

Leading Through Change: An HR Guide to Leadership

ACCCA Amin 101

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Lessons Learned

**Share the success.
Own the failure.**

Failure is opportunity

Be kind to yourself

Lift as you climb

Be true to yourself

**The Only Ethics You
Control Are Your Own**

**Always know where the formal
and informal influencers of
power reside in your
institution**

**Be self-reflective NOT
defensive when stuff
happens**

Listen to learn

Be Humble

Navigating Politics in the Workplace

Survival Skills

By: Lawrence Cheok

<https://www.lifehack.org/articles/work/7-habits-to-win-in-office-politics.html>

#1 - Be Aware You Have A Choice

You need to consciously choose your reaction to the situation you find yourself in. You have a choice in how you feel and how you react.

#2 – Know What You Are Trying To Achieve

Don't get sucked into the crazy. Stay focused on the overall objective(s)

#3 – Focus on Your Circle of Influence

Know what you have control over and what you don't. Focus on the things you can do to influence positive change. Don't act like a victim. You always have some influence.

#4 – Don't Take Sides

If you are stuck between two power figures, be objective, don't take sides, and keep your communication open. Try to focus on what the two sides have in common.

#5 – Don't Get Personal

This is not personal...it's business.

People tend to remember when they are insulted or humiliated.

#6 – Seek to Understand Before Being Understood

This helps to disarm people. If the other person understands that you know where they are coming from, they feel less defensive and more open to understand your perspective.

#7 – Like Any Negotiation...

Think Win-Win

In order to do this, you first need to fully understand everything the other person wants.

Positive Ways To Influence Change

Build Connections

Work to build strong, positive, honest relationships beyond your circle because everyone needs allies.

Be Brave - But Not Naive

Be professional but guarded. Work to understand what is behind the issues so that you can counter and avoid negative politicking.

Neutralize Negativity

Don't get sucked into negative politics.

Avoid passing on rumor and innuendo.

Always consider the source of where the information is coming from.

Don't Under Estimate The Power of Positivity

- Accept Responsibility for owning and creating the culture you work in
- You want people to want to be on the bus

What To Do With Change Resisters

Why is change hard...

1. People don't believe the change is necessary or that it will make things worse
2. No trust in the people leading the change effort
3. Dislike of the way the change was introduced
4. Some lack confidence that the change will succeed
5. Fear of personal loss: security, status, money, etc.
6. Already experienced a lot of change and cannot deal with anymore

(Managing Change: Pocket Mentor Series, Harvard Business Press)

Every Successful Change Must Begin With Buy-In

- Identify the stakeholders
- Set meetings to discuss potential change
- Solicit feedback from all stakeholders

Four Meeting Method

Meeting One

- Introduce problem, outline the process and details for determining a solution
- Homework for team to come back with possible solutions
- Meet one-on-one with some team members to feel out sentiments, leverage relationships, create buy-in
- Be genuine about wanting input...do not present it as a democracy if it's not

Meeting Two

- Ask for and write down all ideas
- Share opposing viewpoints if only one side is shared
- End meeting by reviewing all items on list
- Send follow-up email summarizing the discussion
- Let stakeholders know that all viewpoints will be considered – ask them to do the same

Meeting Three

- Categorize solutions into three columns
 - Strong
 - Possible
 - Not possible
- Develop next steps for execution and implementation
- If the decision belongs to a committee...the committee makes the list

Meeting Four

- Discuss decision
- Discuss methods for implementation
- Keep stakeholders engaged and informed if changes are made or delays occur
- Reevaluate after implementation to determine if its working or if changes need to occur

Effective Leaders Use Influence Not Power

If You Want To Influence Change

- Frame the issue succinctly
- Make a strong case for why it will benefit students or the college
- Compile data to support your case
- Articulate the plan and make it easily understandable
- Get input from constituents
- Identify who would be the best messengers

To Establish Trust A Leader Must Be:

- Fair minded and open
- Authentic
- An Honest broker
- Trustworthy
- Thoughtful
- Positive
- Well informed

The Message Matters:

The side with the most concise and easily understandable message WINS.

When Dealing With A Politically Charged or Difficult Change...

- Seek out the perspectives of stakeholders early and often
- Communicate often and directly
- Always allow a safe space for others to express an alternate opinion...they may be RIGHT
- Set-up listening forums and document all ideas
- Make sure alternate views are being heard
- Carefully contemplate strategies and possible outcomes before you take action

Remember What Matters...

- It is rarely about the topic but rather how others feel and their need to be heard and acknowledged
- Be graceful when things go wrong and when they go right
- Messaging Matters!
- Own and openly acknowledge when things go wrong
- People are looking for leadership...be steady
- When critics go **LOW**...Stay **HIGH** and be true to the message and why it benefits students/college/district

Leaders As Change Agents

- Every impactful change takes a lot of time to implement
- Be patient...go slow (when you can) change is HARD for people
- Establish yourself/build trust first
- Gain buy-in from constituency groups
- Construct a timeline that is reasonable
- Get buy-in from stakeholders
- Too much change too fast will hurt the change agents
- Do not become a victim of Summer Magic
- Be prepared to make adjustments after implementation

Effective Leaders Understand that Messaging Matters...

- Everything you put in writing gets saved and shared
- **Respond don't react**
- Less is always more
- Be direct but thoughtful
- Use influence not power
- Have someone read it before you send it
- Clear, Concise, Thoughtful (CCT)

Sometimes the Messenger Matters...

- Sometimes you cannot be a hero in your own land
- Be big enough to realize you may not be the best messenger
- The messenger has to have the trust and respect of the individual or group
- The message is meaningless if you use the wrong messenger

Effective Leaders Understand Timing

- Is it the right time to make a major policy change?
- Have you anticipated the impacts to all groups?
- What is your plan to discuss and solicit feedback from impacted employee groups?
- Have you discussed it with union leadership?
- How will the change be communicated?
- Be careful of moving too fast too soon

Strategies For Managing Conflict

Effective Leaders...

- Use influence rather than power
- Listen to understand
- Address issues early, often, and communicate directly
- Insist on a culture of professionalism and respect throughout the organization
- Lead by example
- Surround themselves with people who can be honest

Remember...

- We don't get to choose our struggles but can control how we respond
- Avoiding hard things just makes it worse
- We teach people how to treat us

Effective Leaders Will...

- Establish yourself and your reputation
- Build trust in all relationships
- Hold people accountable for what they say and do
- Model the behavior they wish to see in others
- Always communicate directly but respectfully
- Are honest, transparent, and thoughtful in their work
- Understand that respect is earned
- Surround themselves with people smarter than them