

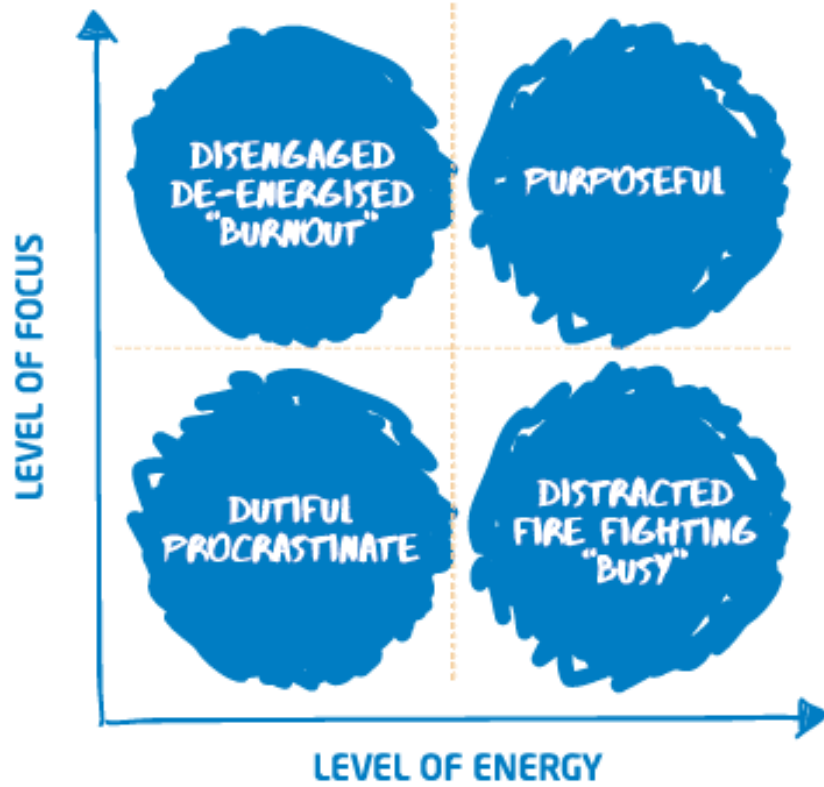
General Optical

Workshop 4 – Leading in Change

Outline

- Conscious Practice review
- High Performing Teams
- My Team
- Leading in Change
- Reactions to change
- Keeping control
- What helps / hinders others
- What can I do as a manager?
- Conscious Practice

BUSY MANAGER



- Ghoshal & Bruch
HBR Feb 2002

LEADER / MANAGER / OPERATOR



FOUR ENERGIES OF LEADERSHIP

PHYSICAL **PQ**

Gestures
Stamina
Physicality
Tone
Voice
Motion
Volume

AGGRESSIVE

INTELLECTUAL **IQ**

Thinking
Formality
Debating
Structure
Eloquent
Rational
Logical

OPINIONATED

EMOTIONAL **EQ**

Openness
Passion
Vulnerability
Listening
Relationships
Rapport
Empathy
Trust

MANIPULATIVE

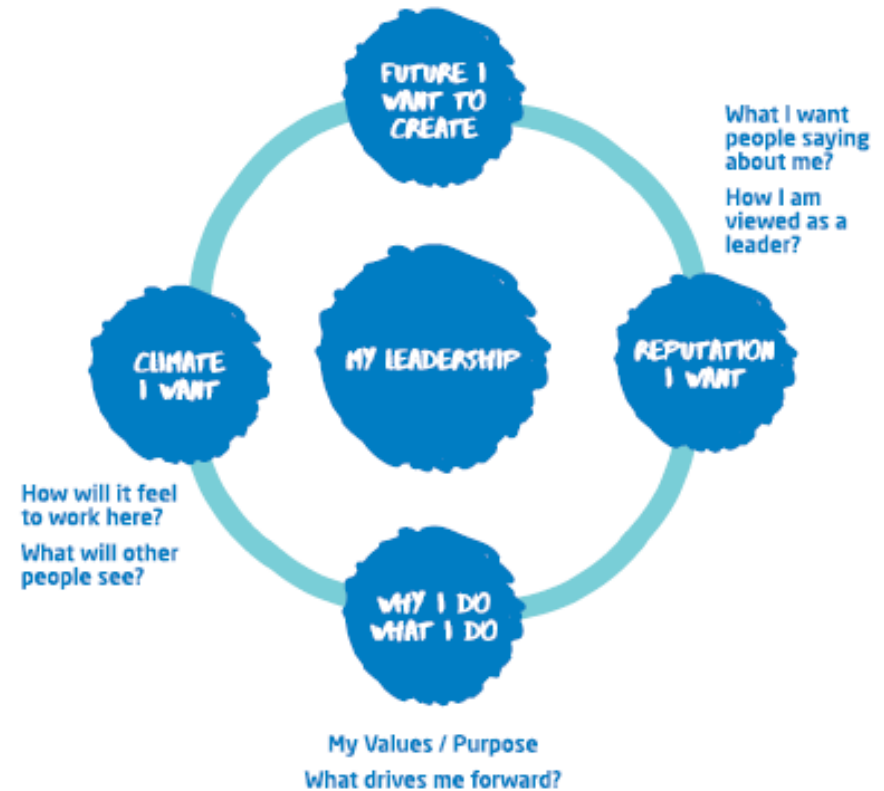
SPIRIT **SQ**

Higher purpose
Stillness
Calm
Resolute
Vision
Possibility
Belief
Meaning

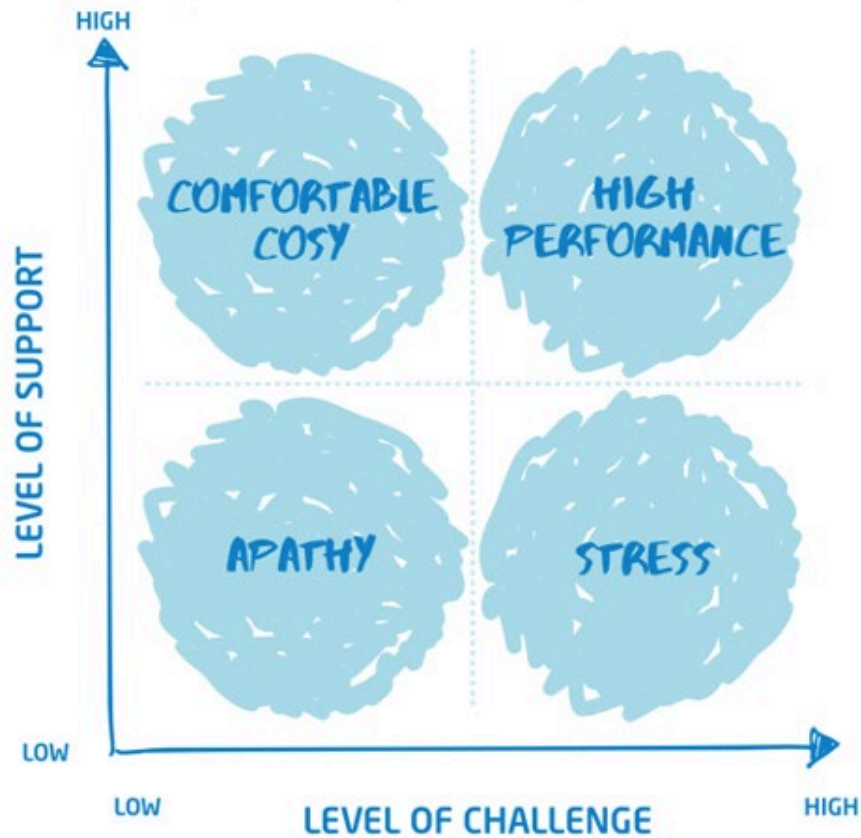
ZEALOT

LEADERSHIP map

What will success look like?
How will we know when we get there?



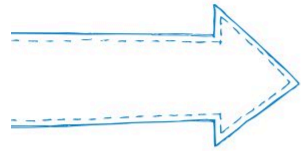
SUPPORT AND CHALLENGE



LISTENING LEVELS

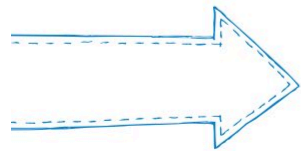


Best Self

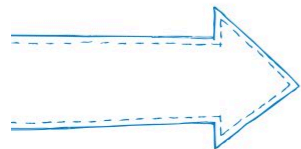


Think of a time when you were most purposeful:

- ★ Describe what happened
- ★ Which of the 4 energies did I use?
- ★ What impact did I have on others?
- ★ How did it feel?
- ★ How did this fit with what I care about?
- ★ What results were achieved?



Speak from 'I'



Dare to boast

PLAYING TO
AVOID LOSING

PLAYING TO
WIN

Angry
Aggressive
Righteous
Controlling
In the detail



Make it happen
On the front foot
Driving
Buzzing
Confident

Withdrawn
Quiet
Playing safe
Deferring
Isolated



Calm energy
Peaceful
Reflective
See big picture
Grace under pressure

SELF LIMITING beliefs

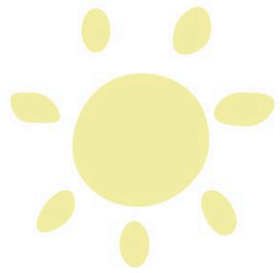
Example: Self limiting belief is about senior people/hierarchy



SELLING the 'why'

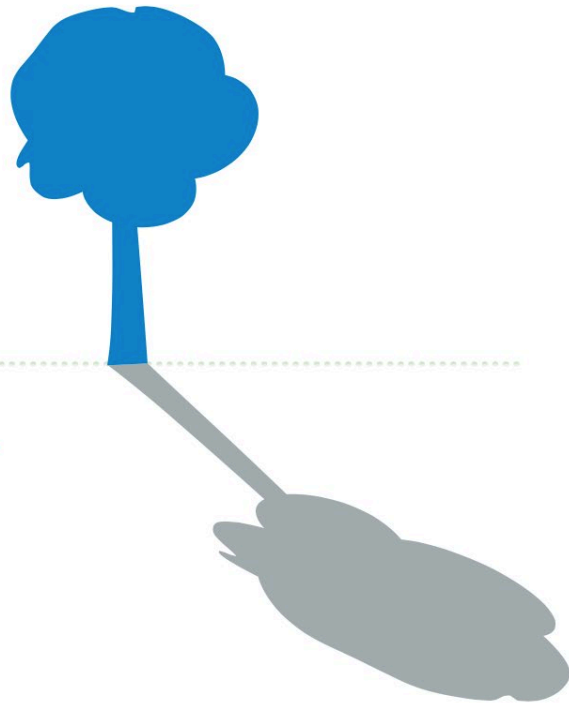
INDIVIDUALLY

- ★ What is the future you want to create for your team?
- ★ What will it look like / feel like when you achieve it?
- ★ How will you get there?
- ★ How will you know when you have arrived?
- ★ Why does it matter to you?
- ★ Why should it matter to your team?



THE SHADOW I CAST...

MY
LEADERSHIP
BEHAVIOUR



HOW IT 'LANDS'
ON OTHER
PEOPLE

ENGAGEMENT LADDER



I make it my idea

"Great idea, count me in, glad we're doing it, I'll champion it"

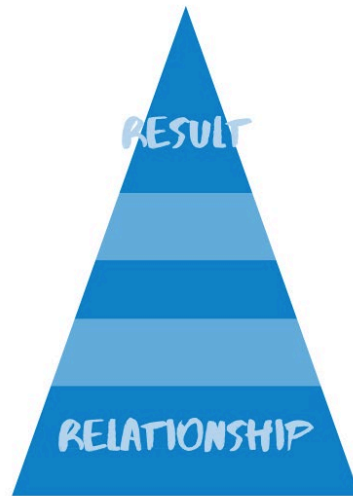
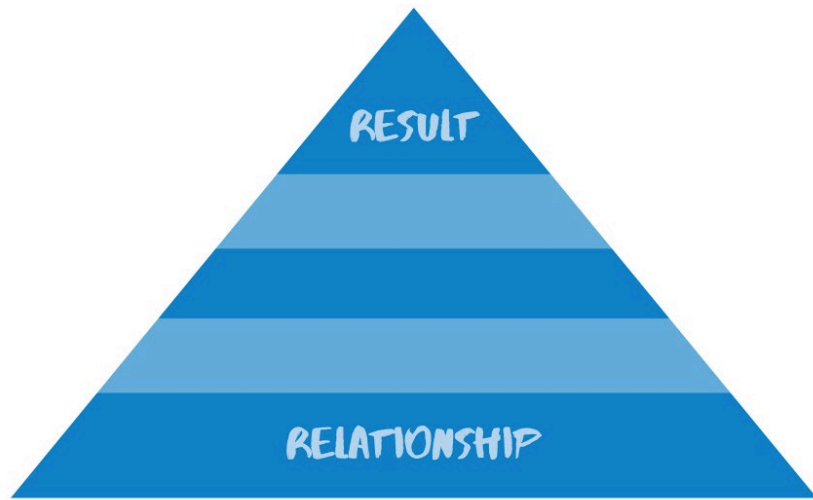
Go along with it, do what is required, little ownership
"You're the boss"

"You can tell me, I will do it" – don't expect enthusiasm

Not willing to invest energy
"Why should I?"

Don't agree with it
Will challenge / sabotage

No relationship
"Why are they doing this?"



Types of RELATIONSHIP



Create/Design:

- ★ make a connection
- ★ common ground
- ★ what is important to them?



Build/Grow:

- ★ How will we work together?
- ★ What do we both need?



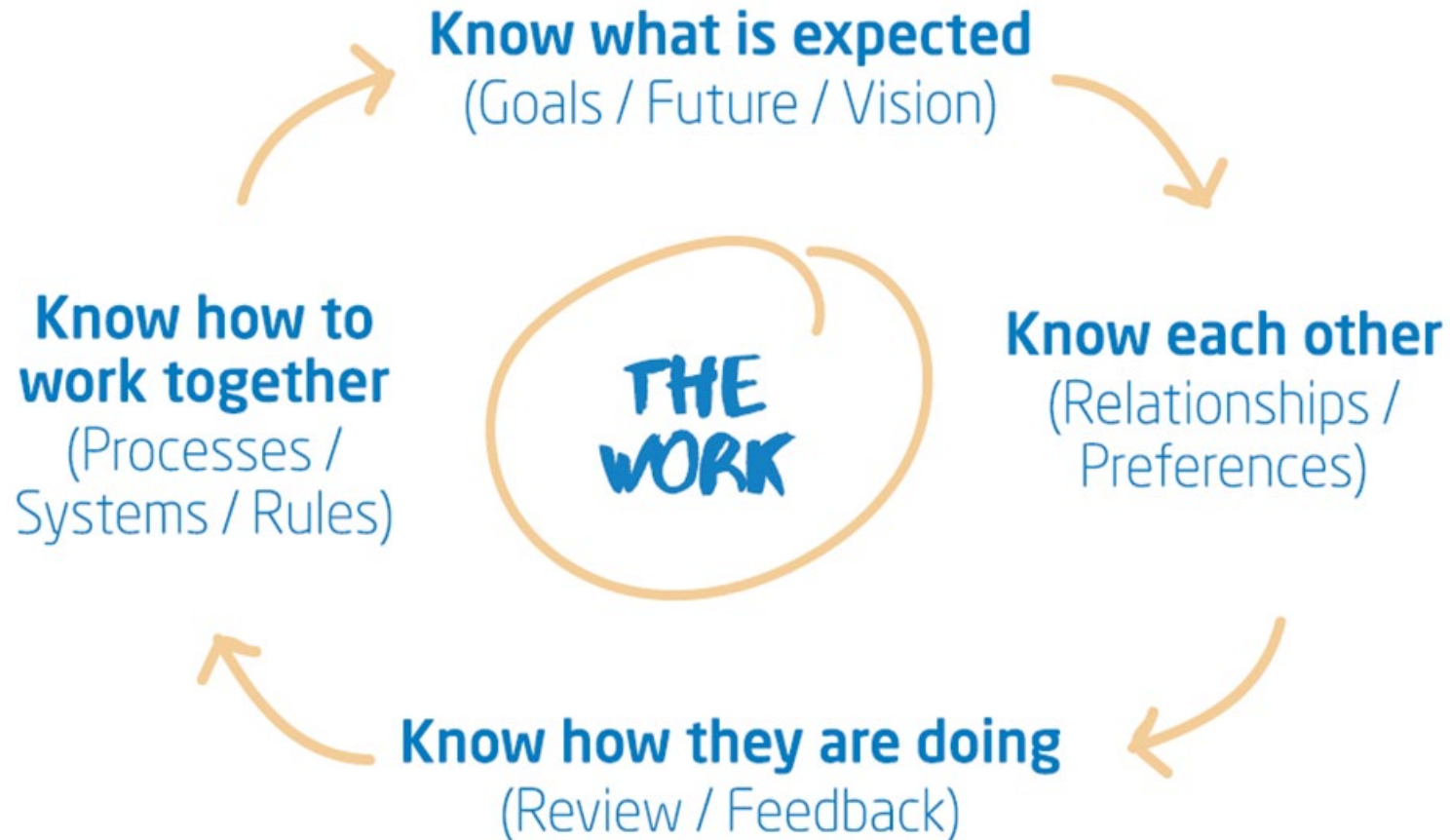
Repair:

- ★ acknowledge the past
- ★ state you want to move on
- ★ co-create the future

Conscious Practice Review

- Any changes to my sea?
- What have I noticed since our last session
 - My leadership style
 - Leader / Manager / Operator
 - Playing to win or just to survive?
 - Levels of engagement
 - Building relationships
- Any successes / failures?
- Anything I could have done differently?

Fast Performing Teams



Fast Performing Teams

Exercise

- Share your team scores and why
- What's missing in each to make it a 10?
- Where do you most need to focus?

A photograph of a desk setup. In the foreground, a white paper cup filled with coffee and a brown paper sleeve is on the right. To its left, a stack of papers is on the desk, with a wooden pencil resting on top. The background is softly blurred, showing a white mug and a window with light coming through. The word "Break" is centered in the middle of the image in a large, black, sans-serif font.

Break

A long-exposure photograph of a highway at night, showing light trails from cars and city lights in the distance. The image has a strong sense of motion and depth, with the road curving into the distance. The text is centered over the image.

“However fast the rate of change right now, this will be the slowest in your lifetime”



Living in a
VUCA world



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— LEADING FOR A CHANGING WORLD —

+

HOW WELL CAN YOU PREDICT THE RESULTS OF YOUR ACTIONS

COMPLEXITY

Characteristics: The situation has many interconnected parts and variables. Some information is available or can be predicted, but the volume or nature of it can be overwhelming to process.

Example: You are doing business in many countries, all with unique regulatory environments, tariffs and cultural values.

Approach: Restructure, bring on or develop specialists, and build up resources adequate to address the complexity.

AMBIGUITY

Characteristics: Causal relationships are complexly unclear. No precedents exist; you face “unknown unknowns.”

Example: You decide to move into immature or emerging markets or to launch products outside our core competencies.

Approach: Experimental. Understanding cause and effect requires generating hypothesis and testing them. Design your experiments so that lessons learnt can be broadly applied.

—

—

HOW MUCH DO YOU KNOW ABOUT THE SITUATION

+

VOLATILITY

Characteristics: The challenge is unexpected or unstable and may be of unknown duration, but it's not necessarily hard to understand; knowledge about it is often available.

Example: Prices fluctuate after a natural disaster takes a supplier off-line.

Approach: Build in slack and devote resources to preparedness – for instance, stockpile inventory or overbuy talent. Those steps are typically expensive; your investment should match the risk.

UNCERTAINTY

Characteristics: Despite a lack of other information, the event's basic cause and effect are known. Change is possible but not a given.

Example: A competitor's pending product launch muddies the future of the business and the market.

Approach: Invest in information – collect, interpret, and share it. This works best in conjunction with structural changes, such as adding information analysis networks that can reduce ongoing uncertainty.

CHANGE has changed

Leading in
change

- ★ Change now a continuous state
- ★ Rate and amount of change accelerating
- ★ Types and complexity of change increasing
- ★ **Limited/no periods of recovery or return to 'normality'**
- ★ **Paradox - managing the status quo *and* managing the change**



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Change

- Let's get a sense of how much change we've seen in last 12 months?
- In work
- Outside work



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CHOSEN OR IMPOSED CHANGE

Leading in
change

CHOSEN CHANGE

People who choose a change, see change as:

- ★ A conscious considered decision
- ★ Timely and necessary
- ★ Exciting
- ★ Solving problems
- ★ Providing new opportunities

IMPOSED CHANGE

People who have change imposed upon them, see change as:

- ★ Arbitrary and out of control
- ★ Sudden or abrupt
- ★ Potentially threatening
- ★ Creating problems
- ★ Disrupting routines and procedures

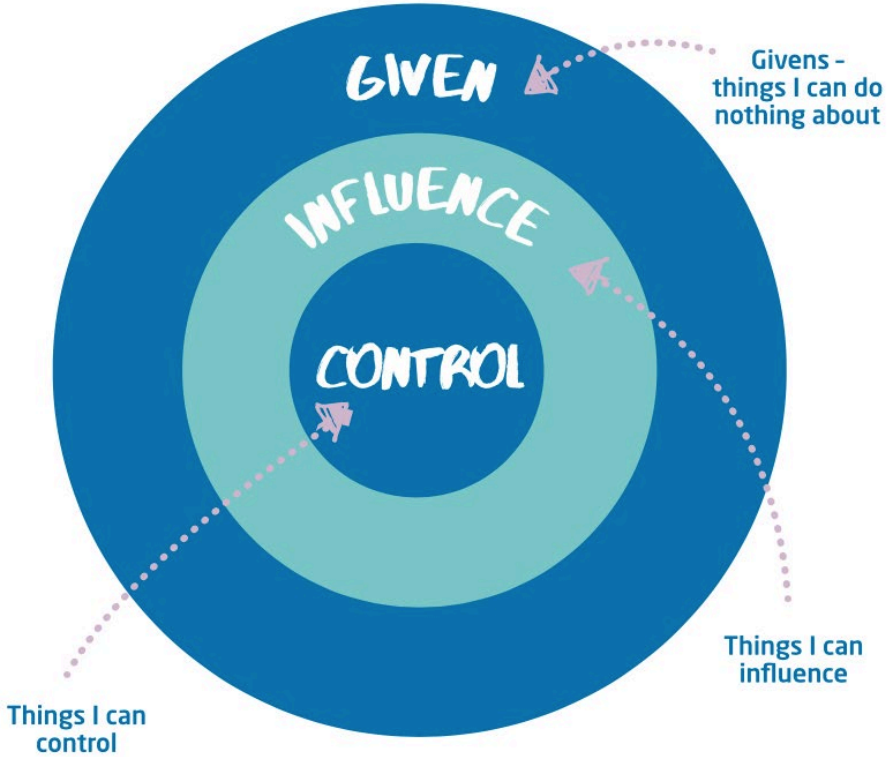


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CONTROL, Influence & GIVENS

Leading in
change



Leading in
Change

Exercise – individually

- Write down your ‘3am list’
 - All your current issues and challenges
- Categorise them as:
 - **Control** – I can directly do something about this
 - **Influence** – I can use my influence to affect this
 - **Given** – I can do nothing about this



Leading in
Change

Exercise – in pairs

- Share your list
- Coach your colleague to move closer to the centre
 - What is in their influence ?
 - What can they control?

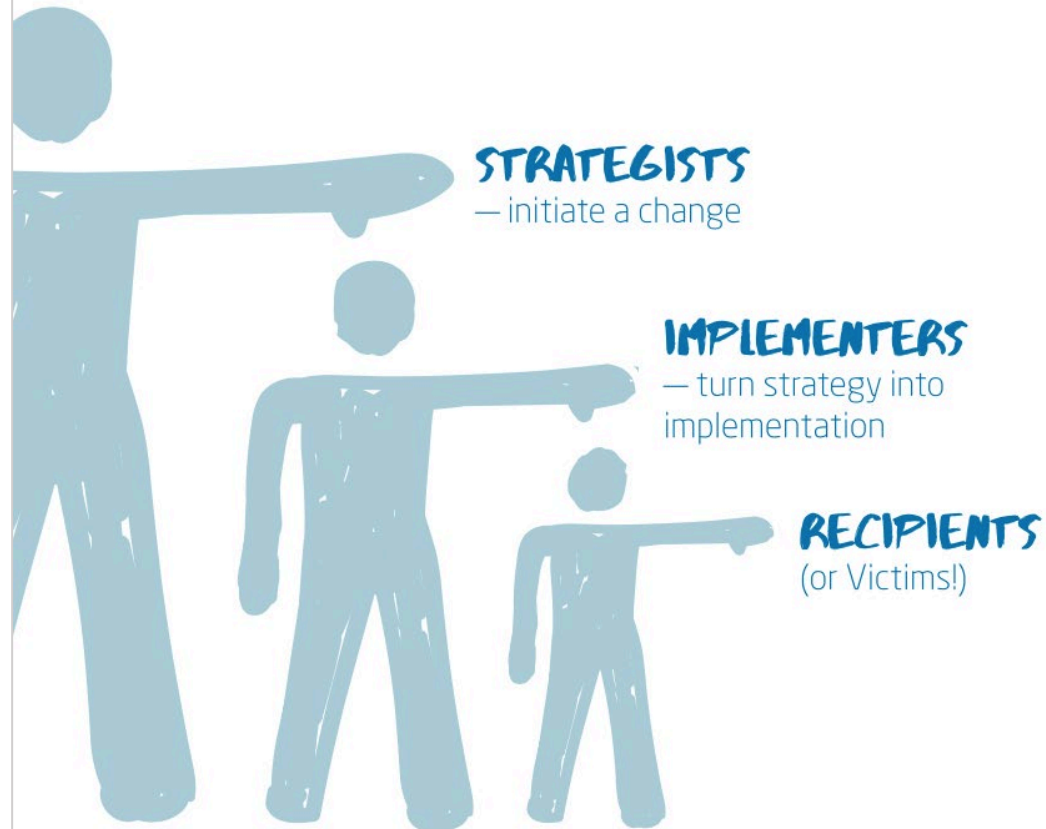


Control in
change



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WHICH ROLE AM I IN?



A photograph of a desk setup. In the foreground, a white paper cup filled with coffee and a metal straw sits on a light-colored surface. To the left, several sheets of white paper are scattered, with a wooden pencil resting on them. The background is softly blurred, showing a white container. The word "Break" is centered in the image in a large, black, sans-serif font.

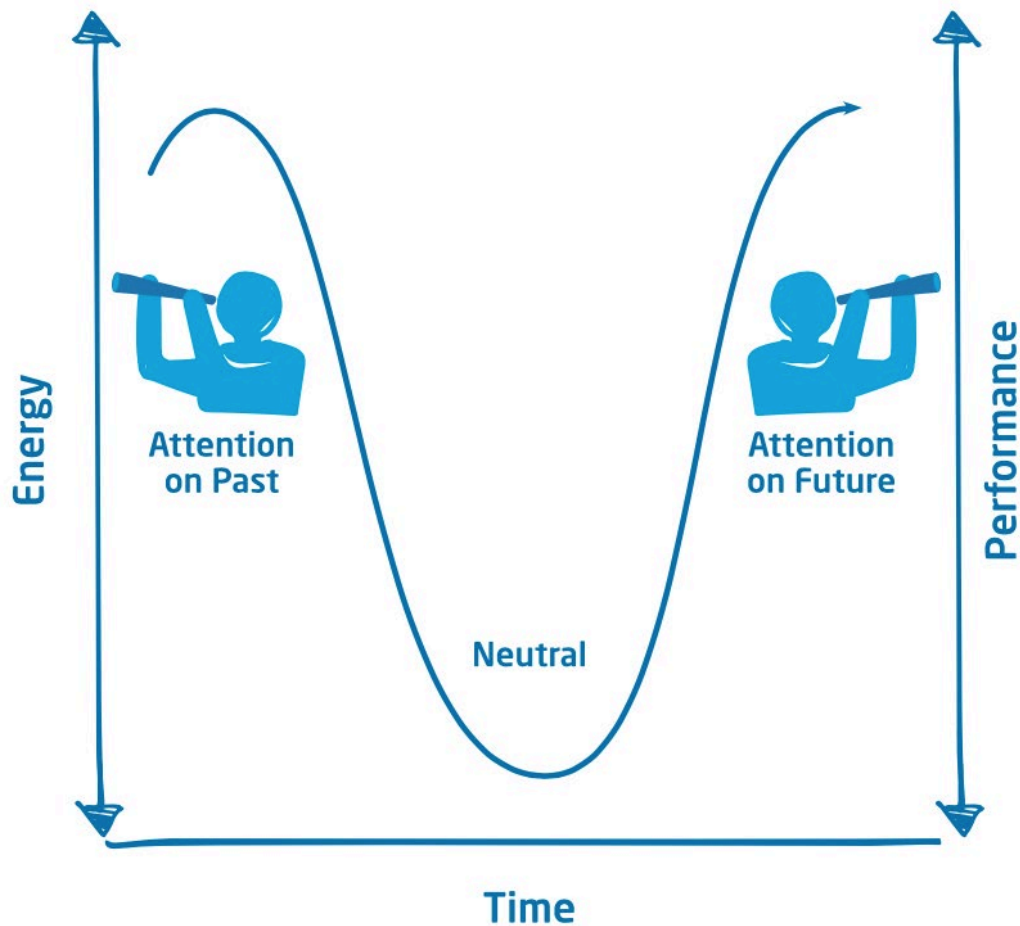
Break

Leading in
change

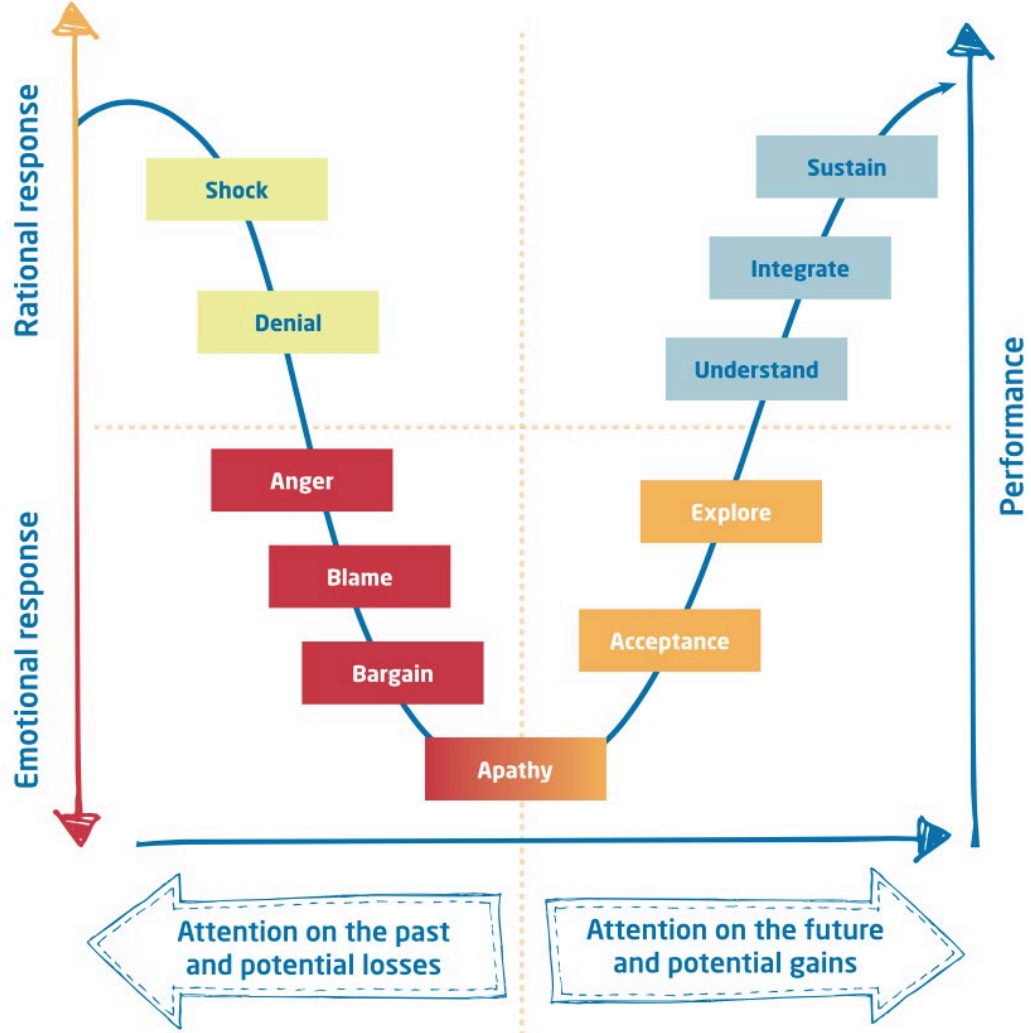


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CHANGE transitions



HUMAN RESPONSE TO CHANGE CYCLE



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change



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WHAT HELPS & HINDERS

IN PAIRS

- ★ Using the curve share your story of a recent or memorable imposed change – home or work

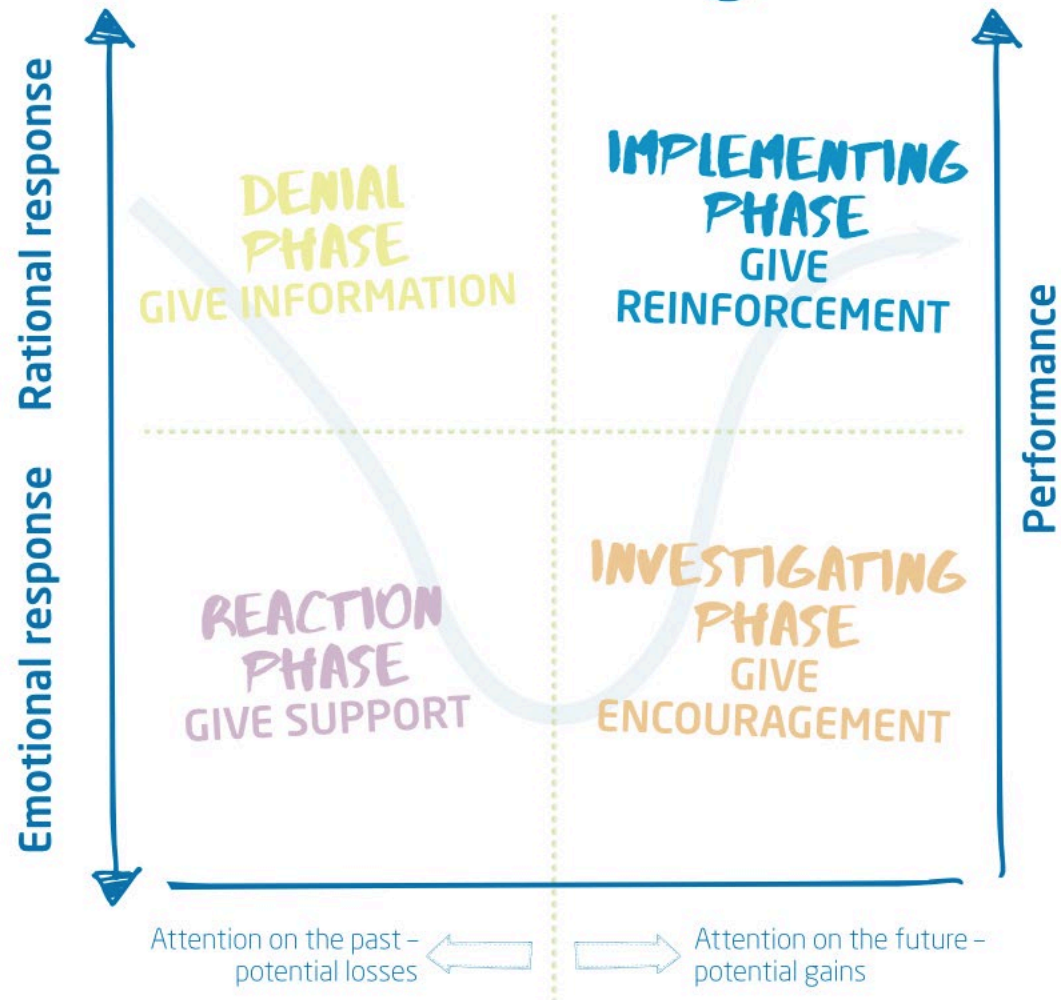
PARTNER

- ★ Listen and question to explore what helped them move through the curve & what hindered or sent them backwards
- ★ Won't be sharing the story – just the Helps & Hinders



HUMAN NEEDS in change

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1. Denial Phase – Give information

Shock

Threat

Little
reaction

Mismatch

Denial

Slower

Processing

Enablers

- Give visible support
- Provide information clearly, honestly, compassionately and consistently
- Provide facts, with gentle repetition
- Assist with support networks
- Link to business drivers

Derailers

- Hit people over the head with the truth
- Push for acknowledgement (this intensifies denial)
- Mixed messages

2. Reacting phase – Give Support

Anxiety

Confusion

Testing

Anger

Blame

Bargain

Apathy

Sadness

Resistance

Enablers

- Listen
- Acknowledge the feelings of those in resistance, acknowledge the losses
- Provide time (as the situation allows)
- Provide facts, be consistent, be honest
- Be empathetic
- Identify areas of stability

Derailers

- Argue
- Ignore
- Provide reasons why they should not feel the way they feel
- Tell them this is good for them
- Push exploration that results in denial
- Dump own reactions on team

3. Investigating phase - Give encouragement

Energy

Interest

Explore

Testing

Recycling

Future-orientation

Enthusiasm

Enablers

- Create opportunities to explore new possibilities
- Make gains tangible
- Reward exploration
- Use participative decision making to restore a sense of control
- Outline pros and cons of new possibilities

Derailers

- Push choices
- Rush choices
- Punish mistakes
- Overestimate or misrepresent future options

4. Implementing Phase – Give reinforcement

Routines

Learn

Risk

Creativity

Control

Comfort

Complacent

Enablers

- Clarify desired outcomes
- Reward effective performance
- Support risk taking and innovation
- Encourage communication
- Get out of the way

Derailers

- Micro-manage
- Change the ground rules
- Control choices
- Punish mistakes
- Limit participation
- Rush on to the next change without sustaining the present

Leading in
change

MY LEADERSHIP in Change

ENABLING OR DERAILING?

When I meet others in change

- ★ What do I do now?
- ★ Where do I need to adjust
- ★ Do more of? Do less of?



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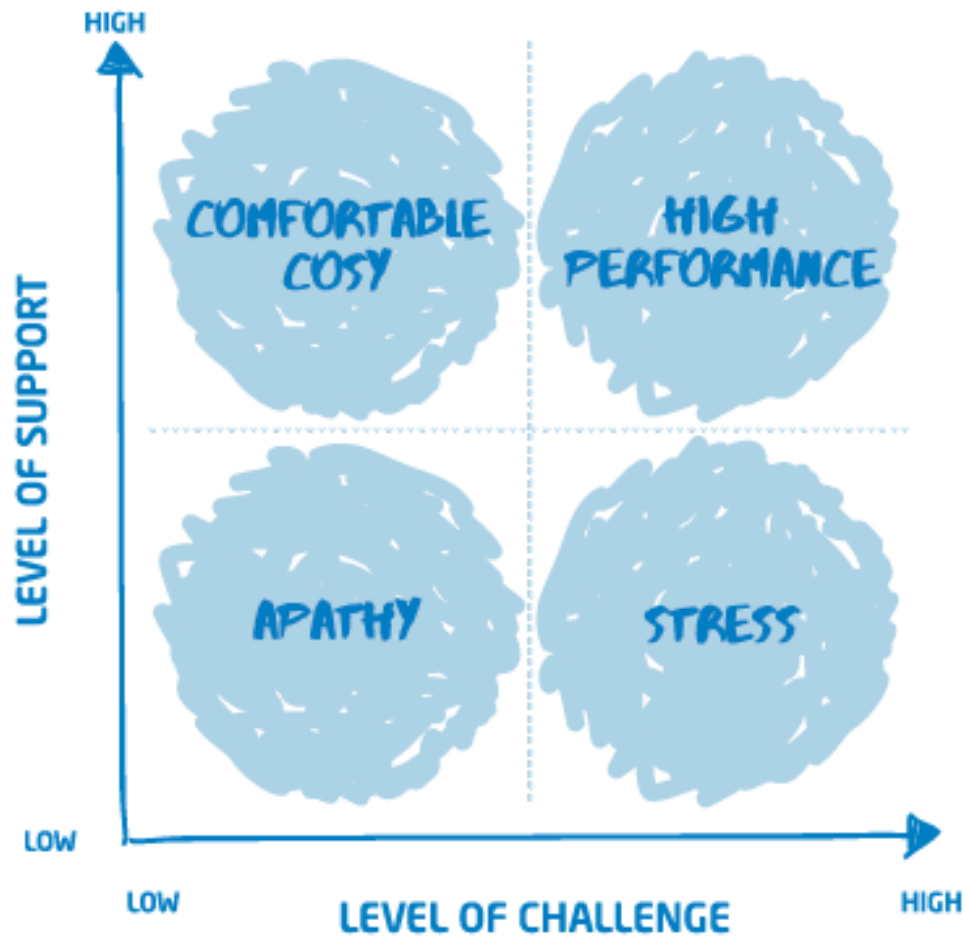
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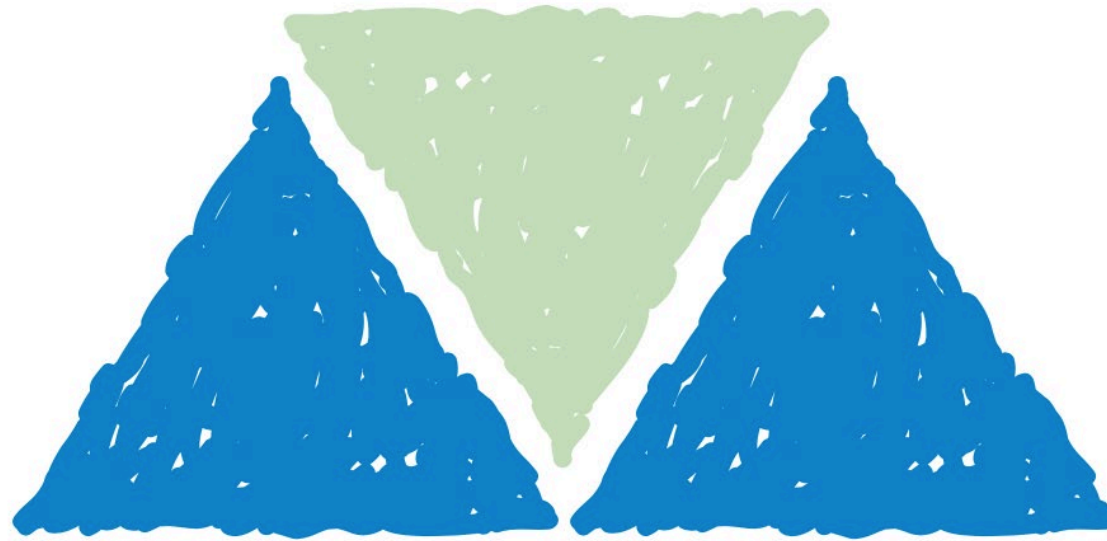
SUPPORT AND CHALLENGE



Helping STYLES

Leading in
change

COACHING



TEACHING

COUNSELLING



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Conscious Practice

- Continue to raise your awareness:
 - Busy vs Purposeful
 - Your leadership style
 - Playing to win not just to avoid losing
 - You at your best
- Get more feedback on the 'Shadow you cast'
- Continue build your key relationship
- Be aware of yours and others reactions to change
- Be an enabler not a derailer

Check out

- What's struck me most about today?
- What will I be working on?