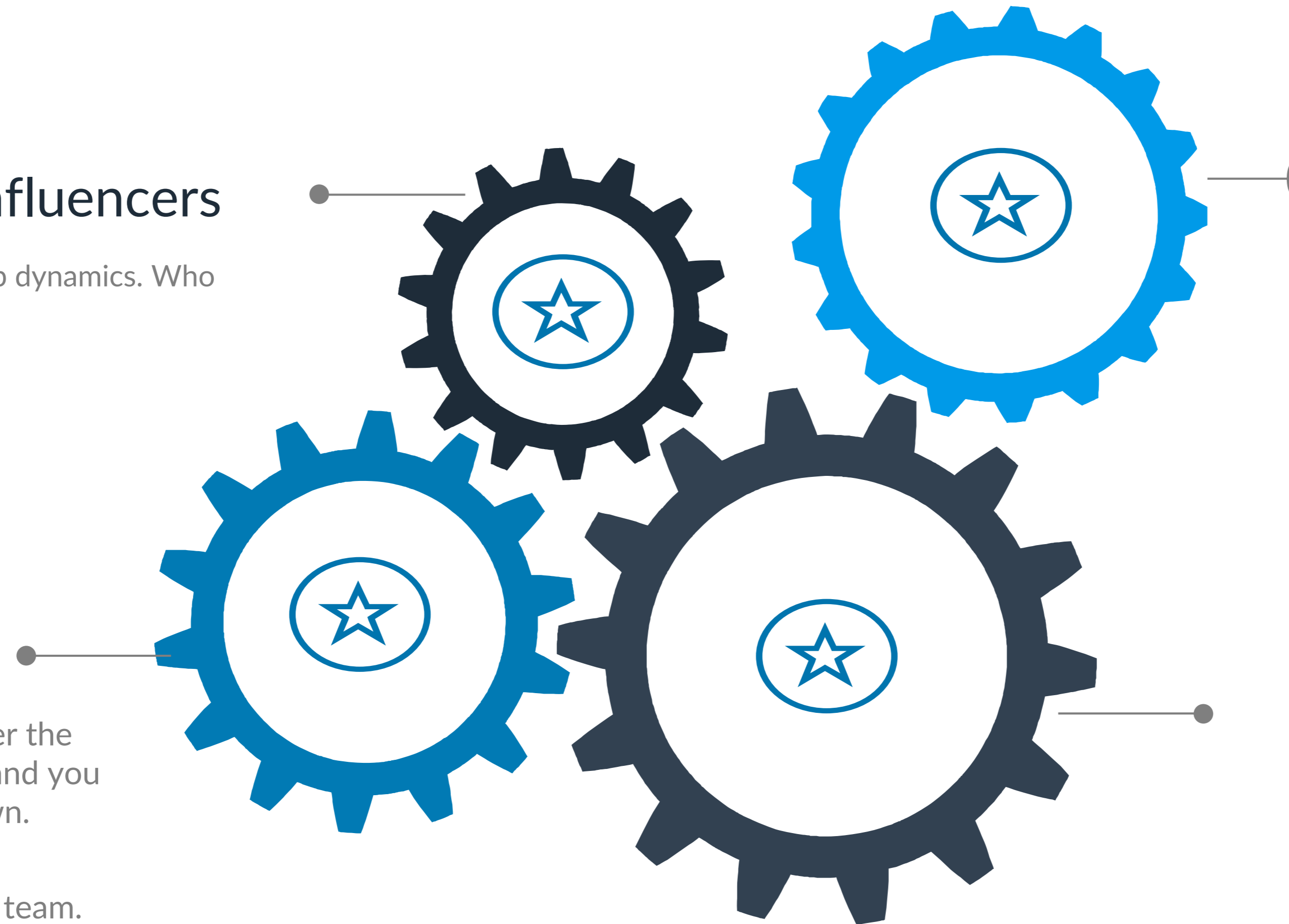
Leaders Engage

1. Leaders check-in regularly with employees.
2. Speak to the changes impacting that person.
3. Address the challenges as they arise.
4. Adjust as necessary but be yourself.



John Maxwell suggests that leaders learn to lead with compassion

Breaking down the resistance to change



1. Connect

- Start with compassion. No matter the circumstances, change is scary, and you represent that terrifying unknown.
- Get to know the people on your team. Ask them about their families, their backgrounds and their concerns.

2. Meet the influencers

- Pay attention to group dynamics. Who are the influencers?

3. Communicate

- You can't deal with resistance until you understand it,
- Don't withdraw from conflict, address it.
- Go forth boldly. Don't be afraid to make mistakes.
- Listen, correct, adapt, move on.

4. Create wins early

- Achieving an early win builds team momentum. It gives you credibility.
- Equip the leaders by providing support through coaching and mentoring programs.

Tell the story about the need for change

Vision workshop

- Create a change story together.
- Call out reasons for initiating the change.
- Adapt and tailor the story to resonate with their part of the business.



Own the vision

- Leaders need to embrace the new vision and changes, you cannot delegate.
- Be passionate about the change and guide others at every opportunity until the change is complete.
- Help your leaders see what the future look likes.

Work with the team

The Team's Voice

- Take constructive criticism
- Show the teams voice is heard

Take the time

- Let the team know that their voice is heard.
- Be patient
- Be positive walk the talk

Feedback

Criticism

Fears

Embed

Success

Signs of faltering - failure

- Get feedback early and often
- Respond to any feedback

Don't dismiss fears

- May not be accurate
- May not be grounded in reality.

Celebrate

- Leaders need to reinforce the behaviors they are looking for to support change.
- Reward effort.

Team building activities that support change



“Doing the right thing daily, compounds over time.”

John C Maxwell

Respect

- Treat all staff with courtesy and respect.
- You should be respectful for the journey they’re undertaking.

Clear expectations

- You’ve talked the vision, the strategy.
- Now you need a clear plan of action and explain how we will get the job done.

Role change

- Take each team member aside and explain what change means for them.
- Listen to their concerns.

Acknowledge

- Acknowledge when difficulties arise. It’s going to be ok.
- Reinforce the vision.
- Give feedback and **ask for help!**

Poor performance

- Change is about behaviour.
- Address poor performance from the outset.

Praise and Reward

- Celebrate success no matter how small.
- Have the team come up with milestones and when they hit them reward them.


The what and how we communicate in times of change



Leaders must learn to tell it as it is !

- Don't sugar coat the truth, learn to tell it as it is.
- Lack of details might appear that you have no plan.
- Change is hard, so be sensitive to the team feeling over-whelmed.
- When you hear silence you need to shift gears and get insight and input from the team.
- Create the conditions for engaging conversations to take place.
- Take some time out of operational time for **Green** Space and get face to face.

Leaders must be thankful and show appreciation.



“Culture does not change because we desire to change it. Culture changes when the organization is transformed – the culture reflects the realities of **people** working together every day”.

Frances Hesselbein

Changing yourself, others and the organisation

Self

- How do I deal with change?
- What is my current change challenge?
- What is my role as a change leader and what do I need to do differently? .

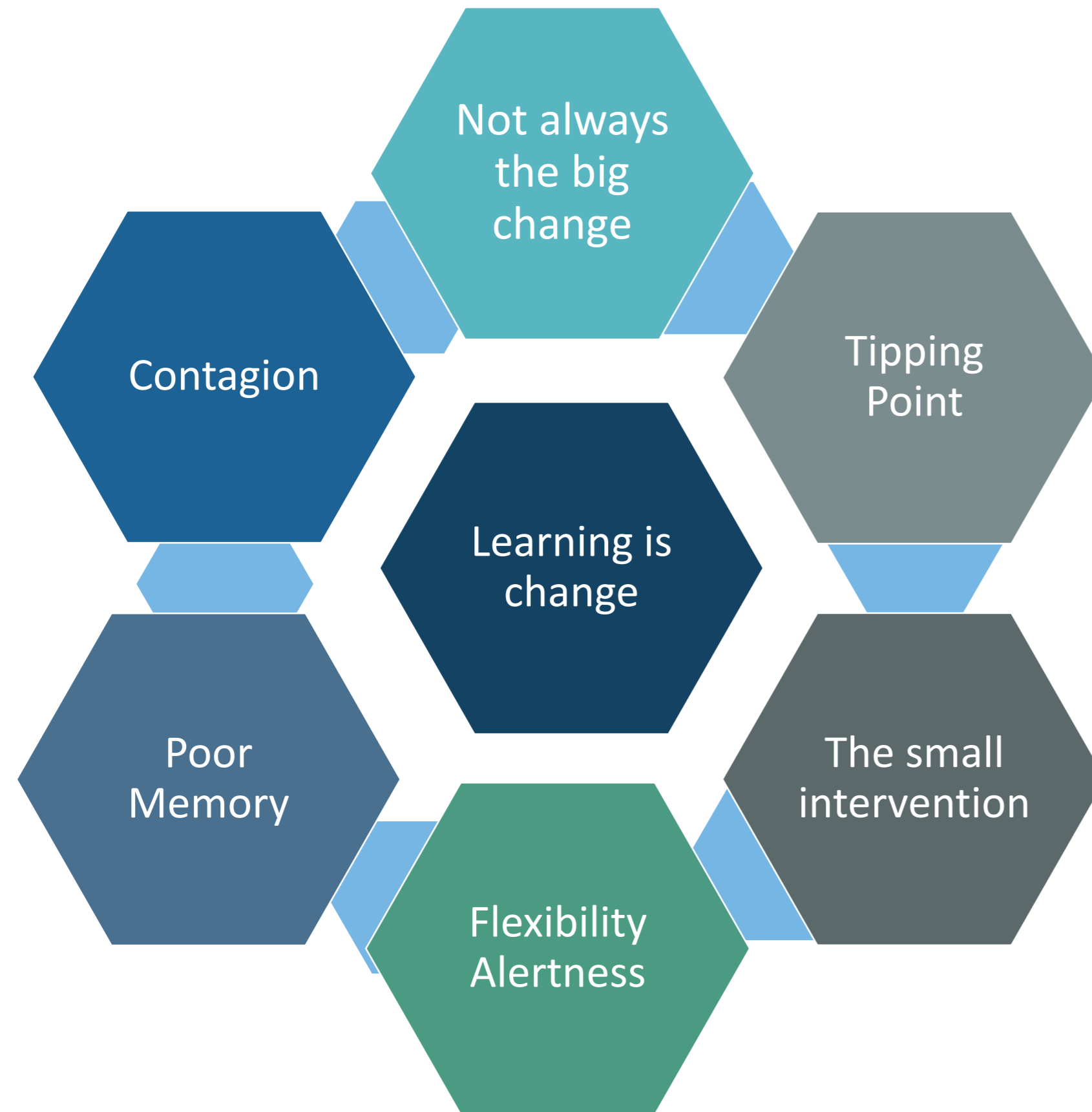
Others

- How do I help my people through change
- How do I understand—and respond to—the different perspectives, feelings, and responses people have to change
- How do I build relationships

Organisation

- How do I lead change in the context of the larger organizational culture and political realities?
- How do I forge a network of change agents throughout the organization?
- How do I influence up, down, and across the organization?

Change can come in small steps – we just need to be aware and learn



Leaders know that change comes in many forms

- Little things can produce great outcomes
- Identify the critical mass – that minimal group that cause a tipping point
- Be ready to constantly adjust, be flexible and alert.
- Look for contagion.
- Institutions have very poor memory.
- Take steps to learn through the process of change

Leaders understand that there is no silver bullet.



“People don't buy what you do; they buy why you do it. If you talk about what you believe, you will attract those who believe what you believe”.

Simon Sinek

How leaders manage change effectively

1. Leadership and change management

2. Communication in change management

3. Leading and implementing change

- Congratulations, you have now learnt how leaders manage change effectively.
- Attend all of the lessons live to ask Questions in real time and benefit the most
- We're here to help, so contact us anytime!



Lesson 6 Summary

- The next session is

“Leadership culture and the changing nature of work”.

- We look at:

- Future leadership and transformational roles.
- Operating and managing in a global and multicultural environment;
- Managing and leading virtual teams
- The challenges when managing employees working from home.

- Attend all of the lessons LIVE and your knowledge will grow



Your Next Lesson
Lesson 7
Leadership culture and
the changing nature of
work”

Course Bonus Content

Vote Now

Type the number for the topic you would like a Bonus Video on

1

Steps in leading change

2

Build and maintain engagement

3

How leaders overcome barriers to change

4

Deciding on what needs changing

Bonus Video will be added to the end of the lesson recording (after the Q&A)

QUESTION TIME

See you back for the next lesson
“Leadership culture and the changing
nature of work”.



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