

# Change Leadership



Presented by  
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Business & Technology Services,  
San Diego Community College District  
July 21, 2019



# LEARNING OUTCOMES

- A focus on how best to lead change
- Understand typical impacts of change on individuals and organizations
- Learn how to facilitate change
- Understand the leaders role during the change process
- Understand concepts to drive organizational transformation; specifically, moving from incremental change to adaptive change
- How to influence beliefs to lead to actions.  
(Start with Why)
- Apply lessons learned to your work at our own college or district



# Definition

**Change:** [chǎnj] *verb.* 1) to make or become different 2) to transform



# WHY DOESN'T CHANGE OFTEN SUCCEED?



**CHANGE IS  
UNCOMFORTABLE**




# SUCCESS OR FAILURE IN CHANGE

- Many authors have documented that up to 70% of change initiatives fail.

--Higgs and Rowland, 2005

# SHARE YOUR EXPERIENCE WITH CHANGE

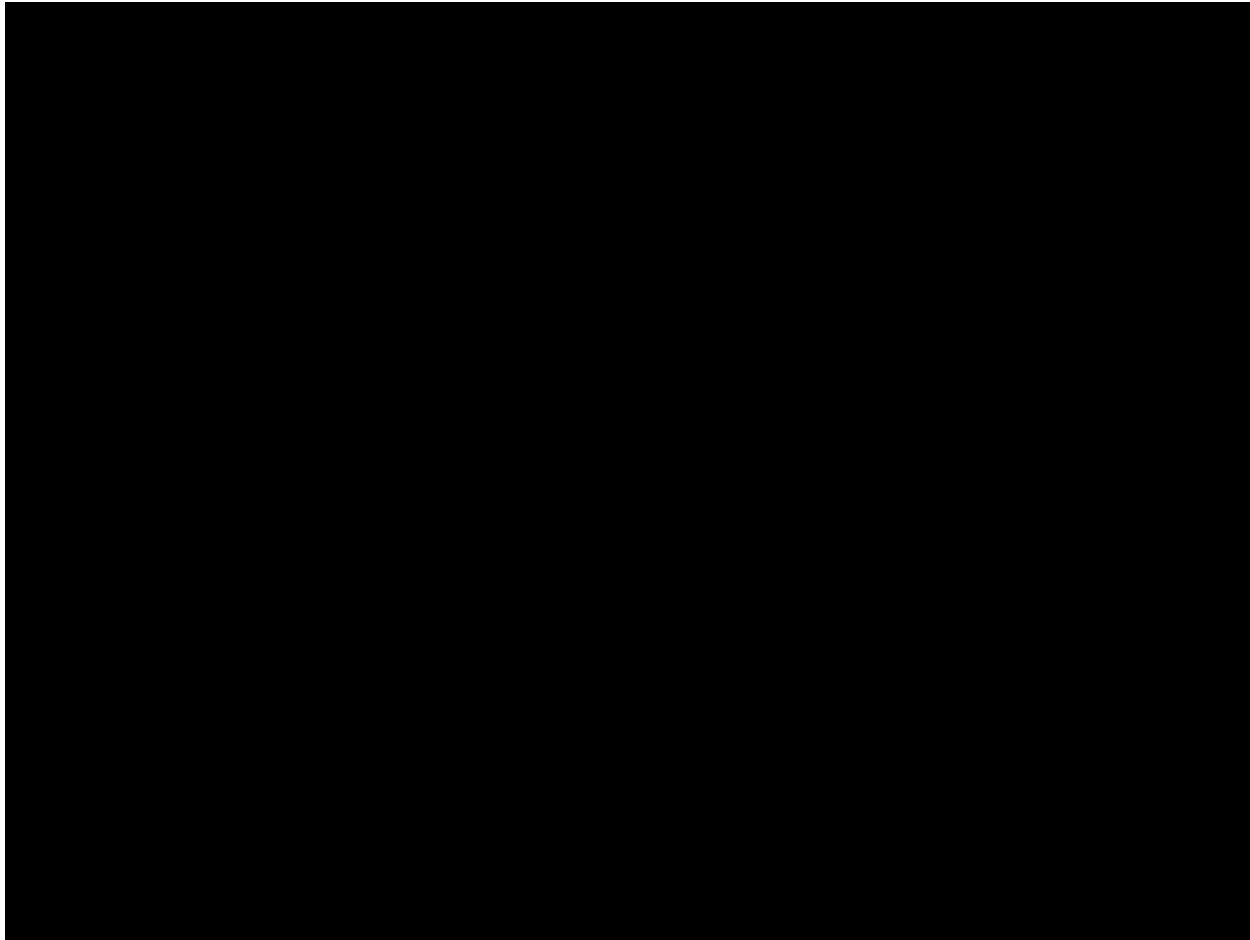


WHAT ARE THE CHANGES  
THAT COULD IMPACT  
YOUR COLLEGE OR  
DISTRICT THAT AREN'T  
ALWAYS PREDICTABLE?

# PARADIGM SHIFT: FOSBURY FLOP





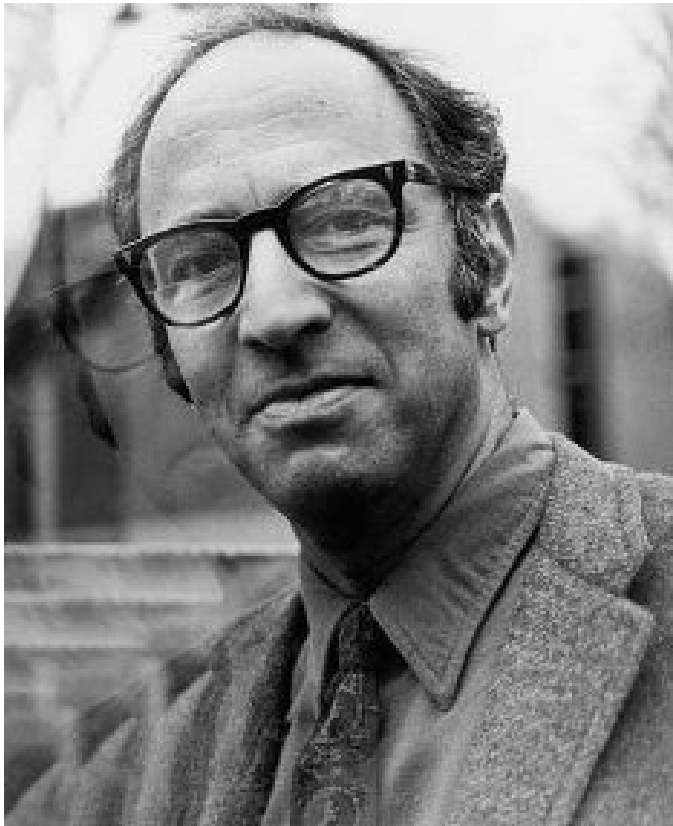


<https://www.youtube.com/watch?v=ld4W6VAouLc>

# WHY “CHANGE LEADERSHIP?”



# QUOTES FROM THOMAS KUHN



*Thomas Samuel Kuhn (7/18/22– 6/17/96)  
was an American physicist, historian  
and philosopher of science.*

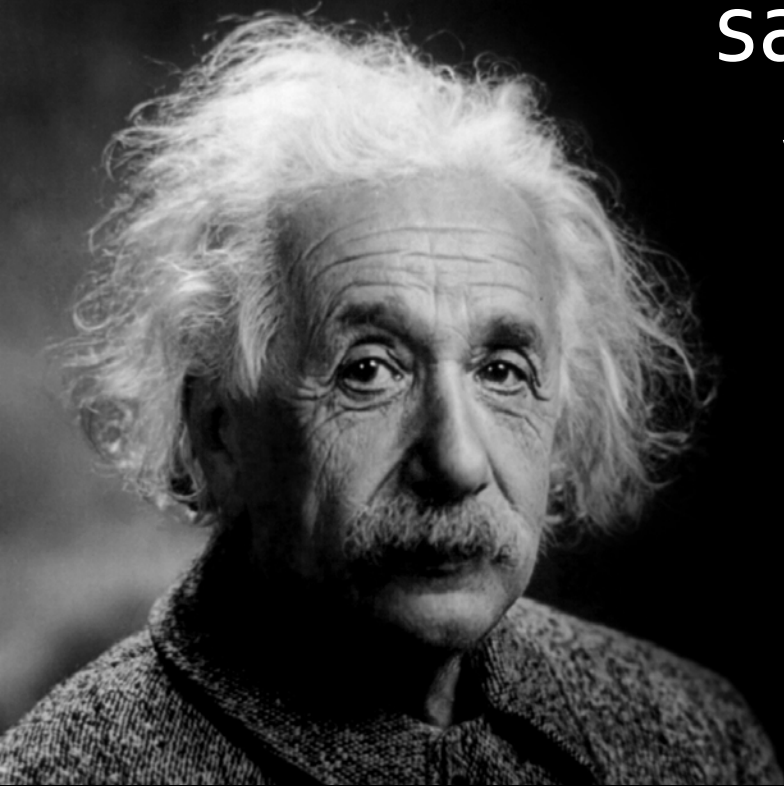
“All the significant breakthroughs were a break-with old ways of thinking”

--Thomas Kuhn

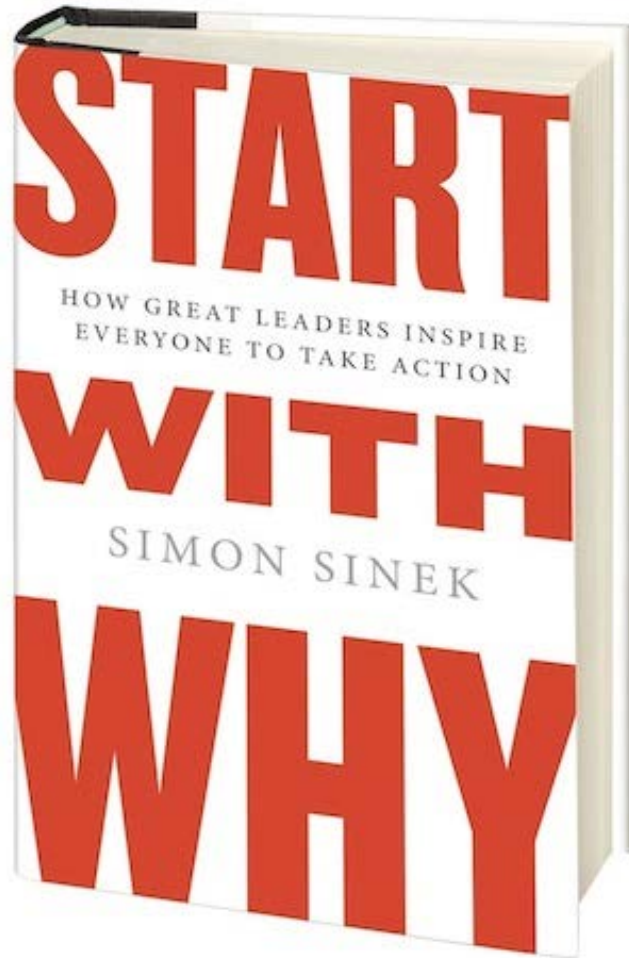
# QUOTES FROM ALBERT EINSTEIN

“The significant problem we face cannot be solved at the same level of thinking we were at when we created them.”

--Albert Einstein



# START WITH WHY

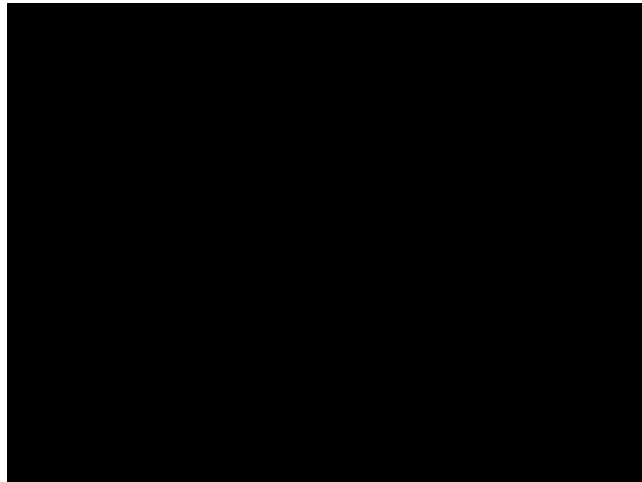


**TED** Ideas worth spreading

# START WITH WHY

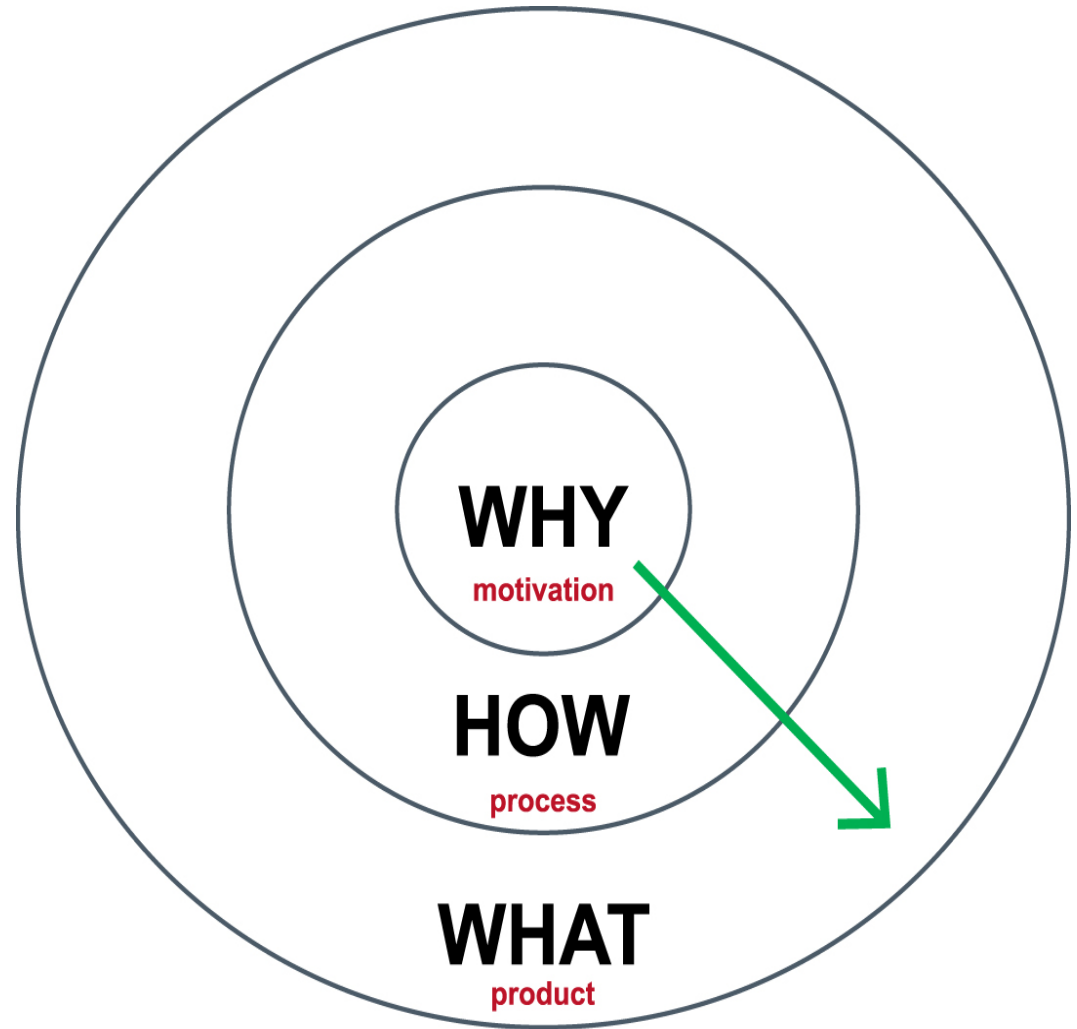


**TED** Ideas worth spreading



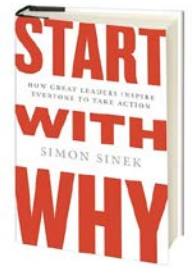
[https://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action?language=en](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en)

# START WITH WHY





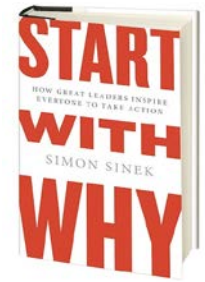
# QUOTES BY SIMON SINEK



*Simon O. Sinek is a British/American author, motivational speaker and marketing consultant*

- "I try to find, celebrate and teach leaders how to build platforms that will inspire others."
- "If you hire people just because they can do a job, they'll work for your money. But if you hire people who believe what you believe, they'll work for you with blood and sweat and tears. "

# QUOTES BY SIMON SINEK



- “People don’t buy what you do; people buy why you do it.”
- “[Martin Luther King, Jr.] gave the I have a dream speech, not the I have a plan speech.”

In any change effort there are major questions to be asked first before change occurs:



**What is  
your path to make  
change?**



~~IM~~POSSIBLE



**Is it “doable” in  
your mind?**

**Does it fit with the mission?**





Schmieder-Ramirez, 2016

# A USEFUL RULE ABOUT VISION

“Whenever you cannot describe the vision driving a change initiative in five minutes or less and get a reaction that signifies both understanding and interest, you are in for trouble.”

-- John Kotter

“Leading Change”





**TWO-WAY COMMUNICATION IS  
THE CURRENCY OF CHANGE**

# CHANGE MANAGEMENT LESSONS

## CHANGE MANAGEMENT

**Organizations must continually adapt.**

**To create change navigators:**

**communicate the threat**

**involve the team**

**minimize uncertainty**

**celebrate positive shifts**

**be as transparent as possible**



[betterbusinesslearning.com](http://betterbusinesslearning.com)

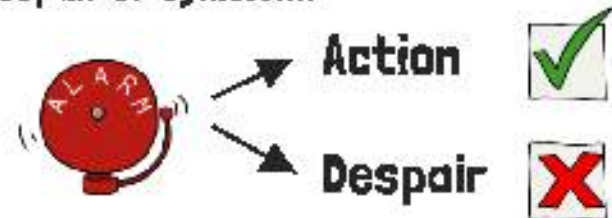
# A SIMPLE GUIDE TO CHANGE MANAGEMENT

Organizations must continually adapt due to shifting market conditions, customer demands, technologies, input costs, shareholder expectations and competition.



They must adapt to these shifts in the environment or risk becoming irrelevant, uncompetitive or eaten up.

The challenge for organizations is to help their people move from alarm to action without falling into despair or cynicism.



Four typical responses to change are the critic who vocally opposes the change, the victim who panics, the bystander who avoids getting involved and the change navigator who is resilient and able to adapt to the new circumstances.



**critic**



**victim**



**bystander**



**navigator**

## To create change navigators in your organization:

keep explaining why we are changing



where possible, involve your team in decision making

minimize uncertainty



engage your legacy system experts early



be as transparent as possible



create learning opportunities for your team



communicate the threats of not changing



keep listening to your people's concerns



celebrate shifts towards the desired state

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# LEADING CHANGE

HBR  
MARCH-APRIL 1995

## Leading Change:



## Why Transformation Efforts Fail

by John P. Kotter

Over the past decade, I have watched more than 100 companies try to remake themselves into significantly better competitors. They have included large organizations (Ford) and small ones (Landmark Communications), companies based in the United States (General Motors) and elsewhere (British Airways), corporations that were on their knees (Eastern Airlines), and companies that were earning good money (Bristol-Myers Squibb). These efforts have gone under many banners: total quality management, reengineering, right sizing, restructuring, cultural change, and turnaround. But, in almost every case, the basic goal has been the same: to make fundamental changes in how business is conducted in order to help cope with a new, more challenging market environment.

A few of these corporate change efforts have been very successful. A few have been utter failures. Most fall somewhere in between, with a distinct

tilt toward the lower end of the scale. The lessons that can be drawn are interesting and will probably be relevant to even more organizations in the increasingly competitive business environment of the coming decade.

The most general lesson to be learned from the more successful cases is that the change process goes through a series of phases that, in total, usually require a considerable length of time. Skipping steps creates only the illusion of speed and never produces a satisfying result. A second very general

*John P. Kotter is the Konosuke Matsushita Professor of Leadership at the Harvard Business School in Boston, Massachusetts. He is the author of The New Rules: How to Succeed in Today's Post-Corporate World (New York: Free Press, 1995), Corporate Culture and Performance, coauthored with James L. Heskett (New York: Free Press, 1992), and A Force for Change: How Leadership Differs from Management (New York: Free Press, 1990).*

DRAWINGS BY KURT VARGO

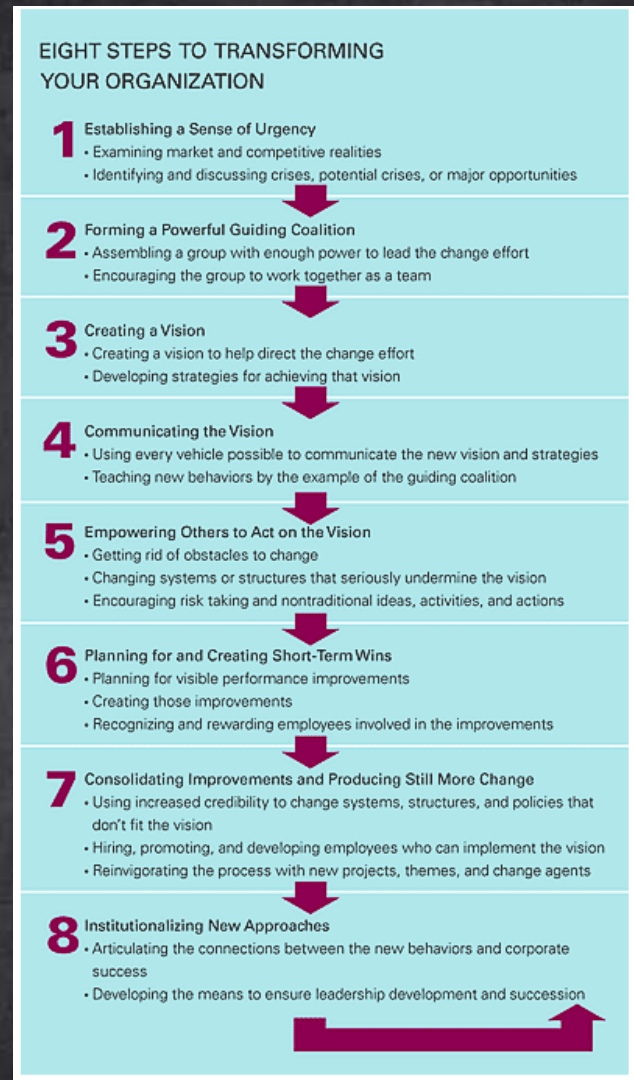
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# Kotter's 8-Step Process for Leading Change



# Eight Steps to Transforming Your Organization

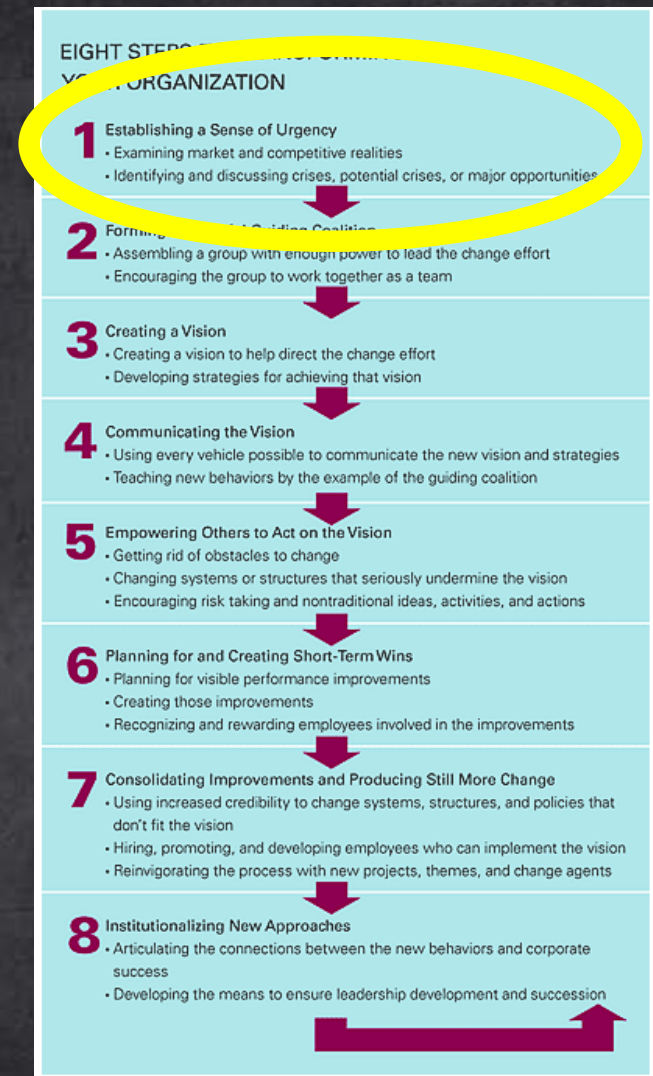
-- John Kotter "Leading Change"



# Eight Steps to Transforming Your Organization

## 1. Establishing a Sense of Urgency

- Examining market and competitive realities
- Identifying and discussing crises, potential crises or major opportunities

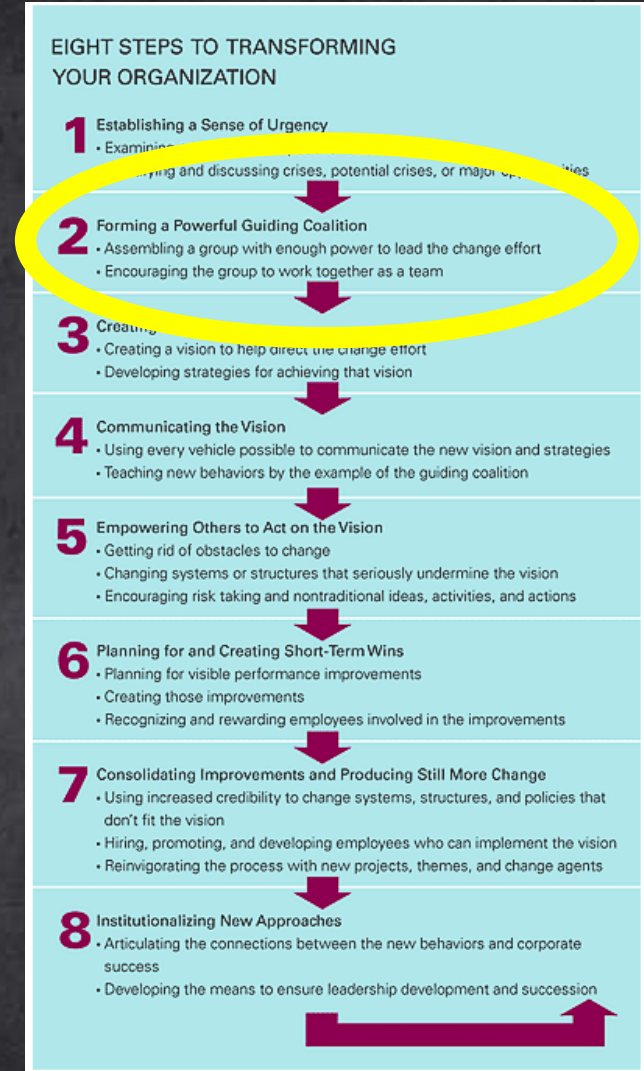




# Eight Steps to Transforming Your Organization

## 2. Forming a Powerful Guiding Coalition

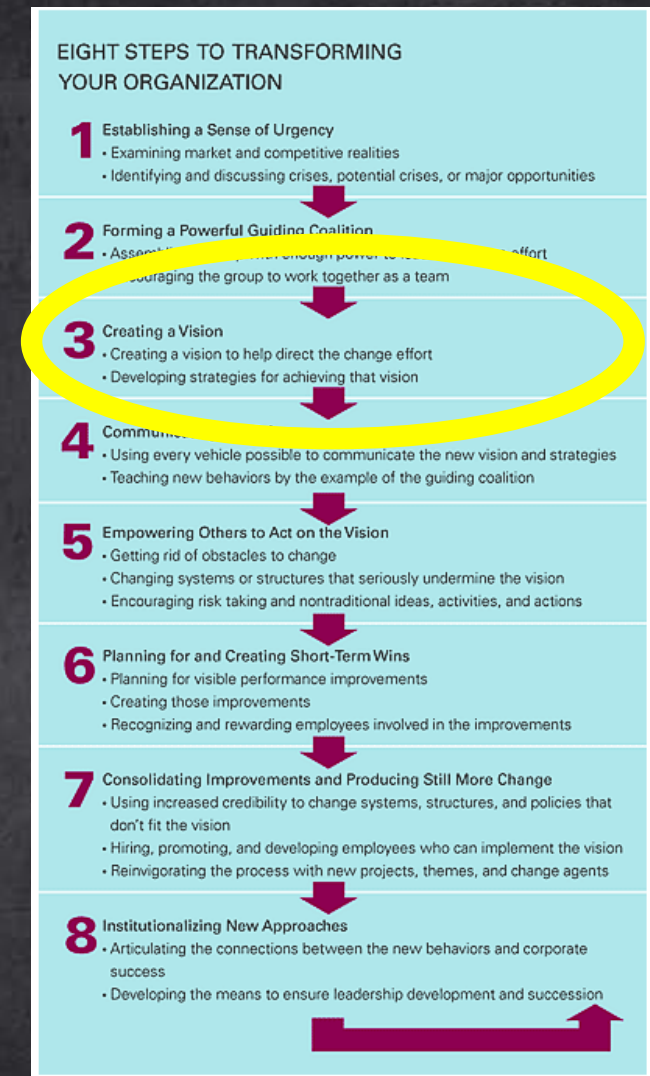
- Assembling a group with enough power to lead the change effort
- Encouraging the group to work together as a team



# Eight Steps to Transforming Your Organization

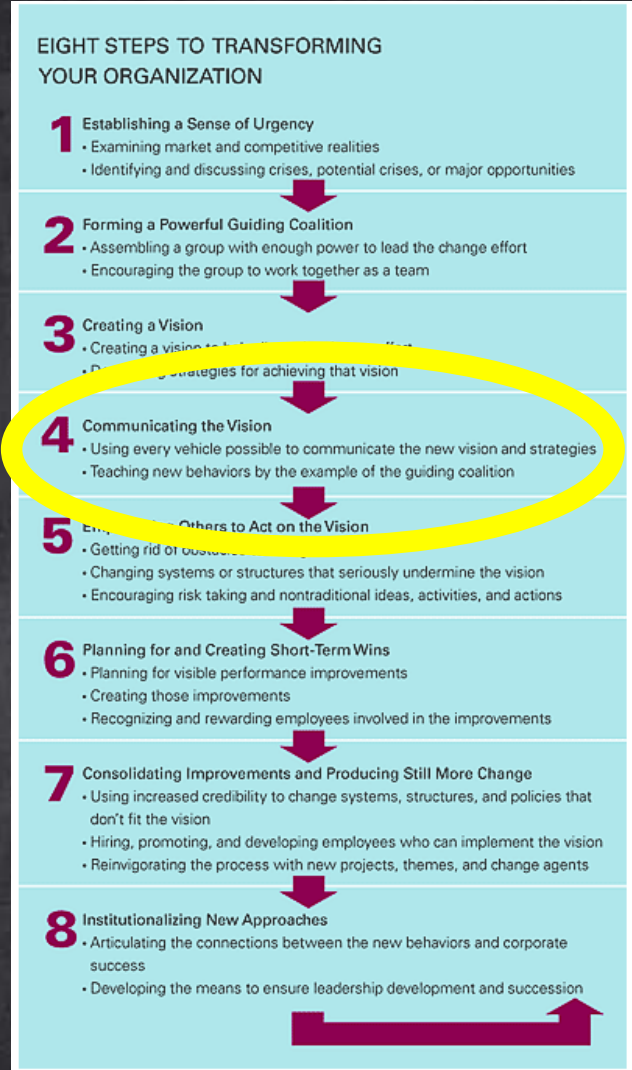
## 3. Creating a Vision

- Creating a vision to help direct the change effort
- Developing strategies for achieving that vision



# Eight Steps to Transforming Your Organization

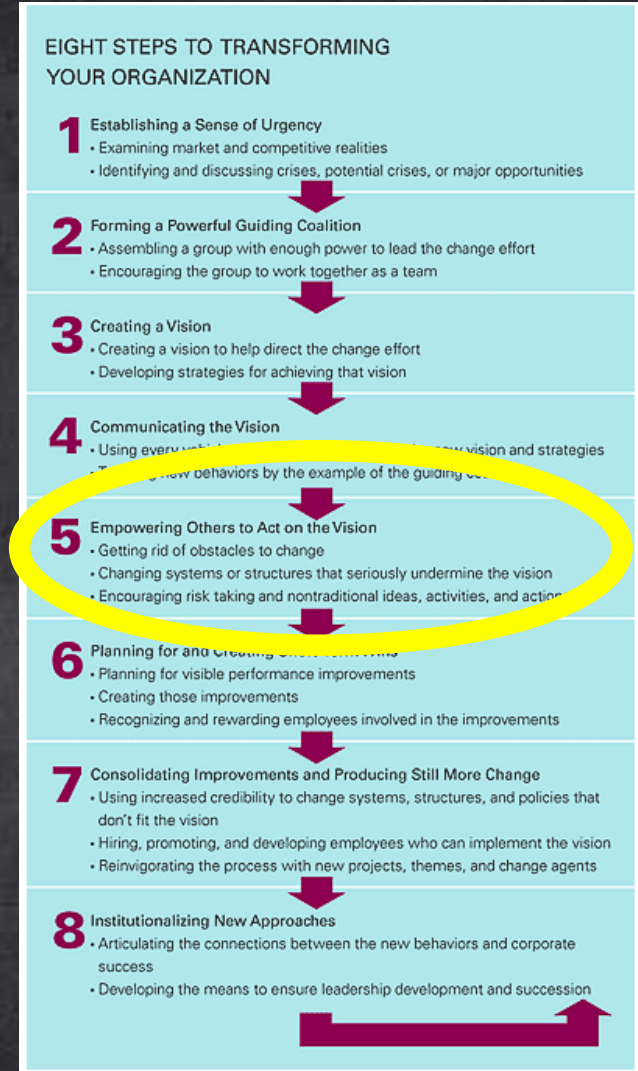
4. **Communicating the Vision**
  - Using every vehicle possible to communicate the new vision and strategies
  - Teaching new behaviors by the example of the guiding coalition



# Eight Steps to Transforming Your Organization

## 5. Empowering Others to Act on the Vision

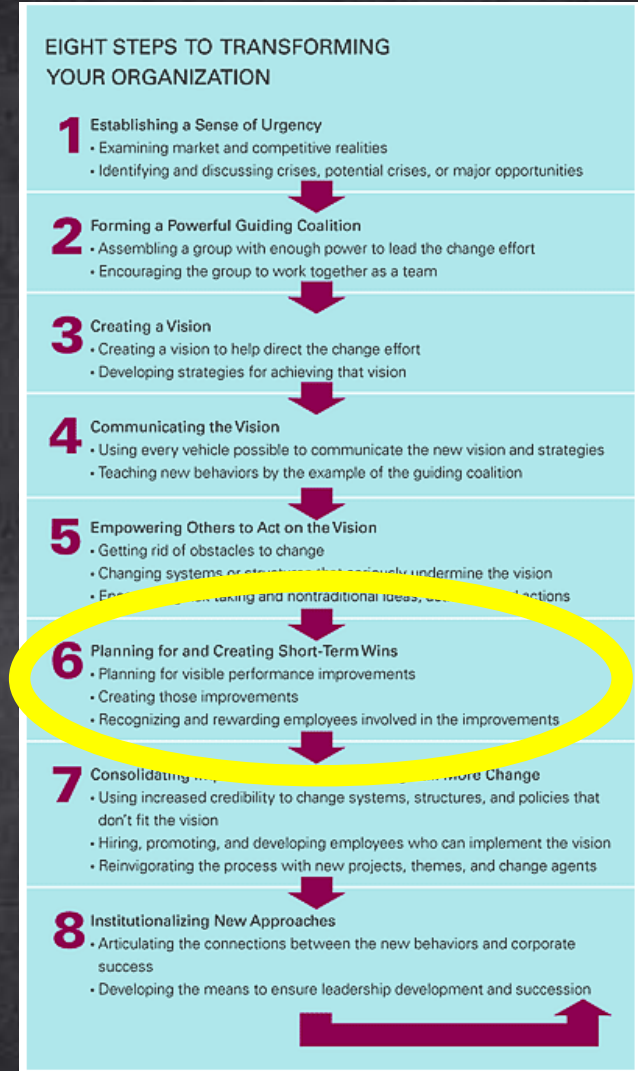
- Getting rid of obstacles to change
- Changing systems or structures that seriously undermine the vision
- Encouraging risk taking and nontraditional ideas, activities, and actions



# Eight Steps to Transforming Your Organization

## 6. Planning for and Creating Short-Term Wins

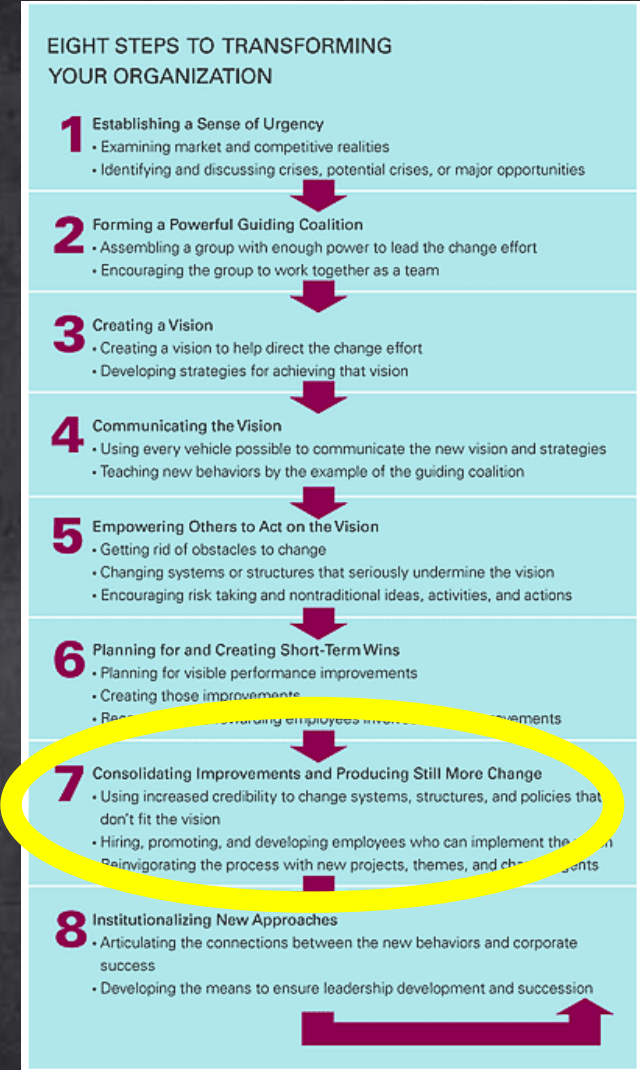
- Planning for visible performance improvements.
- Creating those improvements
- Recognizing and rewarding employees involved in the improvements



# Eight Steps to Transforming Your Organization

## 7. Consolidating Improvements and Producing Still More Changes

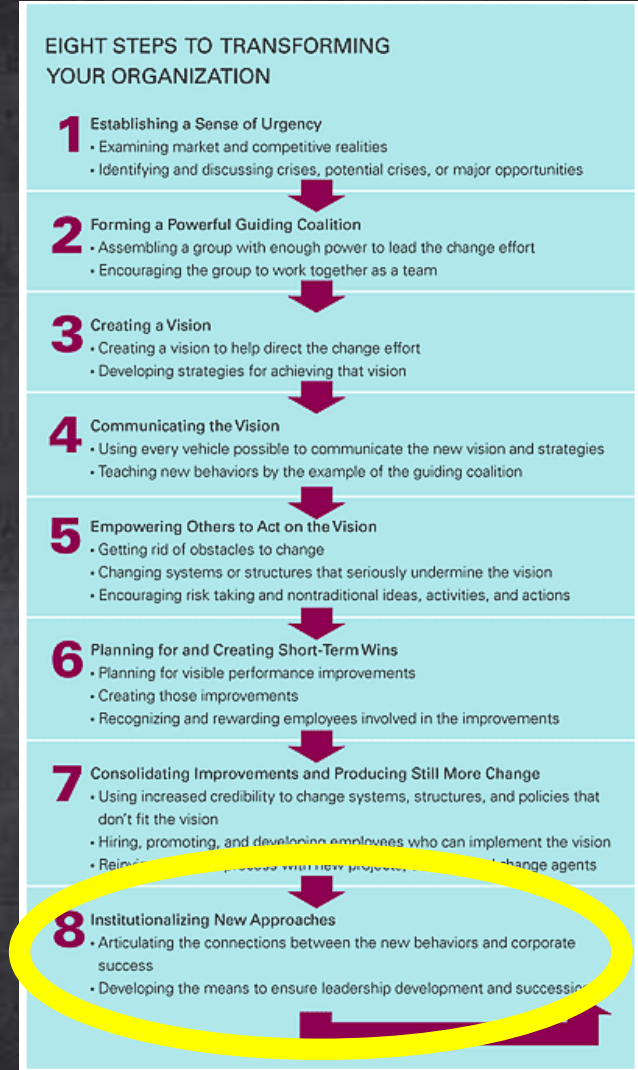
- Using increased credibility to change systems, structures, and policies that don't fit the vision
- Hiring, promoting, and developing employees who can implement the vision
- Reinvigorating the process with new projects, themes, and change agents



# Eight Steps to Transforming Your Organization

## 8. Institutionalizing New Approaches

- Articulating the connections between the new behaviors and corporate success
- Developing the means to ensure leadership development and succession



# FACILITATING DISCUSSIONS ABOUT CHANGE

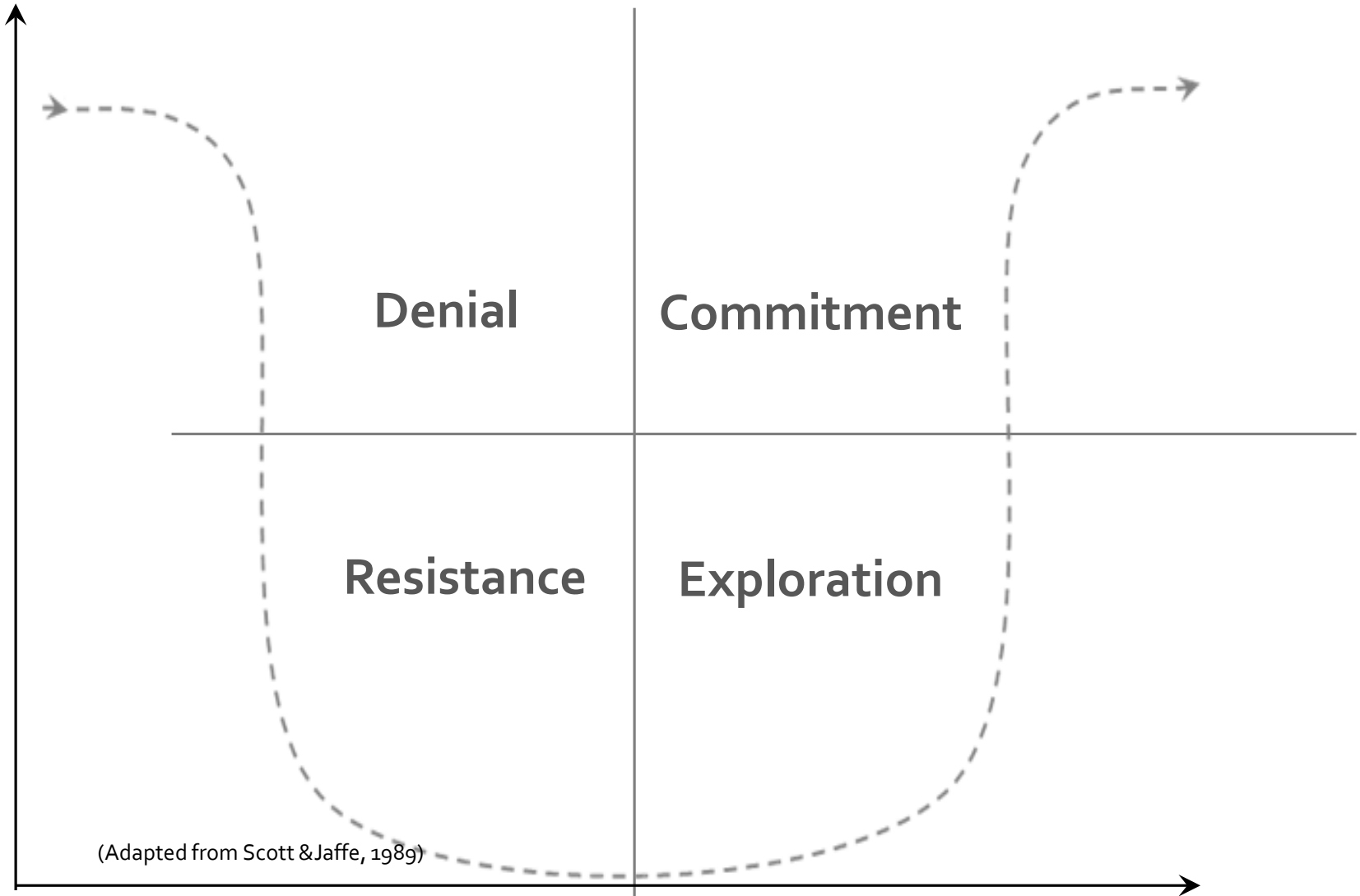
- Acknowledge underlying concerns and feelings
- Share honest concerns & feelings
- Encourage the open expression of concerns and feelings

- Accept, empathize and legitimize
- Share what you know and don't know





# Understanding the Individual Process of Change

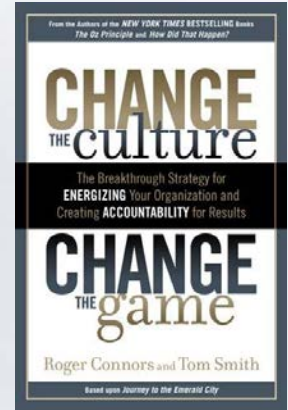


# Understanding the Individual Process of Change



(Adapted from Scott & Jaffe, 1989)

# CHANGE THE CULTURE, CHANGE THE GAME



- Don't demand actions. Leaders must form the beliefs that lead to the actions.
- Leaders also shape the experiences that lead to beliefs.
- When you create an experience, present an interpretation as well; connect the experience to the beliefs you want others to hold.
- Telling people what to do is different from influencing them to act in new ways. Since influence stems from understanding, it is important to engage in dialogue and transparent sharing of information.

# CHANGE THE CULTURE

- “Culture forms the superglue that bonds an organization, unites people, and helps an enterprise accomplish desired ends.” (p. 253)  
--Bolman & Deal, 2008
- The culture of an organization is dependent on its “function, time, product, customers place and process.”  
--Bolman & Deal, 2013

# EXAMPLES OF ORGANIZATIONAL CULTURE



IBM's culture is formal and rigid.



Google's culture is more laidback and Informal.



Due to the pioneering and competitive market, Apple's culture is one of secrecy, teamwork and high attention to detail.



**TOYOTA**

Toyota maintains a traditional culture, focused on quality, affordability and high productivity.

# FIVE PRACTICES OF EXEMPLARY LEADERSHIP

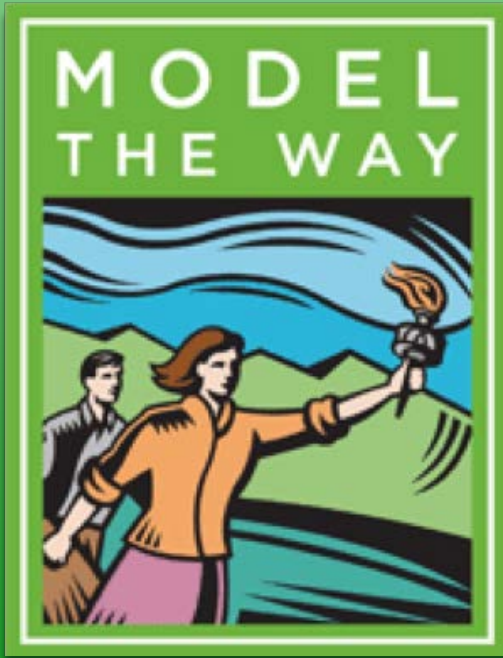
When leaders are at their best, they:

1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable Others to Act
5. Encourage the Heart

(Kouzes & Posner, 2010)



MODEL THE WAY:  
for colleagues, employees,  
customers and others.



## ***Leadership Practices:***

Clarify values by finding your voice and affirming shared values.

Set the example by aligning actions with shared values.

**INSPIRE A SHARED VISION:**  
Enlist others to create an ideal image of what the organization can be.



***Leadership Practices:***

Envision the future by imagining exciting and ennobling possibilities.

Enlist others in a common vision by appealing to shared aspirations.



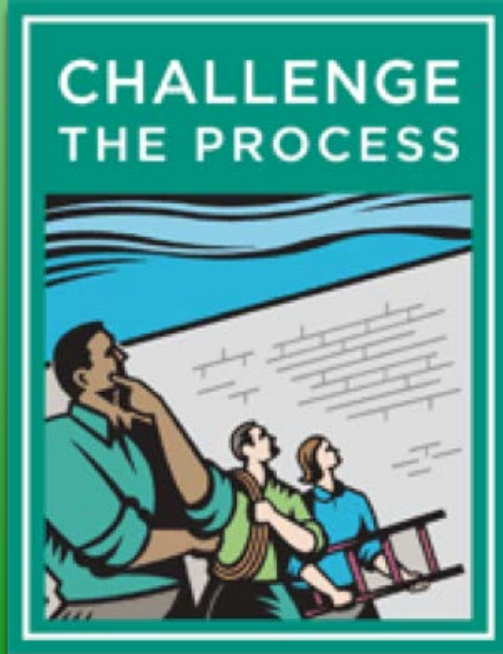
# CHALLENGE THE PROCESS:

abandon the status quo to seek innovative ways to improve.

## ***Leadership Practices:***

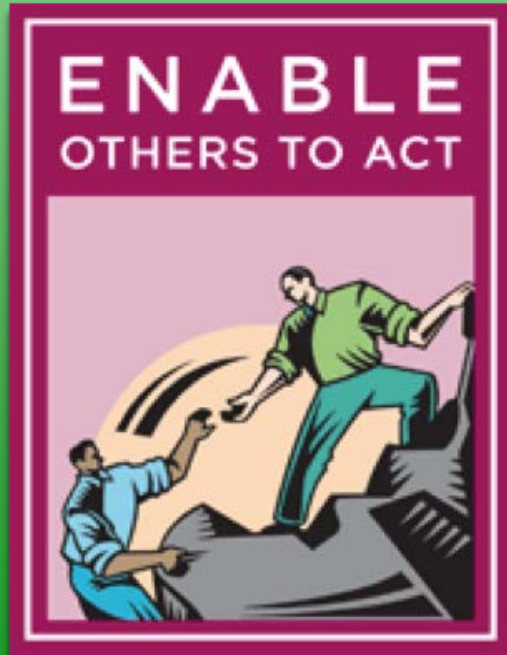
Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.

Experiment and take risks by constantly generating small wins and learning from experience.



# ENABLE OTHERS TO ACT:

Foster collaboration by actively involving others and demonstrating mutual respect and trust.



## ***Leadership Practices:***

Foster collaboration by building trust and facilitating relationships.

Strengthen others by increasing self-determination and developing competence.

ENCOURAGE THE HEART:  
Recognize the contributions  
of others and celebrate  
accomplishments.



## ***Leadership Practices:***

Recognize contributions by showing appreciation for individual excellence.

Celebrate the values and victories by creating a supportive community.

# THE LEADERS ROLE DURING CHANGE

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- Make a business case for change
- Communicate the risks of not changing
- Educate employees on how their work will change
- Be visible, accessible, & transparent
- Be an ambassador for the change
- Stay optimistic
- Be the keeper of the vision

# ROLE OF AMBASSADORS

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- “PR team” for project
- Making the business case for change
- Two-way communication
- Sharing the vision
- Greener pastures ahead
- What this project will do for you?
- Why this project is compelling?  
(emotional ties)

# EMPLOYEES ROLE DURING CHANGE

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- Recognize that change does happen
- Seek information and answers
- Communicate with others
- Assess what stage you are at
- Know there will be a dip...
- Engage in the change – help drive
- Try and see the big picture
- Be a navigator!!!

# LEADING CHANGE AT A COLLEGE & DISTRICT LEVEL



**IF I COULD  
CHANGE ONE  
THING IN MY  
ORGANIZATION  
WHAT WOULD  
IT BE?...**





**WHICH OF  
THESE  
CHANGE  
STRATEGIES  
COULD  
ACHIEVE THE  
DESIRED  
CHANGE?**



# QUESTIONS

