# Foundations for
Successful Change Leadership

Critical Focus Areas of Leading Change

Successful change leadership requires competent attention to three areas. If you neglect any one area, your change effort will likely fail. Are you consciously attending to all three?
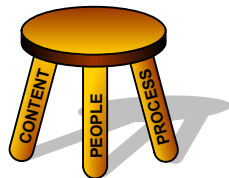
Content of Change
The organizational focus of the change (structure, strategy, business process, technology, culture, product or service)
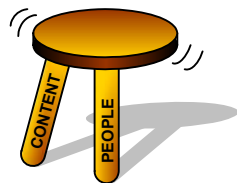
People in Change
Handling the human dynamics of change: people's mindsets, commitment to change; emotional reactions, behavior, engagement, relationships, politics; cultural dynamics impacting the change
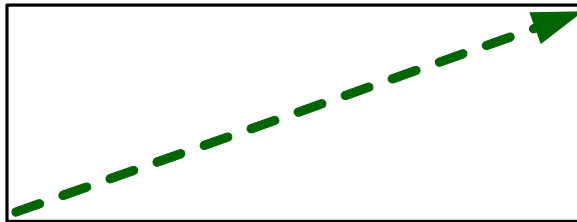
Process of Change
The way in which change is planned, designed, and implemented; adjusting to how it unfolds; its A-Z roadmap, governance, integration strategy, and course corrections
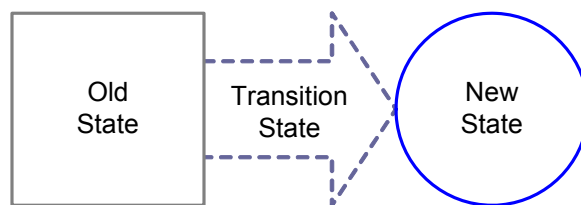
Three Types of Change

Developmental Change

Improvement of what is; new state is a prescribed enhancement of the old state.

Transitional Change

Old State

Transition State

New State

Design and implementation of a desired new state that solves an old state problem; requires management of the transition process to dismantle the old state while putting in place the new state; managed timetable.

Transformational Change

RE-EMERGENCE

Success Plateau

Growth

Wake-up Calls

Chaos

Birth

Death or Mindset Shifts
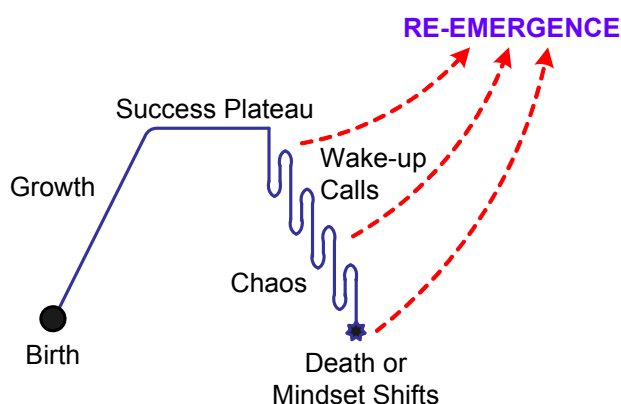
Market requirements force fundamental changes in strategy, operations, and worldview: (1) New state is unknown—it emerges from visioning, trial and error discovery, and learnings; (2) New state requires fundamental shift in mindset, organizing principles, behavior, and/or culture, as well as organizational changes, all designed to support new business directions. Critical mass of organization must operate from new mindset and behavior for transformation to succeed and new business model or direction to be sustained.

The Transformational Journey

- Transitional changes can be managed on time and on budget against a pre-determined plan

- Transformational change plans must be continuously adjusted due to the dynamic complexities of the environment, the emergent creation of the future state, and people's reactions along the way

Summary of Ten Common Mistakes in Leading Transformation

1. Relevance and Meaning: Not overtly linking the change effort to the market and business strategy to create clarity in the minds of stakeholders.

2. Change Governance: Unclear Change Leadership—roles, structure, decision-making, interface with operations.

3. Strategic Discipline for Change: Leaders not providing a strategic discipline for how change is led across the organization—no enterprise change agenda, no common change methodology, and inadequate infrastructure to execute change successfully.

4. Misdiagnosing Scope: Misdiagnosing the scope of the change either in magnitude, or by initiating only technological or organizational initiatives, and neglecting the cultural, mindset, and behavioral requirements.

5. Initiative Alignment and Integration: Running the change through multiple, separate, or competing initiatives rather than aligning all initiatives as one unified effort and ensuring the integration of plans, resources, and pace.

6. Capacity: Not creating adequate capacity for the change—setting unrealistic, crisis-producing timelines and then laying the change on top of people's already excessive workloads.

7. Culture: Not adequately addressing the organization's culture as a major force directly influencing the success of change.

8. Leadership Modeling: Leaders not being willing to develop themselves or change their mindsets, behavior, or style to overtly model the changes they are asking of the organization.

9. Human Dynamics: Not adequately or proactively attending to the emotional side of change; not designing actions to minimize negative emotional reactions; not attending to them in constructive ways once they occur.

10. Engagement and Communications: Not adequately engaging and communicating to stakeholders, especially early in the change process; relying too heavily on one-way top-down communication; engaging stakeholders only after design is complete.