Leading Organizational Change
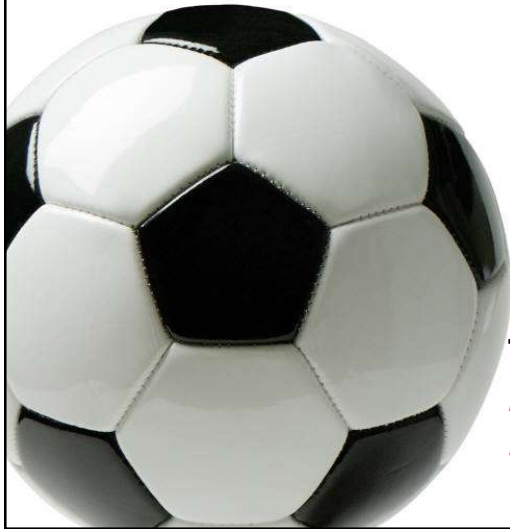
John M. Hinck, PhD

Connection

Name
Your organization
Expectation for this session

Scoring big in life means doing the things that matter most.

The story of
Professionals don't play Little kid soccer….

Agenda

Opening and Connection Before Content

Personal and Organizational Change
- Defining leadership and change
- "Framing" leadership and change

Theories of Change, Role of Leadership, and Change Plans
- Theories of change: Three Part Framework, Kotter's 8-Steps; and Theory U
- The role of leadership: Goal-oriented, Adaptive leadership, Invisible leadership

World Change Cafe
- Developing a change plan
- Gallery walk of change plans

Reflections, Identifying your "*One Next Step*" and Close
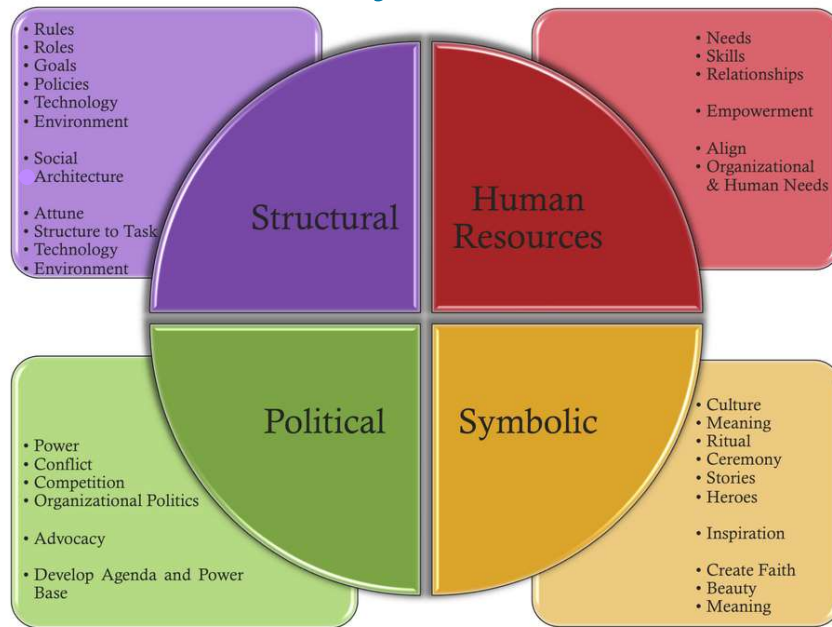
Personal and Organizational Change

Leadership is.....

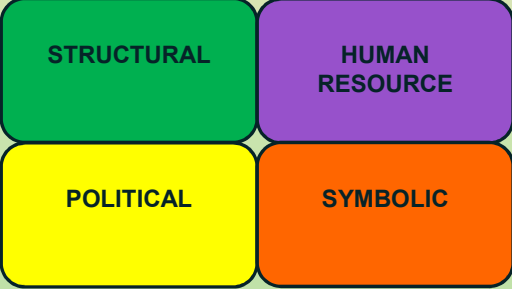In your own words, define leadership....

"Seeing Change"

In the space below, draw your concept of change....

What are your frames?

- Rules
- Roles
- Goals
- Policies
- Technology
- Environment

- Social
  Architecture

- Attune
- Structure to Task
- Technology
- Environment

Structural

Human Resources

- Needs
- Skills
- Relationships

- Empowerment

- Align
- Organizational
  & Human Needs

- Power
- Conflict
- Competition
- Organizational Politics

- Advocacy

- Develop Agenda and Power
  Base

Political

Symbolic

- Culture
- Meaning
- Ritual
- Ceremony
- Stories
- Heroes

- Inspiration

- Create Faith
- Beauty
- Meaning

Academic Leadership Frames

STRUCTURAL	HUMAN RESOURCE
POLITICAL	SYMBOLIC

Sources: Bolman, L., and Deal, T. (2013). *Reframing Organizations: Artistry, Choice, and Leadership*. San Francisco: Jossey-Bass.
Bolman, L., and Gallos, J. (2011). *Reframing Academic Leadership*. San Francisco: Jossey-Bass.
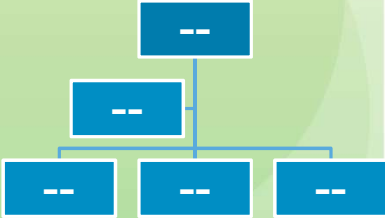
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The Structural Frame

"Scientific" Model, based on Industrial/Labor Format

CHARACTERISTICS OF THE LEADER

- Structure their work.
- Structure their organizations.
- Structure the change process.

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The Human Resource Frame

People-centered model, emphasizing personnel practices, professional development, mutual benefit.

CHARACTERISTICS OF THE LEADER

- Emphasize communication.
- Promote "empowerment."
- Form teams for collective evaluation and action.
- Provide support, coaching, and care.
- Focus on hiring the right people.

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The Political Frame

View of organization as a "complex web" of individual, group, external, and often mutually-exclusive interests.

CHARACTERISTICS OF THE LEADER

- Establish agendas.
- Map the political terrain of interest groups and issues.
- Network and forge coalitions.
- Bargain and negotiate.

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The Symbolic Frame

A perspective that emphasizes meaning, belief, and faith, in a value-based approach to organizational culture.

CHARACTERISTICS OF THE LEADER

- Build on the past in developing a future vision.
- Lead by example.
- Construct an "heroic narrative."
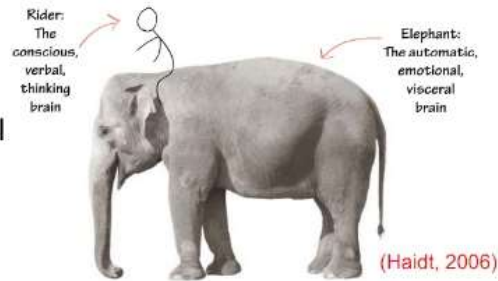- Tell the story.
- Leverage the power of ceremony and ritual.

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Theories of Change
Role of Leadership
Creating a Change Plan

One brain, two minds

- Elephant = impulsive mind
- Rider = Rational mind
- Path = the environment

Rider: The conscious, verbal, thinking brain

Elephant: The automatic, emotional, visceral brain

(Haidt, 2006)

Willpower is the strength of the rider

Three Part Framework for Change
(Heath & Heath)

- Direct the Rider
  - Provide crystal-clear direction
  - What looks like resistance is often a lack of clarity

- Motivate the Elephant
  - Everyone is both a rider and an elephant so you need to find the feeling
  - What looks like laziness is often exhaustion so shrink the change (small wins)

- Shape the Path (change the situation)
  - Identify and remove barriers such as workflows, systems, habits
  - Rally the herd: Define change as real work and dedicate time and resources, apply social pressure, and spotlight early success.

Kotter: Why Change Efforts Fail

1. Allowing too much complacency
2. Failing to build a substantial coalition
3. Understanding the need for a clear vision
4. Failing to communicate the vision
5. Permitting roadblocks against the vision
6. Not planning and getting short-term wins
7. Declaring victory too soon
8. Not anchoring changes in the corporate culture

1. **Allowing Too Much Complacency**: Too much past success, lack of a crisis, low standards, insufficient feedback loops.

2. **Failing to Create a Guiding Coalition:** This does not just mean the CEO/ED. Does not have to include all senior leaders, but the group must be powerful in nature (formal power, expertise, charisma, thought leaders)

3. **Underestimating the Power of Vision:** Without a clear and sensible vision change efforts can devolve into meaningless lists/projects that go nowhere specific.

4. Under Communicating the Vision by a Power of 10:
Change can require sacrifices but people won't agree to sacrifice unless they feel the benefits of the change are sufficient and that the change effort is reasonably possible.

Three communication patterns that doom you:

1. Great vision but very little communication (people are surprised when they hear about the change).

2. CEO/ED makes lots of speeches and communicates broadly, but managers are silent or not part of the communications plan.

3. Lots of good communication but high level leaders behave in ways that do not support the mission (breeds cynicism).

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5. Permitting Obstacles to Block the New Vision:
Change efforts will fail if there are too many barriers in the way.
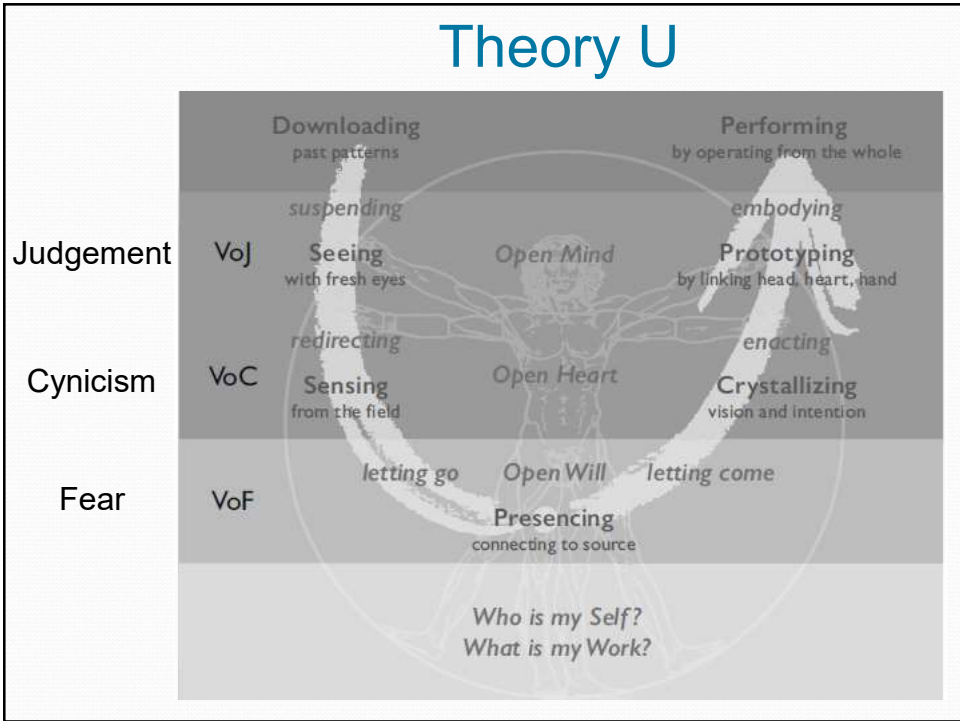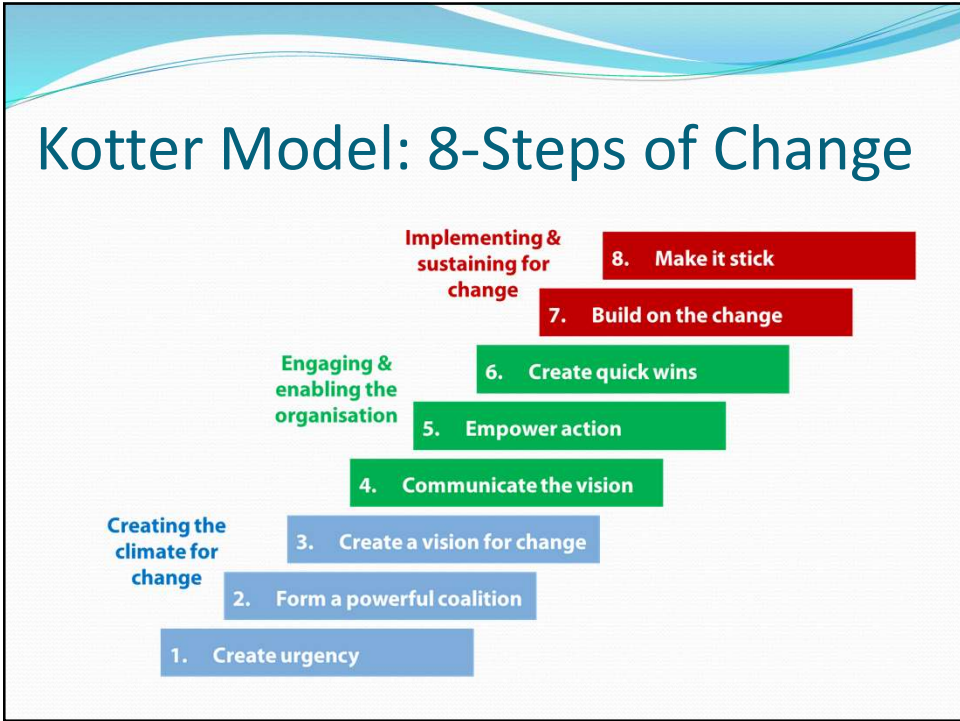
6. Failing to Create Short Term Wins:
Think both short-term and long-term. This is different from hoping for short term wins. Leaders should actively look for ways to create wins.

7. Declaring Victory too Soon:
Celebrating a win is fine, but don't suggest the job is done if there is more work to do.

8. Not Anchoring the Change in the Corporate Culture:
Tie the changes into policies, rituals, artifacts.

Kotter Model: 8-Steps of Change

Theory U

Rank the change models...

Goal-oriented leadership
(leader influences others toward achieving a vision or accomplishing identified specific outcomes)

Adaptive leadership
(leader identifies adaptive challenge, closes gaps between values, and gives work back to the people)

Invisible leadership
(the role of leadership can be taken up by anyone as the group rallies around a common objective

Welcome to the World Change Café
Creating Change Plans

1) *Create*. Individually, develop a concept/plan for change plan in your organization.

2) *Develop*. Each round is prefaced with two questions specially crafted to develop, challenge, and further grow the concepts.

3) *Harvest*. As needed, individuals are invited to share insights or other results from their conversations with the rest of the people at their table. When done, hang the posters/products and make connections. Discuss the similarities, differences, convergence, and divergence.

4) *Horizon*. What is the next step? Where are you in the future?

Create

Round 1: Draw change needed in organization

Develop / Harvest

Round 2: What's the purpose for change?
          What is the vision or endstate?

Round 3: What are key relationships?
          Where is the resistance/challenges?

Harvest / Horizon

Round 4: Hang pictures / Connections / Next Step

Reflections and Closing

One word closeout....
One word which captures
what you are sitting with...

Thank you!

John M. Hinck, PhD