The Leader as Change Agent

Scott Pilgrim

CROSSWAY

"Change is our **constant companion** in leadership."

— Peter Corney

"Change management is no longer a term that denotes only operational improvements, cost efficiencies and process re-engineering. Change management has become a much bigger, more interwoven part of the overall business fabric – an embedded leadership requirement that plays into everything that we do, every day, and how we go about getting things done, regardless of hierarchy or rank. In the end, every leader must be a change agent."
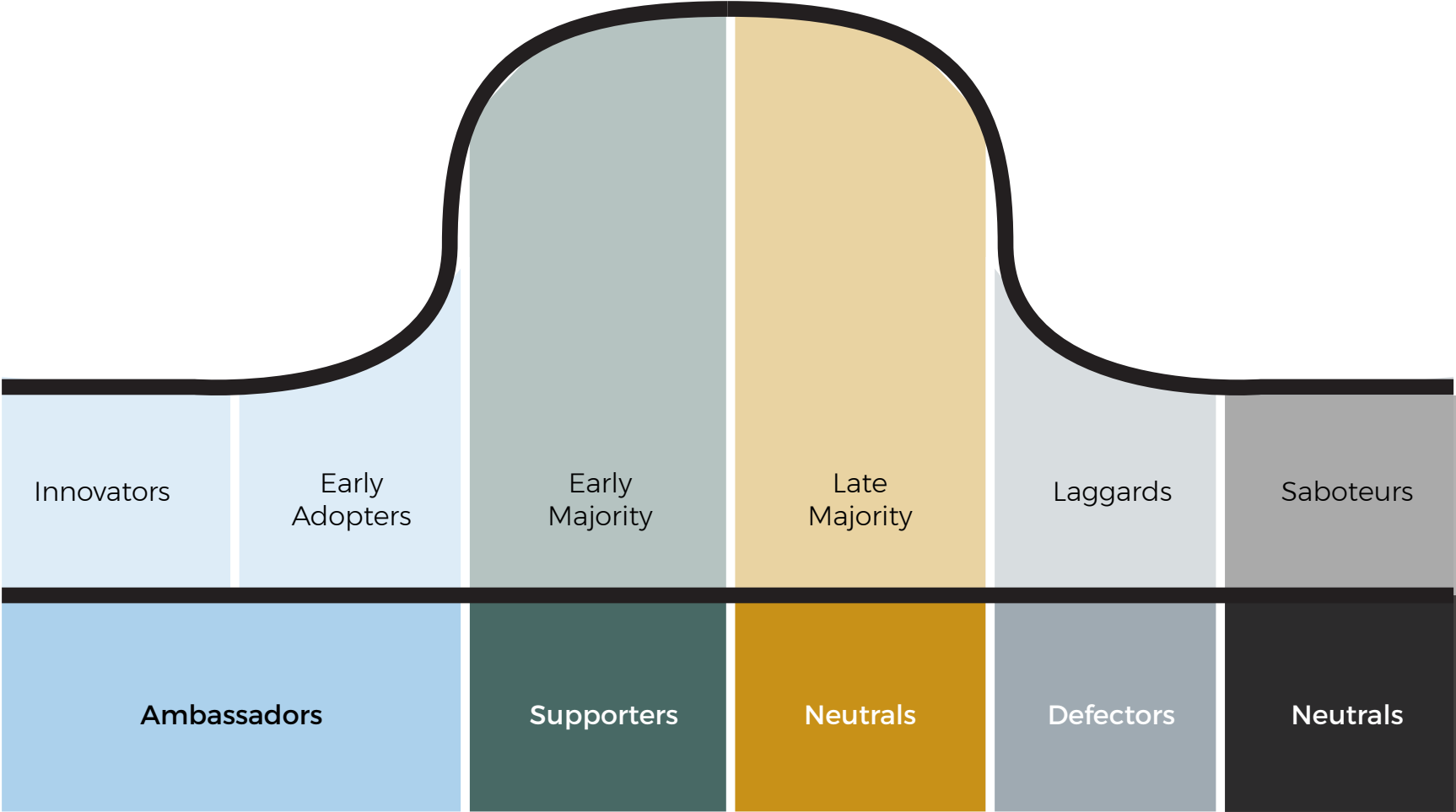
— Glen Llopis, Forbes Business

"You may think that the ability to empathize and fully understand what's going on for someone else is easy, but the soft skills can be really hard to master, as most of us have been taught to focus on tangible and hard outcomes. In today's fast-paced business environments, the need for change leaders who understand human psychology in addition to hard results and KPI's is vital. This is especially true when the mission is to change a company's culture."
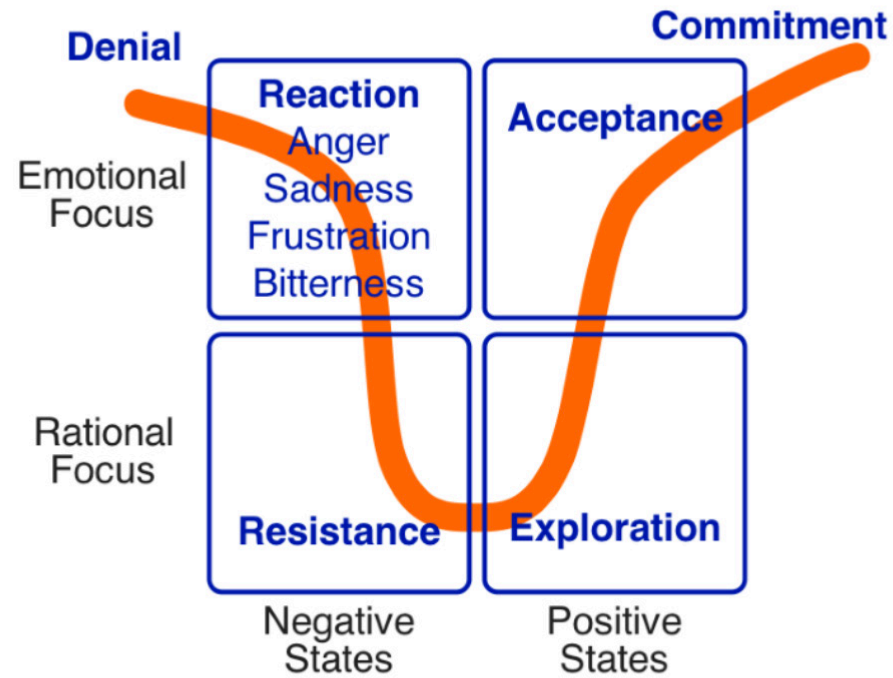
— Susanne Madsen

Getting Going:
Let's talk change!

Why is change management always challenging?

The Change Curve

Innovators	Early Adopters	Early Majority	Late Majority	Laggards	Saboteurs
Ambassadors		**Supporters**	**Neutrals**	**Defectors**	**Neutrals**

The Change Curve

Denial

Commitment

Emotional Focus

Reaction
Anger
Sadness
Frustration
Bitterness

Acceptance

Rational Focus

Resistance

Exploration

Negative States

Positive States

The Change Curve
Developed by Dr Mike Clayton
(Unpublished)

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Leading Change: Leaders as Change Agents

It's as much about us as the process – how we lead change has a big impact on the outcome.

We need the Spirit
We need vision
We need courage
We need to be strategic
We need flexible and open

We need to be relational
We need to listen
We need to be creative
We need to be thorough
We need to value others – collaboration

Kotter's Eight Stages of Change Management

Dr John Kotter - "Leading Change"

In 2011, TIME magazine listed Leading Change as one of the "Top 25 Most Influential Business Management Books" of all time.

CREATE
a sense of urgency

INSTITUTE
change

BUILD
a guiding coalition

the big opportunity

SUSTAIN
acceleration

FORM
a strategic vision
and initiatives

GENERATE
short-term wins

ENLIST
a volunteer army

ENABLE
action by
removing barriers

Kotter's Stages in more detail

1. Creating an Urgency:

This can be done in the following ways:

- Identifying and highlighting the potential threats and the repercussions which might crop up in the future.

- Examining the opportunities which can be tapped through effective interventions.

- Initiate honest dialogues and discussions to make people think over the prevalent issues and give convincing reasons to them.

- Request the involvement and support of key stakeholders and customers on the issue of change.

2. Forming Powerful Guiding Coalitions

This can be achieved in the following ways:

- Identifying the effective change leaders in your organizations and also the key stakeholders, requesting their involvement and commitment towards the entire process.

- Form a powerful change coalition who would be working as a team.

- Identify the weak areas in the coalition teams and ensure that the team involves many influential people from various cross functional departments and working in different levels in the company.

3. Developing a Vision and a Strategy

This can be achieved by:

- Determining the core values, defining the ultimate vision and the strategies for realizing a change in an organization.

- Ensure that the change leaders can describe the vision effectively and, in a manner, that people can easily understand and follow.

4. Communicating the Vision

- Communicate the change in the vision very often powerfully and convincingly. Connect the vision with all the crucial aspects like performance reviews, training, etc.

- Handle the concerns and issues of people honestly and with involvement.

5. Removing Obstacles

- Ensure that the organizational processes and structure are in place and aligned with the overall organizational vision.

- Continuously check for barriers or people who are resisting change. Implement proactive actions to remove the obstacles involved in the process of change.

6. Removing Obstacles

- By creating short term wins early in the change process, you can give a feel of victory

7. Consolidating Gains

- Achieve continuous improvement by analysing the success stories individually and improving from those individual experiences.

8. Anchoring Change in the Corporate Culture

- Discuss the successful stories related to change initiatives on every given opportunity.

- Ensure that the change becomes an integral part in your organizational culture and is visible in every organizational aspect.

- Ensure that the support of the existing company leaders as well as the new leaders continue to extend their support towards the change.

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