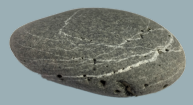
Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

FUTURE LEADERS PROGRAMME

Landing Change

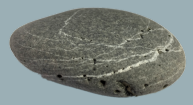
Carreg Coaching



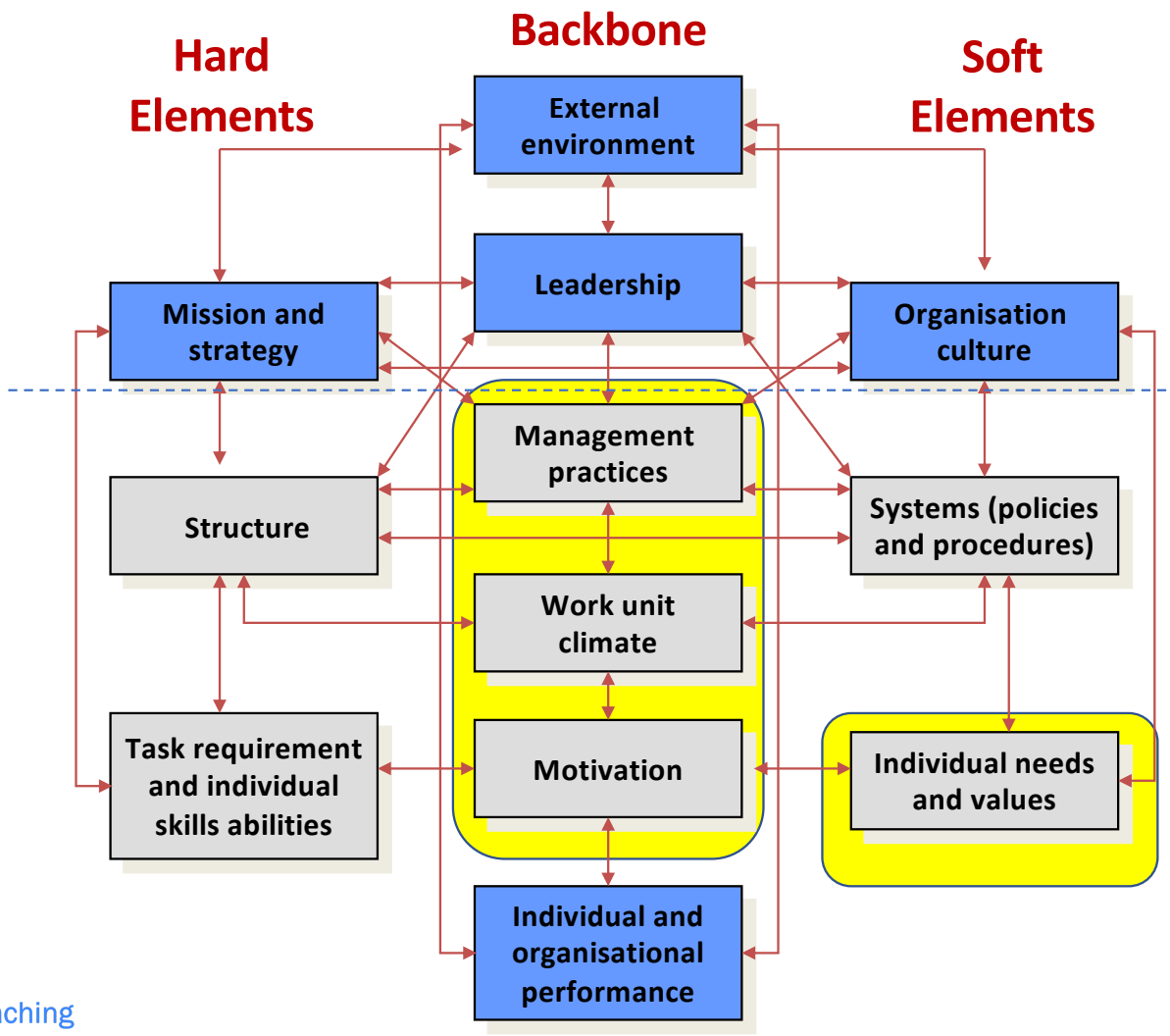
THE BURKE & LITWIN MODEL OF ORGANISATIONAL CHANGE

Refresher

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Burke, Warner W. and Litwin George H. 1992, A Causal Model of Organizational Performance and Change, Journal of Management, Vol.19, No 3. 523-545



Transformational Factors
(long term levers)

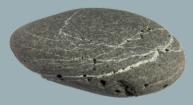
Transactional Factors
(operational levers)

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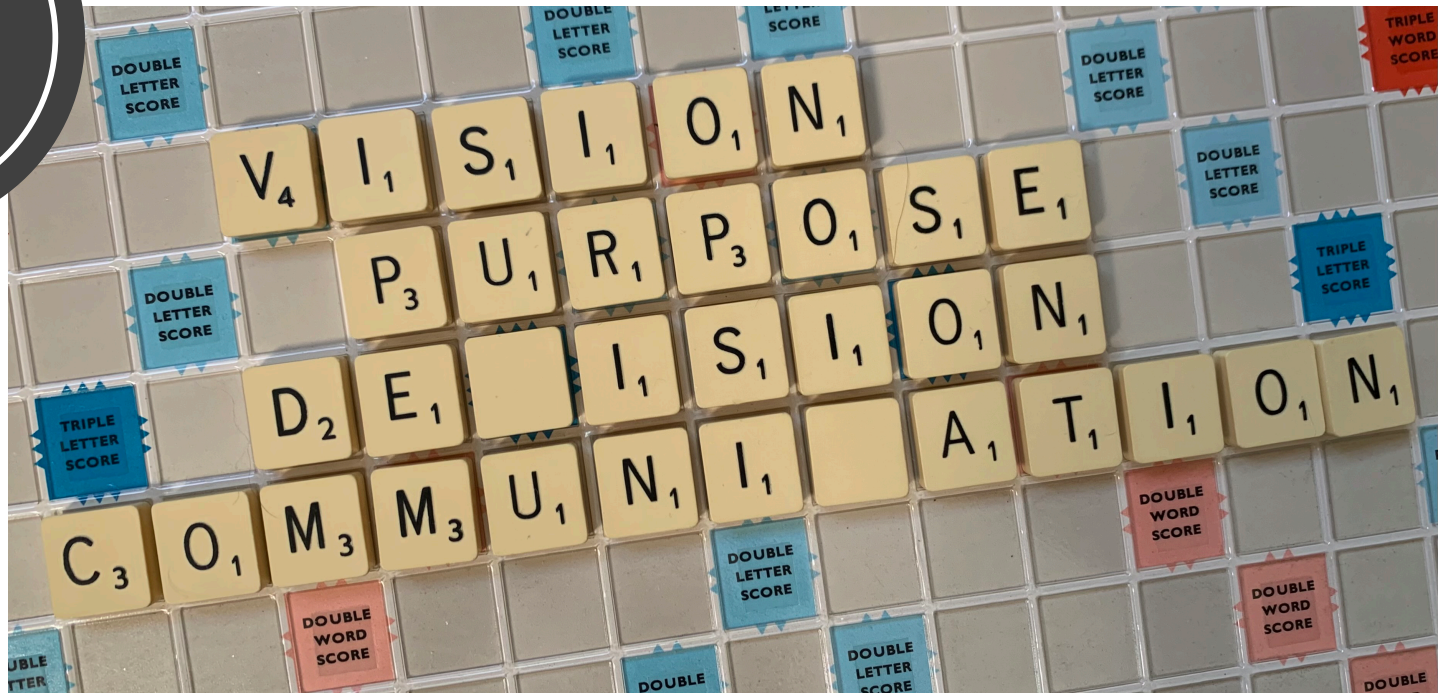


WHY IS LANDING CHANGE SO DIFFICULT?

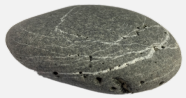
Carreg Coaching



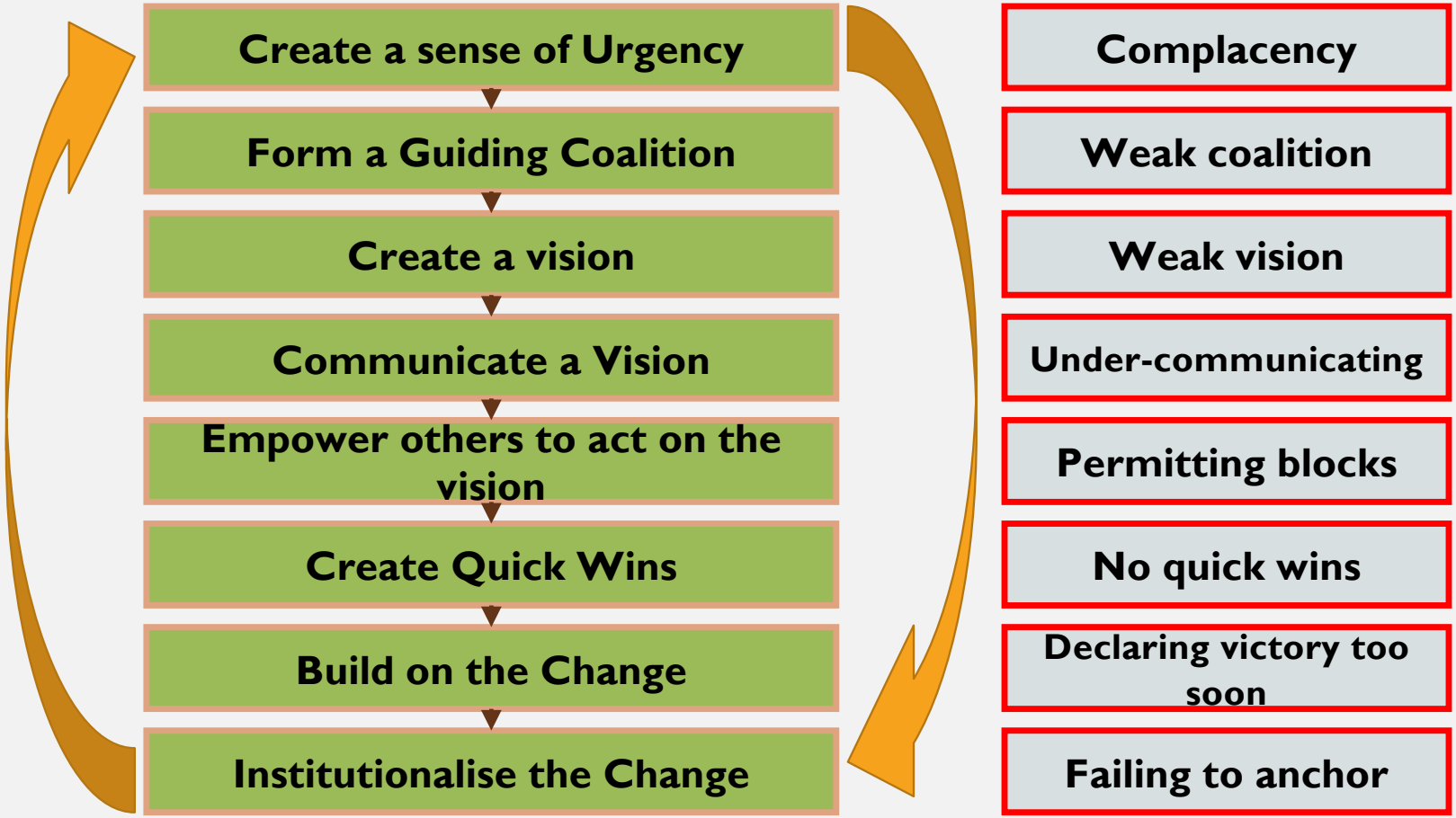
THE 4 CLARITIES OF LANDING CHANGE



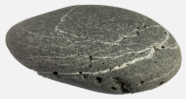
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LEADING CHANGE – JOHN KOTTER



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BECKHARD'S CHANGE EQUATION

Change will occur if:

A + B + C is greater than D

Where:

A = Dissatisfaction with the status quo

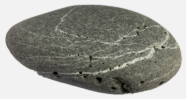
B = A shared vision of a better state

C = Knowledge of practical first steps

D = The cost of changing

Do the benefits/advantages outweigh the consequences/disadvantages?

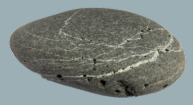
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Beckhard, R., & Harris, R.T. (1987). Organizational transitions: Managing complex change (2nd ed.). Addison-Wesley series on organization development. Reading, MA: Addison-Wesley Publishing.

UNDERSTANDING RESISTANCE TO CHANGE AND BUILDING COMMITMENT

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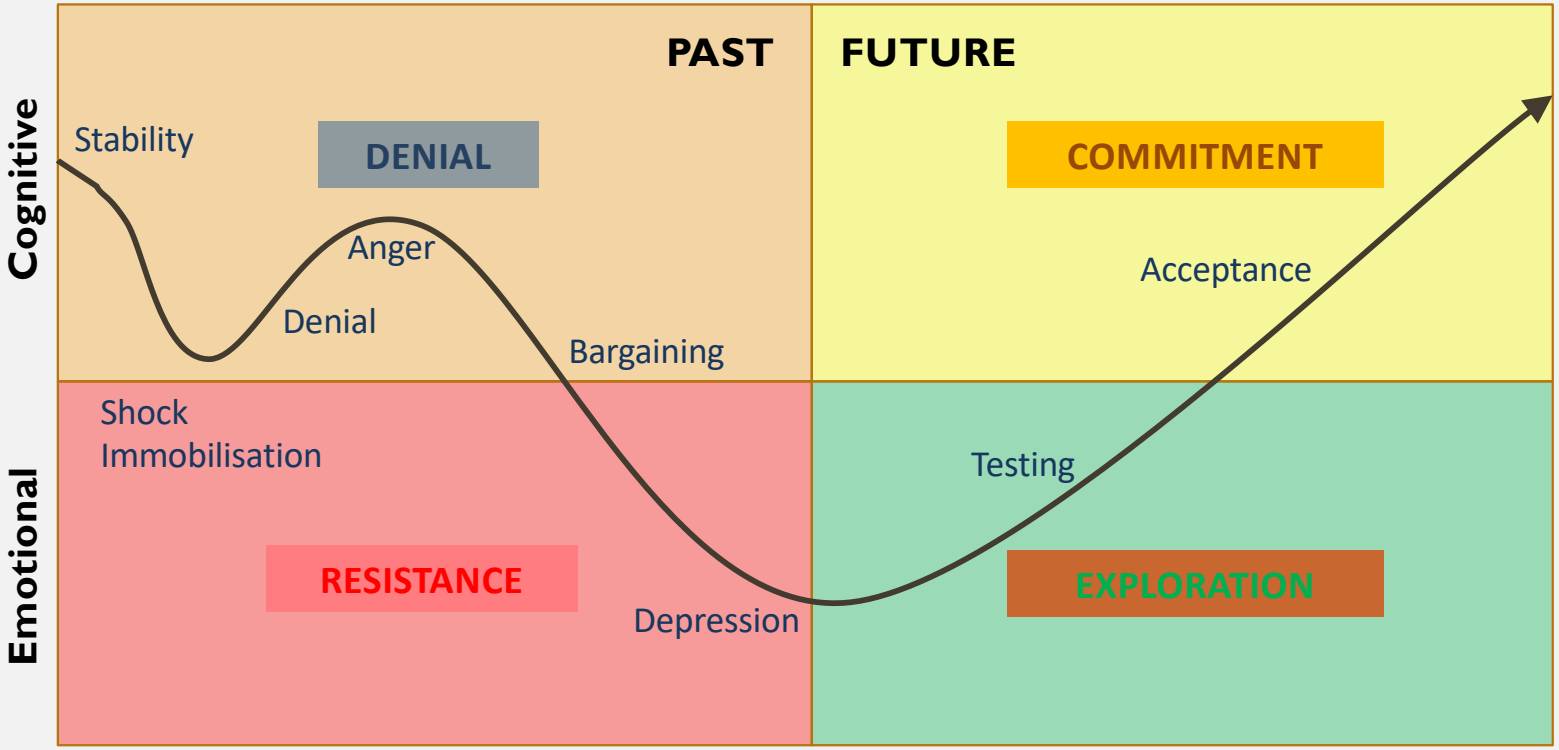




EXPLORATION

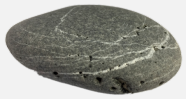
- Change Curve
- Typologies of Response to Change
- SCARF

THE TRANSITION CURVE



- How to support people?
- How to communicate?
- How to stay on course?
- How to keep yourself going?

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Based on the Kübler-Ross model, Five stages of grief, 1969

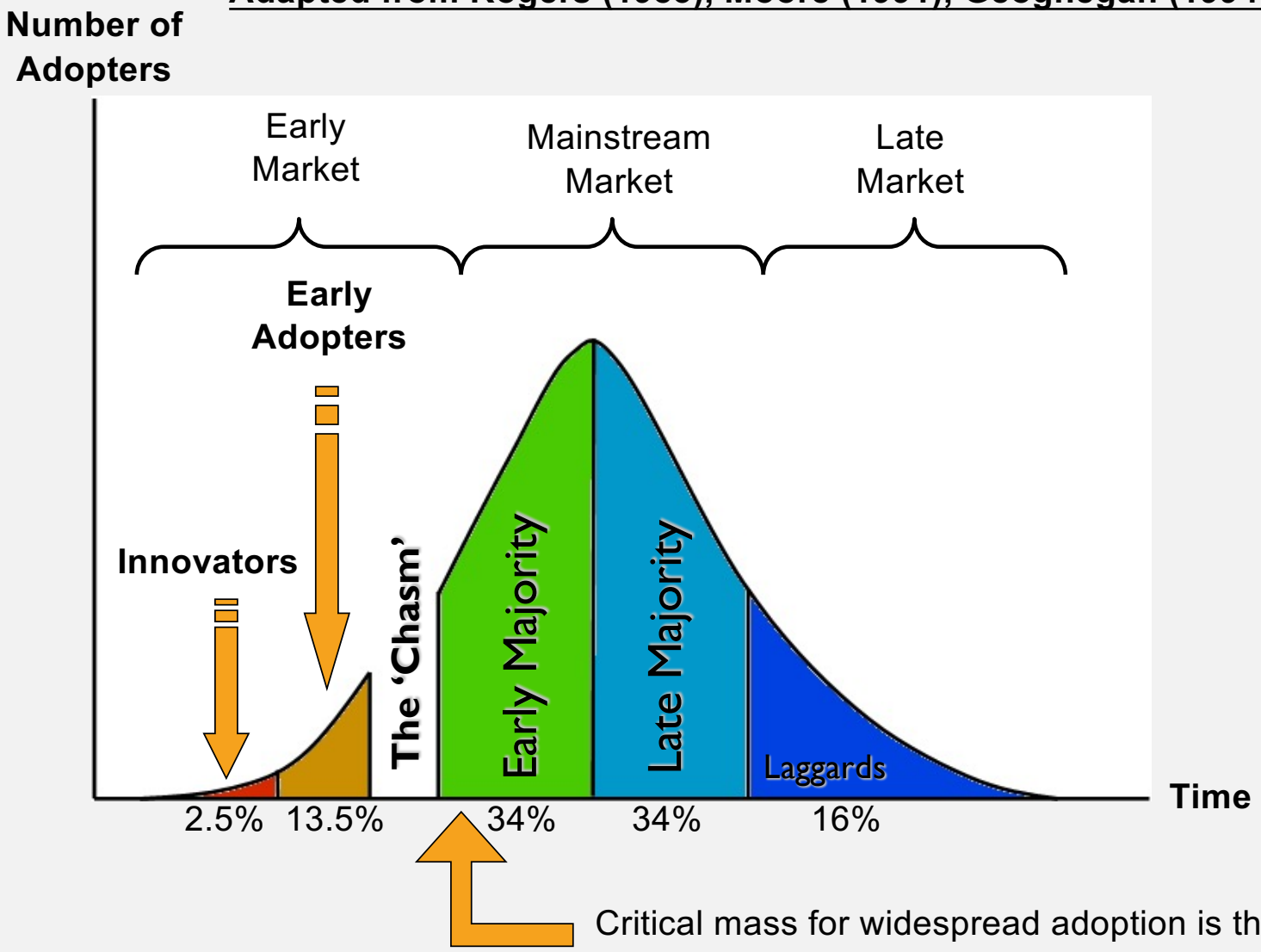
WHO ARE YOUR EARLY ADOPTERS?



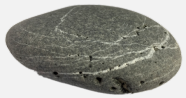
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Adapted from Rogers (1983), Moore (1991), Geoghegan (1994)

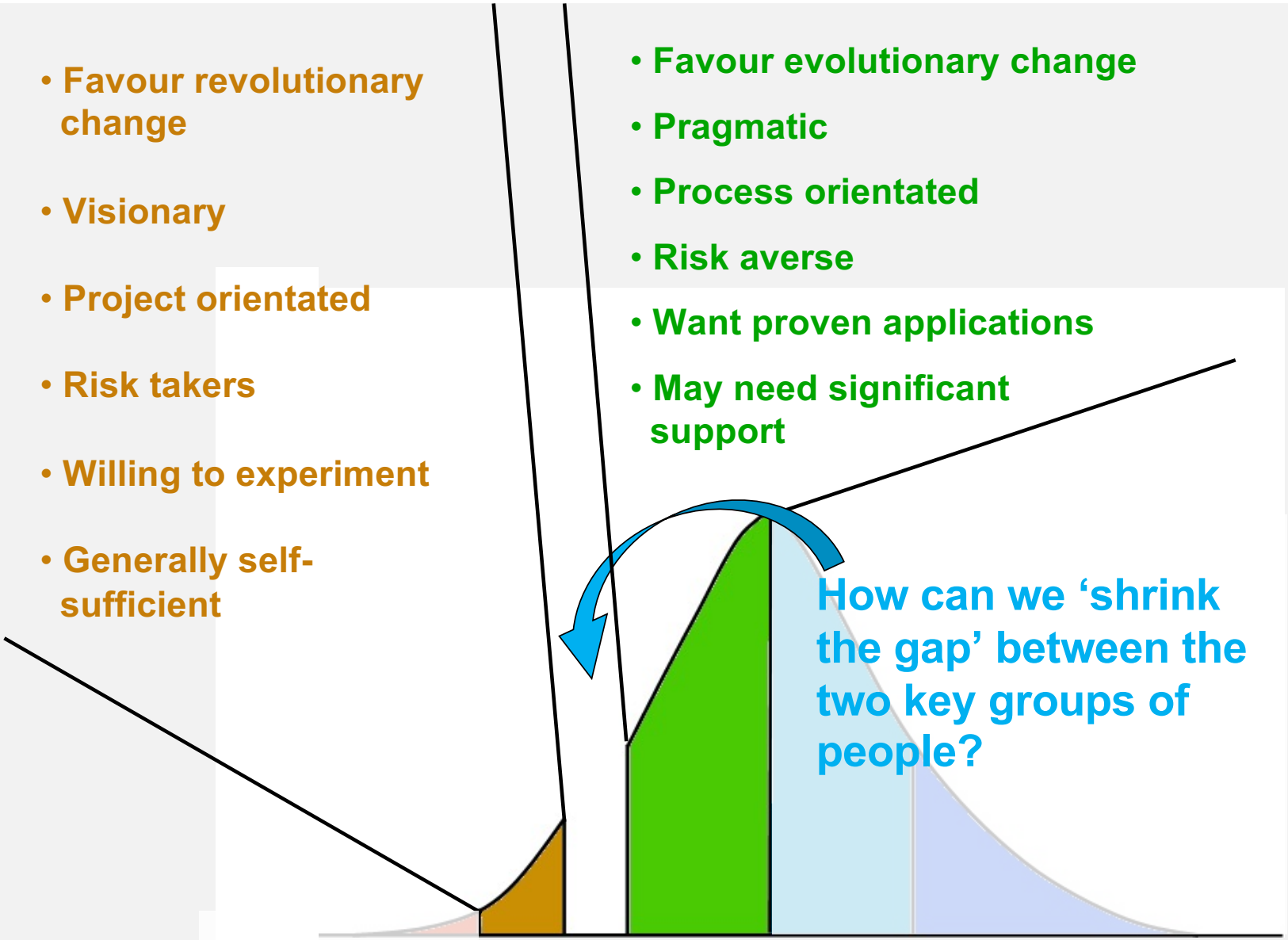


Carreg Coaching



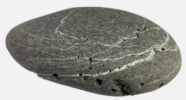
- Favour revolutionary change
- Visionary
- Project orientated
- Risk takers
- Willing to experiment
- Generally self-sufficient

- Favour evolutionary change
- Pragmatic
- Process orientated
- Risk averse
- Want proven applications
- May need significant support



How can we 'shrink the gap' between the two key groups of people?

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INFLUENCING OTHERS WITH SCARF



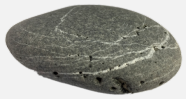
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David Rock's SCARF model

"A brain-based model for collaborating with and influencing others"

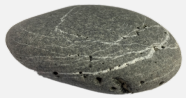
How do you actually lead with this in mind?



Status • Certainty • Autonomy • Relatedness • Fairness



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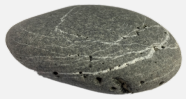
SCARF* and Neuroscience

What causes people to feel threatened or overwhelmed?

Status	Certainty	Autonomy	Relatedness	Fairness
status is about our sense of relative importance, 'pecking order' and seniority	Certainty is about our need for a sense of predictability regarding how things will turn out	Autonomy is the perception of exerting control over one's environment; a sensation of having choices	Relatedness involves deciding whether others are 'in' or 'out' of a social group	This refers to our sense of how fairly we (and others) are treated
Threat of reduction in status can lead to uncomfortable emotional states which trigger a defensive reaction	Threat of uncertainty generates an 'error' response in the orbital frontal cortex of the brain which generates discomfort and takes attention away from one's goals, forcing attention to the error	Threat to autonomy activates stress and a threat response which can have a negative impact on performance	Threat of feeling that we don't belong will trigger uncomfortable emotional states and leave us feeling unsafe	Threat of feeling unfairly treated causes negative, uncomfortable emotional states

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*David Rock



MAYA ANGELOU

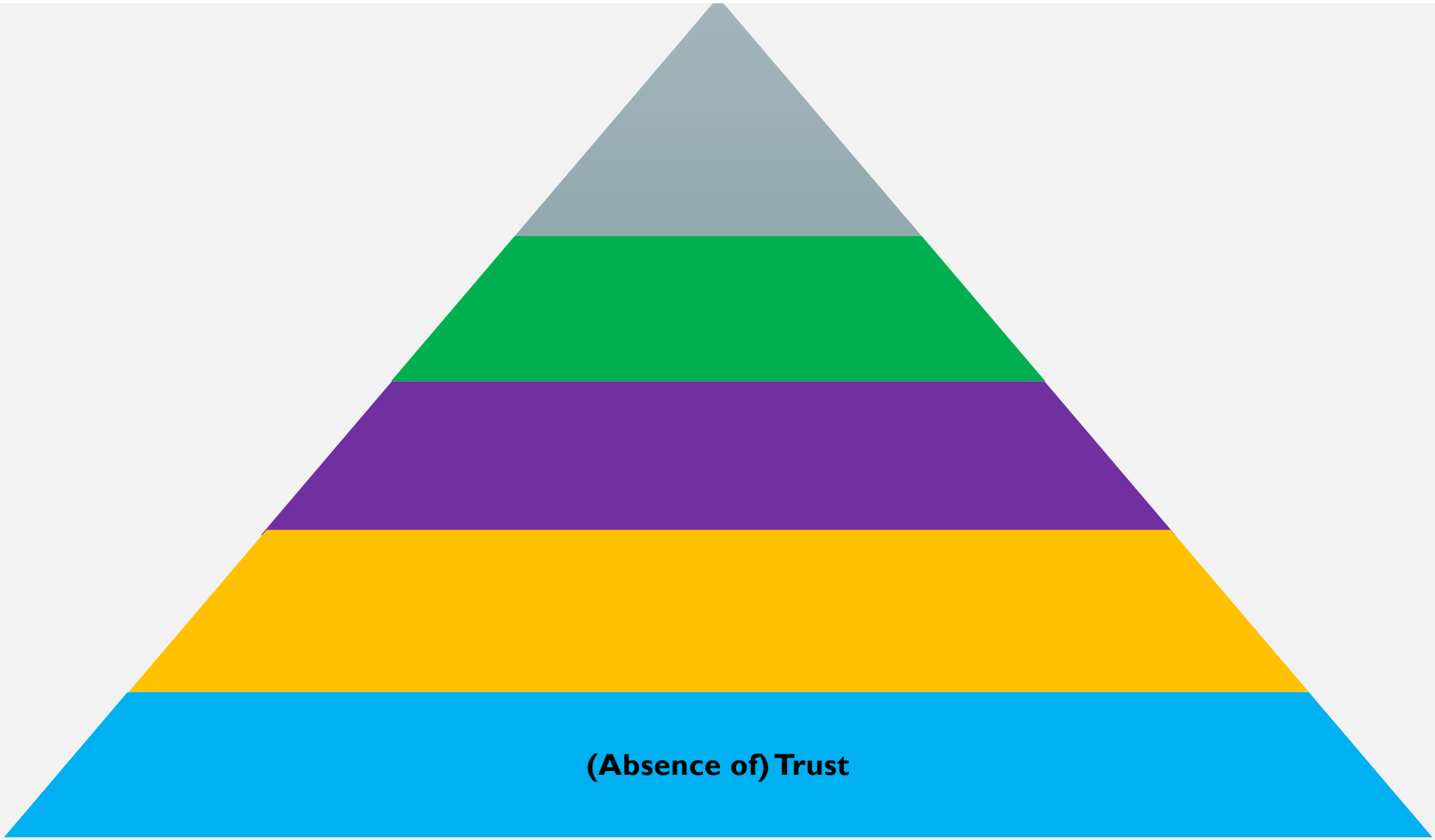
"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel"



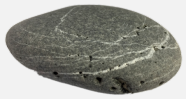


MANAGING TRANSITIONS & CONFLICT

Laying the Foundations for Motivation



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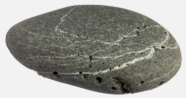


Lencioni, Patrick M.; Okabayashi, Kensuke. (2012). The Five Dysfunctions of a Team. Hoboken, NJ: Wiley.

The Trust (Trustworthiness) Equation

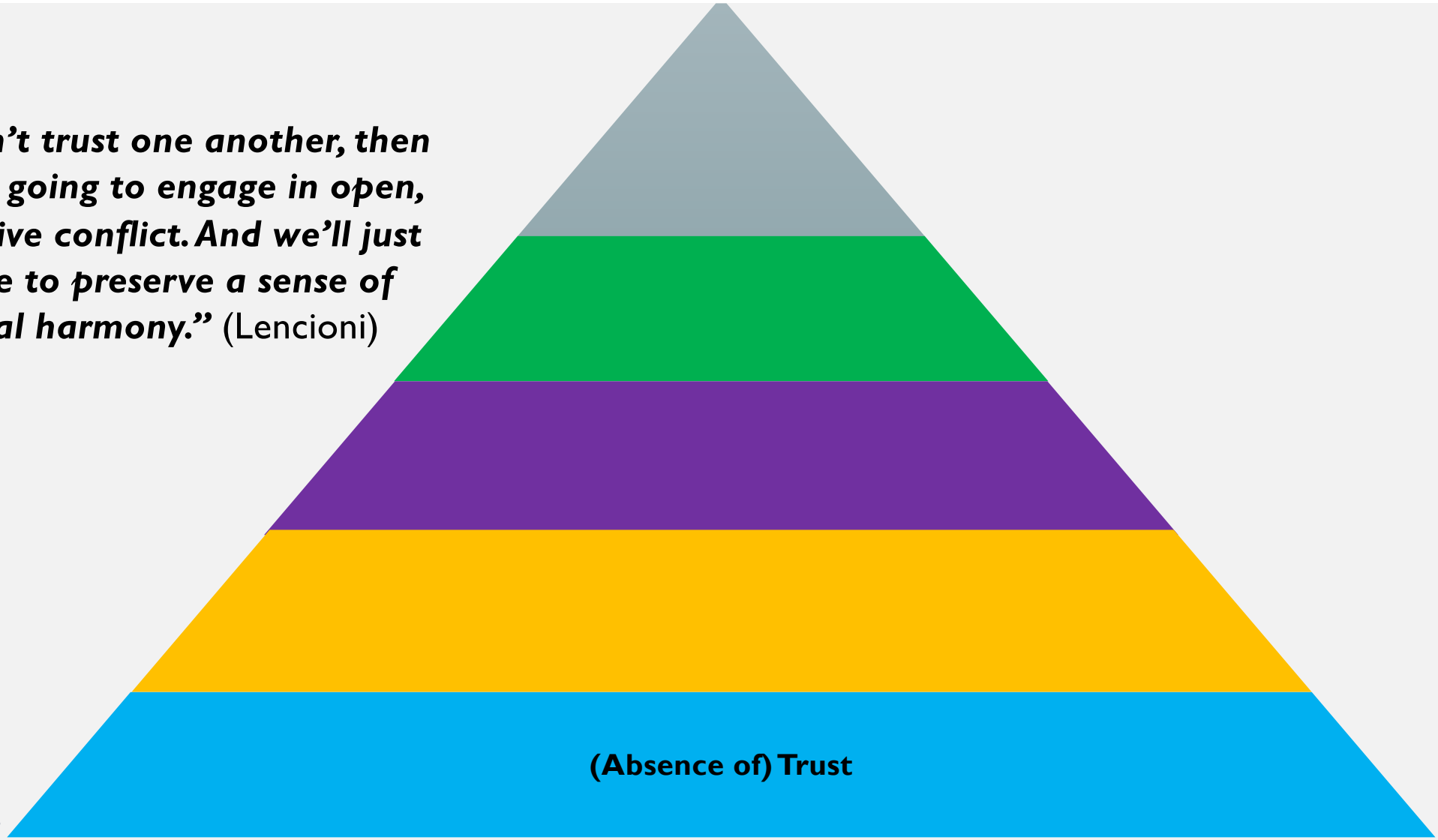
$$\frac{\text{Credibility (Words)} + \text{Reliability (Actions)} + \text{Intimacy (Emotions)}}{\text{Self-Orientation (Motives)}}$$

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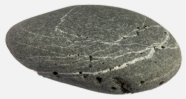
Green, Charles; Howe, Andrea. (2011), The Trusted Advisor Field Book; Wiley

"If we don't trust one another, then we aren't going to engage in open, constructive conflict. And we'll just continue to preserve a sense of artificial harmony." (Lencioni)

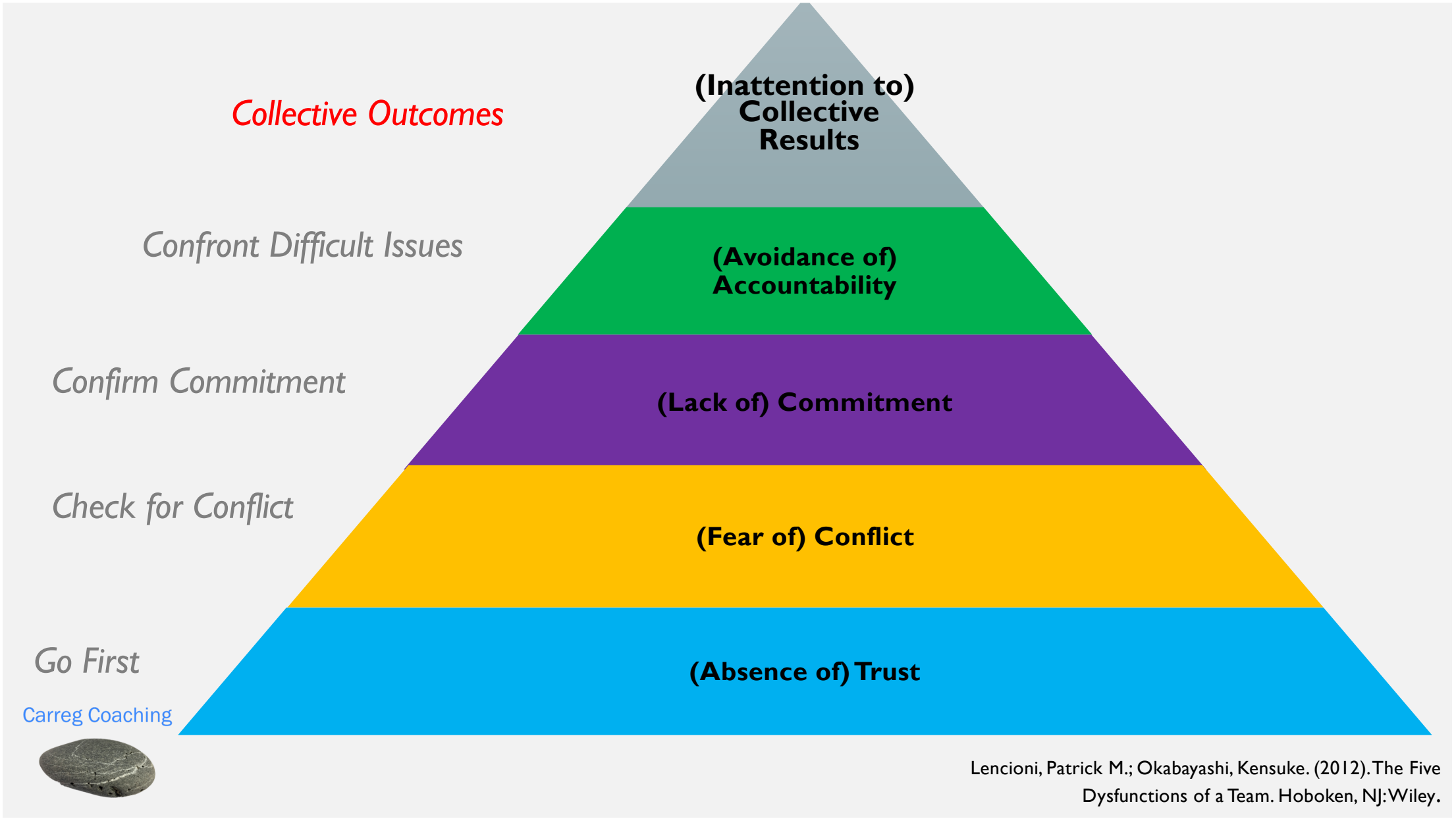


Go First

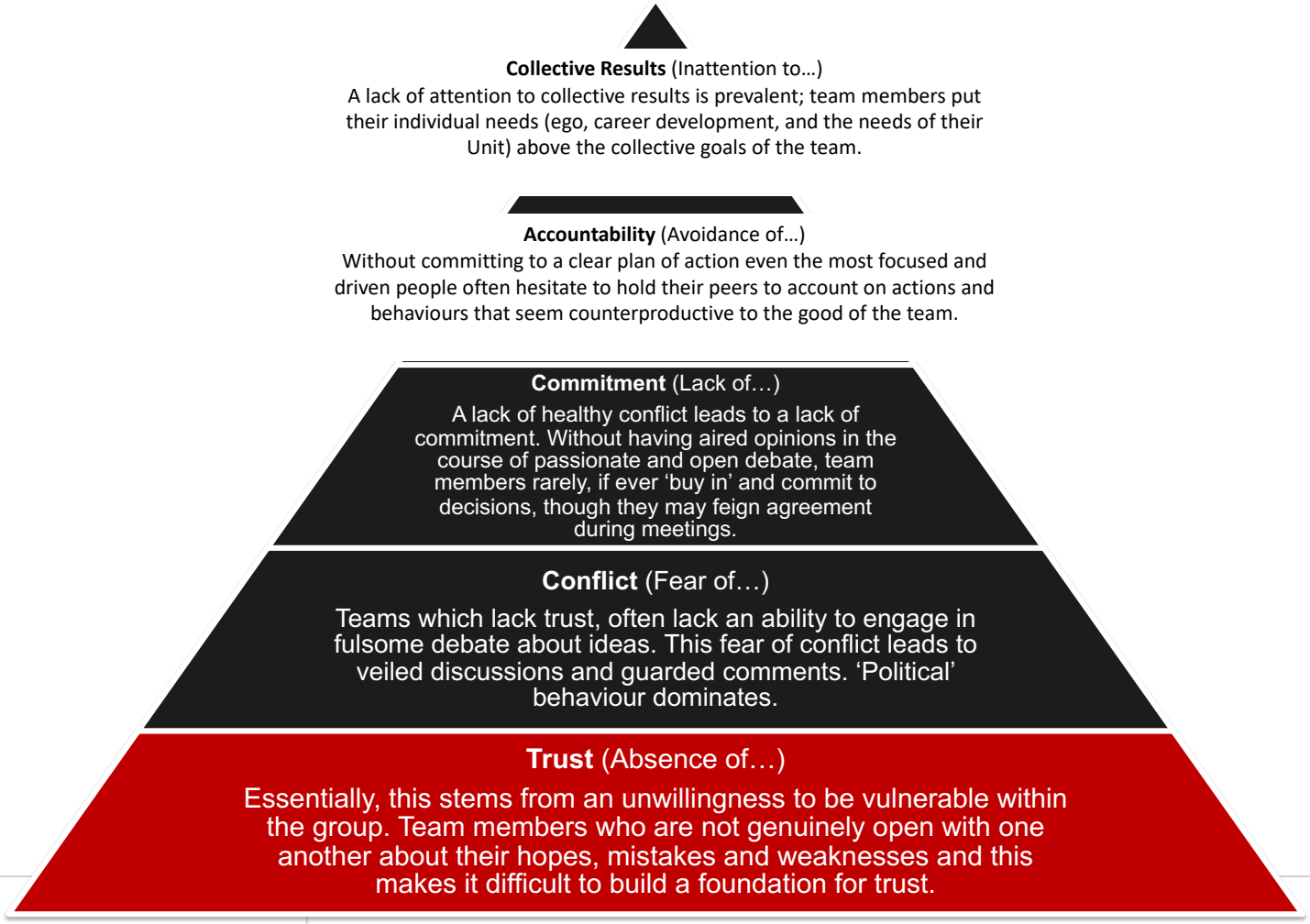
Carreg Coaching



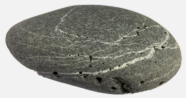
Lencioni, Patrick M.; Okabayashi, Kensuke. (2012). The Five Dysfunctions of a Team. Hoboken, NJ: Wiley.



Lencioni, Patrick M.; Okabayashi, Kensuke. (2012). The Five Dysfunctions of a Team. Hoboken, NJ: Wiley.



Patrick Lencioni, "The Five Dysfunctions of a Team"



Lencioni, Patrick M.; Okabayashi, Kensuke. (2012). The Five Dysfunctions of a Team. Hoboken, NJ: Wiley.



Success is

- not just about the end goal
- but *want* to make progress continuously.
- Think of it as a well-designed wheel, rather than a simple straight line.
- There *isn't always a* mountain top or finish line,
  - celebrate "on the go"
- Sometimes there is a mountain top!!!!

SAVOURING

- Slowing down
- Reflecting
- Celebrating small big achievements
- Gratitude

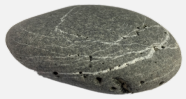


THE SCIENCE OF GRATITUDE



Video link: https://youtu.be/JMd1CcGZYwU

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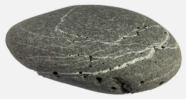


GRATITUDE

- Gratitude for yourself
  - Gratitude Journal
  - Reflective walk
  - Small victories



- Gratitude for others
  - Saying thank you (& meaning it)
  - Finding moments to reflect with individuals or teams
  - It's never to late to offer thanks
  - Gratitude as a team
    - Away Day (with FUN)
    - SWOT as a team

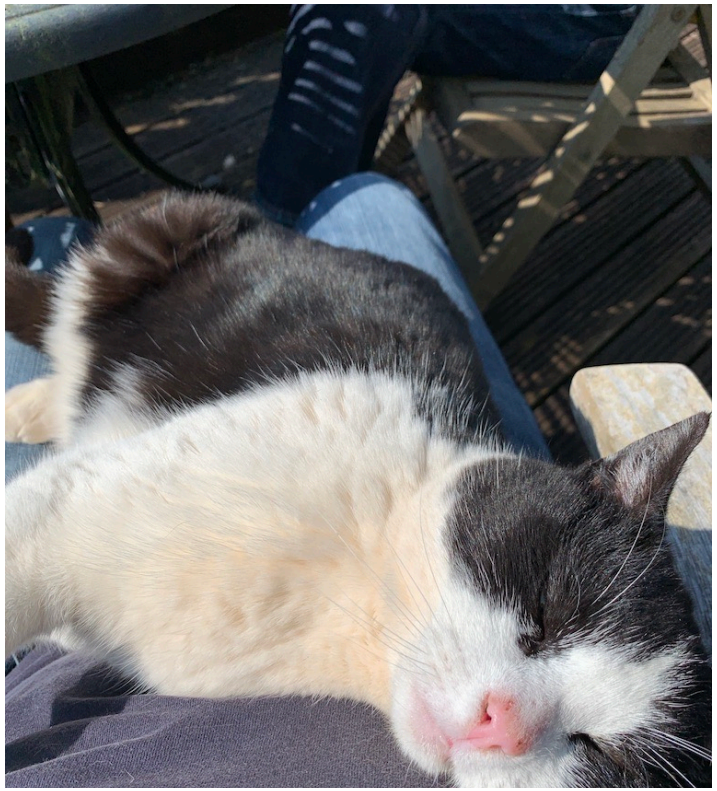


HOW TO THANK

- Action
- Impact
- Reward

'*Thank you*' isn't enough

- 'thank you,' *AND*,
- 'the thing they did' AND
- 'the *Impact*'
  - e.g. how it changed the team, and without you and your presence on this team, we couldn't have done it.'



CELEBRATION APPROACHES *AVOIDING 'CRINGEY' MOMENTS*

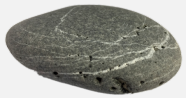
- **An Introvert -** *a hand-written note or card*
- **Extrovert / Social Person -** *announcement in the break room or group meeting*
- **Senior Manager -** *a conversation that doesn't eat into their time*
- **If they've been doing the same task for some time -** *a department-wide email*
- **If they've just joined the company -** *private conversation scheduled specifically to give thanks*
- **A team**
  - *wide email or announcement at a meeting*
  - *Weekly or monthly update emails (short!!) can be a useful way of updating people and thanking people*



CELEBRATING SUCCESS: DON'T .....

Give the spotlight to one individual or team repeatedly	Organise a lavish event when finances are tough	Share champagne in the office to celebrate the work of someone who doesn't drink
Congratulate a team lead without acknowledging the work of their team	Organise an evening outing to thank a colleague with caregiving commitments	Make a grandiose show of gratitude once a year, but otherwise showing disinterest





BREAKOUT

Knowledge Share: ideas for Celebrating Success

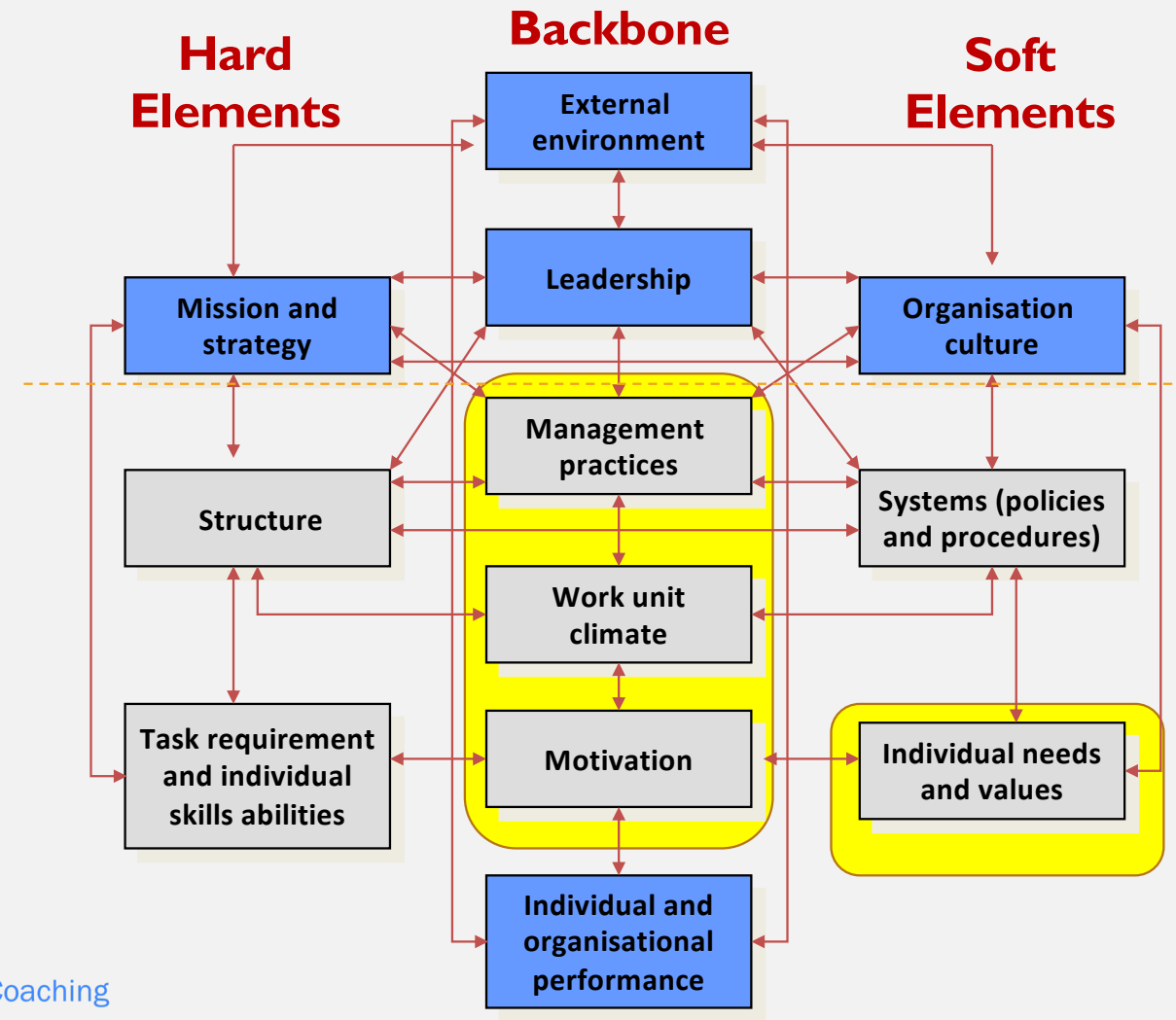
Groups of 3/4

Feedback Top 3 ideas.



SUMMARY

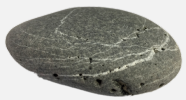




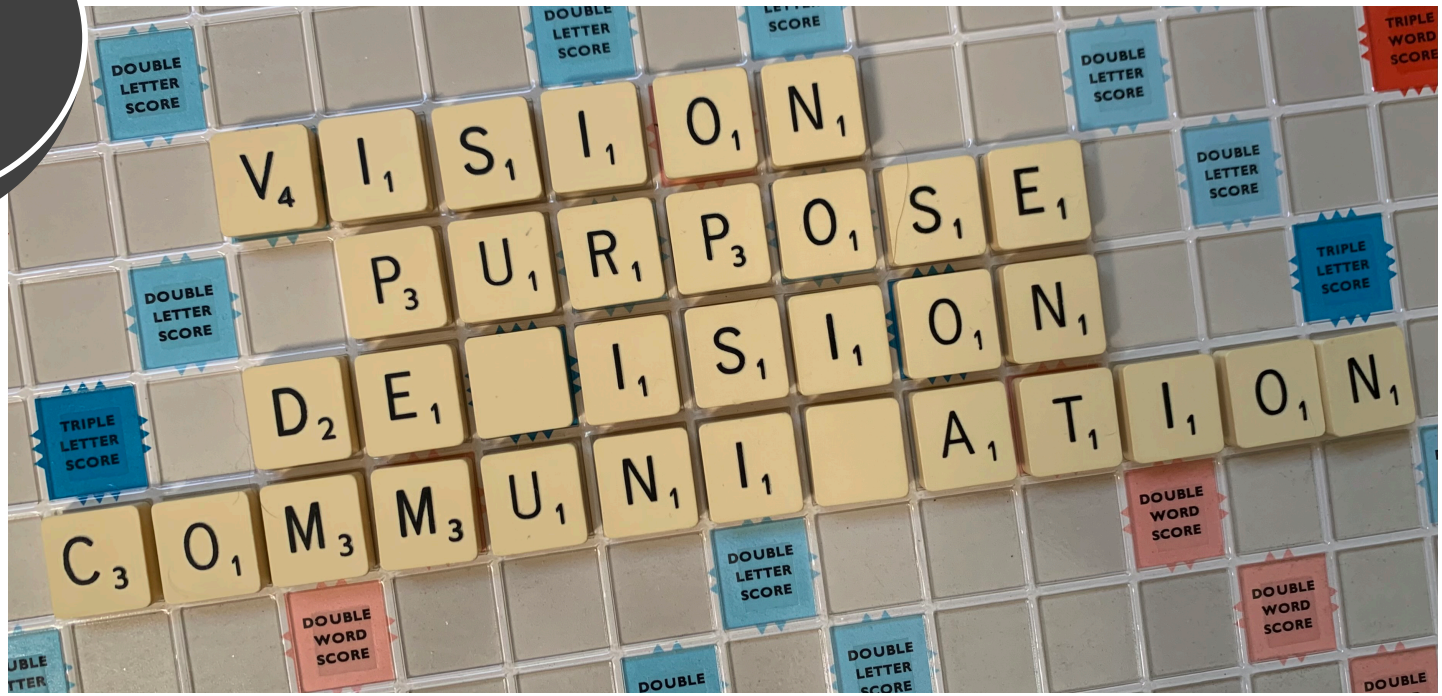
Transformational Factors
(long term levers)

Transactional Factors
(operational levers)

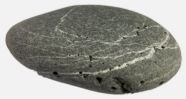
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THE 4 CLARITIES OF LANDING CHANGE



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THE 4 SUB-CATEGORIES FOR CLARITY OF COMMUNICATION



- Communication
- Communication
- Communication
- Communication

- Spoken word
- Written word
- Images
- Metaphors
- Data
- Diagrams
- START with a SUMMARY

FINAL THOUGHTS .....

Keep sharing the ambition and reminding people why this is happening

Keep listening

Be aware of 'survivor guilt'

Keep close to your stakeholders

Fight hard for what you believe is right

Follow through and follow up

Admit mistakes and put them right

Keep a sense of humour!



Change only happens if you employ passionate leadership