



How Can We Ride the Wave Successfully

Presented by:

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Questions to Answer

- What kind of leadership is needed now to “ride the wave”, survive and thrive in times of rapid change and chaos?
- What do we know about change and human response to change?
- What are the characteristics of organizations that respond effectively to the pressures of change?
- How can we prepare ourselves to successfully lead our organizations through this time of change?



Topics

- The Challenge of Change
- Change as a Process
- Roles in the Change Process
- Resistance to Change
- How to Survive, no “Thrive”
- Questions



The Challenge of Change



Change – What We Know!

- Increasing at an Exponential Rate
- Has both Dangers and Opportunities
- Assimilate Change at Micro, Organizational, and Macro Levels
- Increasingly people are hitting their “Future Shock” threshold

•Based on the work of ODR, Inc.



Future Shock!



That point in time when people can no longer assimilate change without displaying dysfunctional behavior.

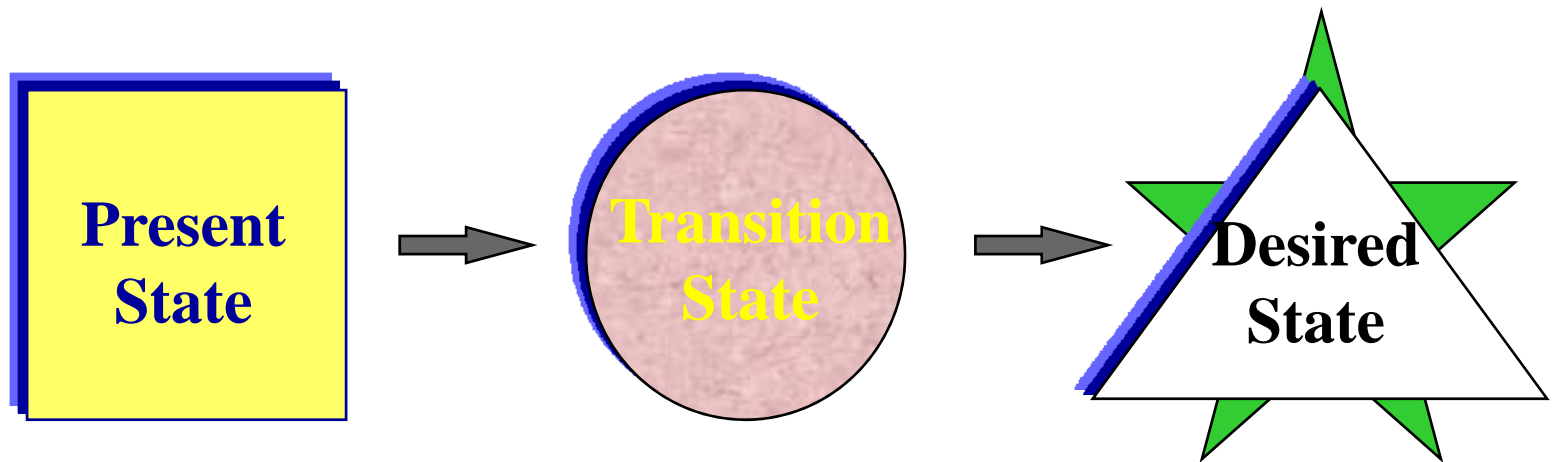
• **Based on the work of Alvin Toffler**



Change as a Process



Change as a Process



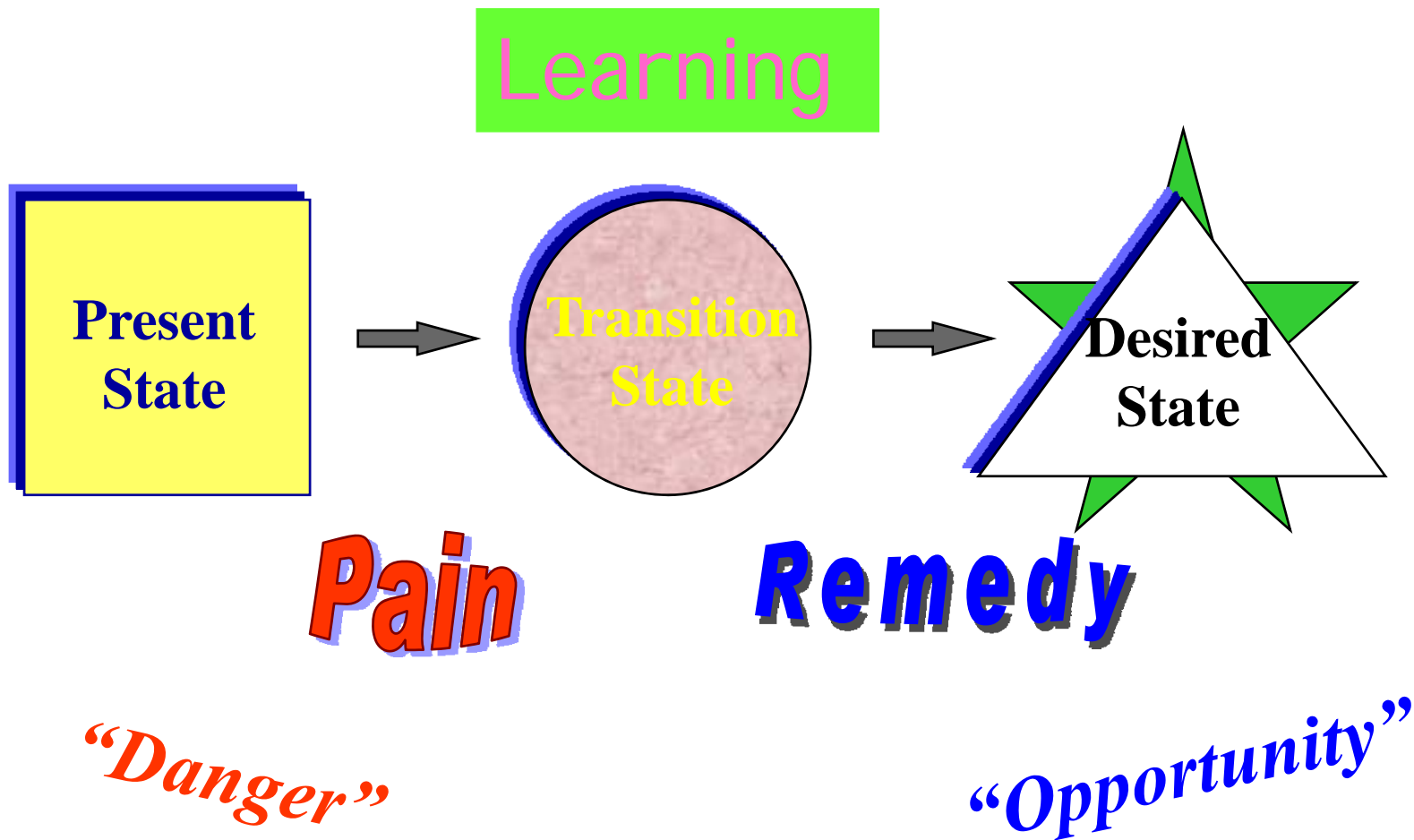


Transition State Characteristics

- Low stability
- High emotional stress
- High, often undirected energy
- Control becomes a major issue
- Past patterns of behavior become highly valued
- Conflict increases



Change as a Process





Roles



Roles in the Change Process

- *Sponsor* - individual or group who has the organizational power to legitimize the change
- *Change Agent* - individual or group responsible for implementing the change
- *Target* - individual or group being impacted by the change
- *Advocate* - individual or group who wants the change to occur and does not have the organizational power to legitimize it.

•Based on the work of ODR, Inc.



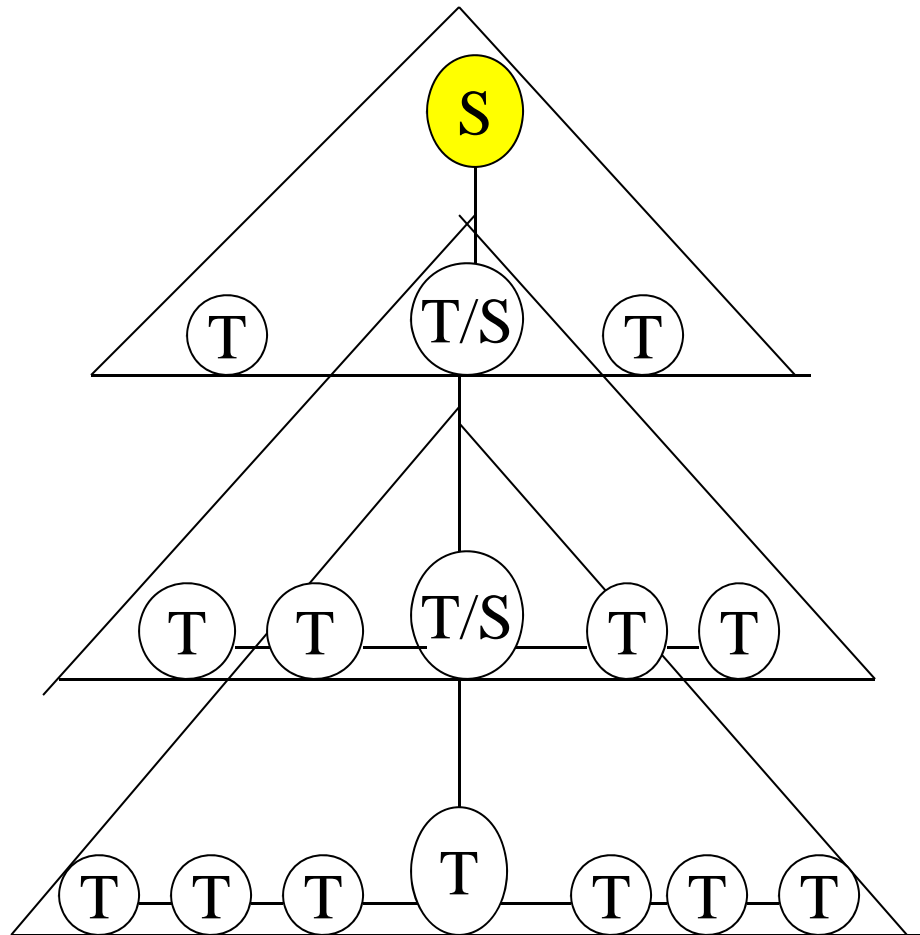
Cascading Sponsorship



**Initiating
Sponsor**



**Sustaining
Sponsor**





Effective Sponsors Demonstrate

- **lack of acceptance** of the status quo
- clarity of **vision**
- knowledge of **resources** required to accomplish the change and the commitment to provide the resources needed
- understanding of the **organizational impact** of the change
- recognition of and empathy for the **human impact** of the change
- grasp of the **scope** of or size of the group impacted



Effective Sponsors Demonstrate

- a **public role** which shows support for the change
- a **private role** which is consistent with the communication at the public level
- ability/willingness to use **rewards, logistical hassles and negative consequences** for stragglers
- commitment to **monitoring actions** to assure the change process is moving forward
- willingness to experience **personal sacrifice** to accomplish the change
- ability/willingness to **sustain support** throughout the duration of the change.



Resistance



Two Kinds of Resistance

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Culture



Resistance

➤ *What is resistance?*

- Resistance is any opposition to a shift in the status quo.

➤ *Why does resistance occur?*

- When **expectations are disrupted**, people's ability to control their lives is minimized and resistance is the result.



Resistance

- *Is resistance a symptom that something is wrong? Can it be avoided?*
- *What effect does a positive or negative reaction to change have on the amount of resistance that occurs?*
- *What role does “perception” play when people resist?*
- *Do you prefer resistance to be expressed overtly or covertly?*



Culture

Corporate culture is the basic pattern of shared beliefs, behaviors and assumptions acquired over time by members of the organization.

•Based on the work of ODR, Inc.



Culture

- “Culture eats change for breakfast”
- “Whenever there’s a distinction between a change and the culture, culture always wins”
- Choices
 - Change the change
 - Change the culture
 - Prepare to fail



How to Survive, no “Thrive”



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Leadership

- Sees more opportunity than danger
- Has clarity of vision. Clearly articulates both the human and technical objectives of change initiatives
- Prioritizes change initiatives and assures there are adequate time, people and money resources for achievement
- Uses a disciplined approach
- Selects the right people to perform the critical roles
- Has a fierce determination to get to the desired state
- Can fulfill the requirements of effective sponsorship
- ...



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Organizational Characteristics

- Learning organization
- Disciplined approach to change initiatives
- Never satisfied with the status quo – always looking for opportunities to improve
- Measure performance and use scorecards
- ...



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Preparation

- Educate ourselves about leading change
- Understand our strengths and how to best leverage them during times of change
- Surround ourselves with people who complement our strengths
- Assess our organization's past performance with change implementation
- ...



Questions



For More Information

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