Strategy and Leadership PV237

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Leadership Through Change aka Change Management

Situation: You are a leader of a group you have just introduced the change to. Here comes a practical exercise you can do to ease the change.

- Explain the exercise and agree some ground rules for the discussion (safety, confidentiality, respect for individuals).
- Ask individuals in the team to write on sticky notes how they feel about the changes.

- Ask them to stick the notes on a flip chart and then get the team to cluster the notes into similar feeling groups.
- Consider the results and draw attention to common ground (people will find comfort knowing they are not the only ones who feel that way).
- Start a discussion with how can these feelings be addressed.

- Brainstorm no censorship no idea is stupid.
- Sort and prioritize the action list.
- Assign actions.
- Schedule a follow up: when and where you will discuss the progress.
- Repeat the sticky notes exercise when you feel you moved forward to double check.

Case study - change is ALWAYS taken badly

Versus

Redesign of invoice approval process to reduce effort & errors and to get analytics

Old Way

- 168 Mouse clicks per transaction
- Manual
- Labor intensive
- Prone to error
- No analytics

New Way

- 12 Mouse clicks per transaction
- Automated

Fully Auditable

- Advanced Analytics
- Reduction in Close Process

How do you think it was received?

Source: MorganFranklin Consulting

Case study continued

It was not received well. To get this change approved and in production, it took:

- 7 in person meetings
- 4 conference calls
- 113 emails





What did they miss?



"We failed to realize that generally people fear change and the personal impact of the change"

Group work

- Put the competency stages on the transition curve
- Elaborate on leadership actions needed for each stage

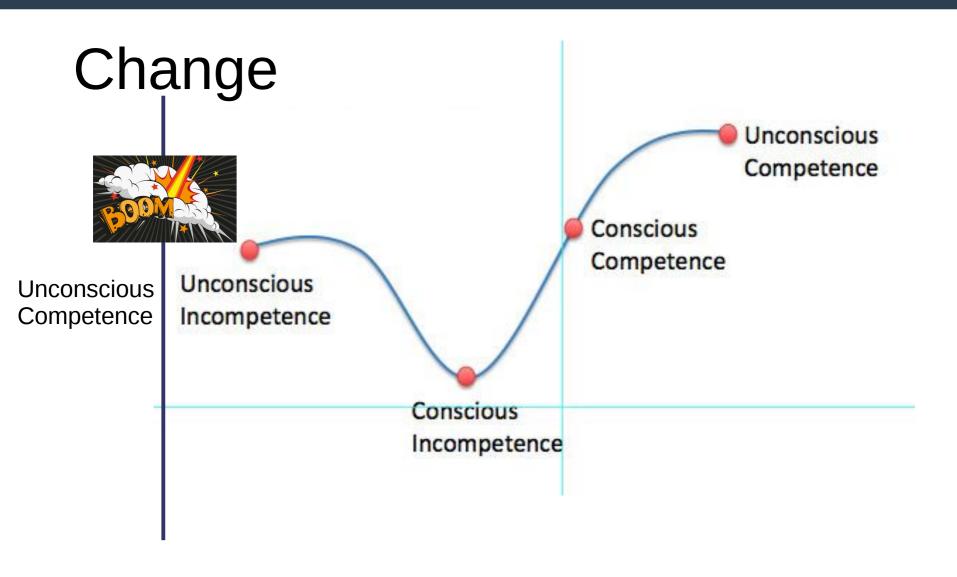
Unconsciously Competent

Unconsciously Incompetent Consciously Competent

Consciously Incompetent

Unconsciously Competent

Competence stages



Competence stages



START

Unconscious Incompetence

Unconscious Competence

Not knowing what we don't know

The dangerous/ignorant place

Doing well without thinking, impactful habits established

The most relaxed and efficient place



Conscious Incompetence

Conscious Competence

Knowing/Realising what we don't know

Staying focused and deliberately working hard to develop

The uncomfortable place, drive for learning and change or denial and retreat

New habits/behaviours /patterns are forming, but are not mastered

W. Lewis Robinson



