

Change leadership essentials

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How is management different from leadership?

Status quo ← → Change

Management keeps a complicated system running smoothly:

- Planning & budgeting
- Organising & staffing
- Controlling & problem-solving

Leadership produces change (which can be extremely useful):

- Establishing direction
- Aligning people
- Motivating & inspiring



What do you believe are the features of effective change?



Kotter's Eight-Step Change Framework:



Soften Status Quo
Build new skills
Sustain the change

- Establish a sense of urgency
- Create a broad-based guiding coalition
- Develop a vision and strategy
- Communicate the change vision
- Empower people for broad-based action
- Generate short term wins
- Consolidate gains and produce more change
- Anchor the new approaches in the culture

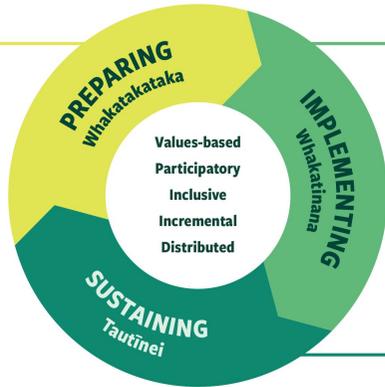


Change Leadership Framework



Preparing for change *Whakatakataka*

- Work from vision, values and beliefs
- Foster openness and readiness to change
- Generate energy for change
- Develop adaptive capacity
- Plan for inclusion, engagement and participation



Implementing the change *Whakatīnana*

- Focus on first steps
- Support first- and second-order change and shifts in identity
- Promote sense-making
- Empower people to take action
- Work with resistance, feedback, and unhelpful patterns of behaviour

Sustaining the change *Tautīnei*

- Maintain energy for change
- Celebrate and accelerate progress
- Adjust reinforcement systems
- Embed into culture
- Review progress and generate more change

Build readiness for change

"Nothing is as powerful as...

*an idea whose
time has come."*



Victor Hugo

Image Credit: Public Domain on Pixabay.com

'Readiness for change may act to pre-empt the likelihood of resistance to change, increasing the potential for change efforts to be more effective.'



Armenakis (1993)

Image Credit: Public Domain on Pixabay.com

Change readiness occurs when people believe:

- That change is needed,
- The proposed change is appropriate for the challenge at hand,
- There is benefit to the individual and the group,
- The organisation has the capability to successfully implement the change.

Reflect: to what extent have these been provided? What would your next step be?



Armenakis et al. (1993)

Image Credit: Public Domain on Pixabay.com

"What people resist is not change per se, ...but loss."



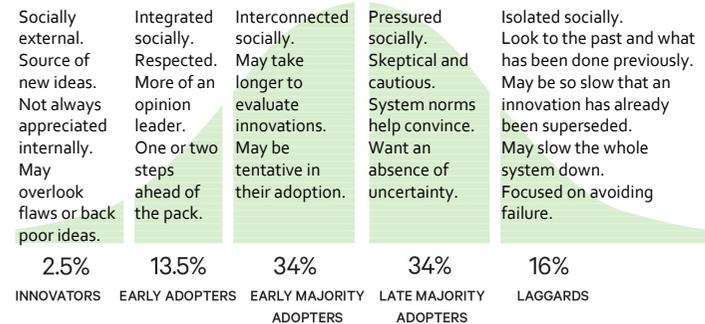
Marty Linsky

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The diffusion of innovation

Ensuring good ideas spread through a community

The Diffusion of Innovation:



Rogers, 1995



The Diffusion of Innovation:

Working with visionaries:

- Become their "first follower"
- Provide support and publicity for their ideas.
- Offer strong face-to-face relationships & support
- Work with them test, simplify and improve ideas
- Use as coaches and mentors for others

2.5%

13.5%

Working with pragmatists:

- Offer proof of benefits.
- Avoid the appearance of fads
- Offer simple, proven, better ways of doing things.
- Start small with the simplest possible starting point
- Minimise disruption
- Use social systems
- Provide collaboration and coaching opportunities
- Respond to criticisms from laggards

34%

34%

16%

Visionaries

Pragmatists

Rogers, 2010



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