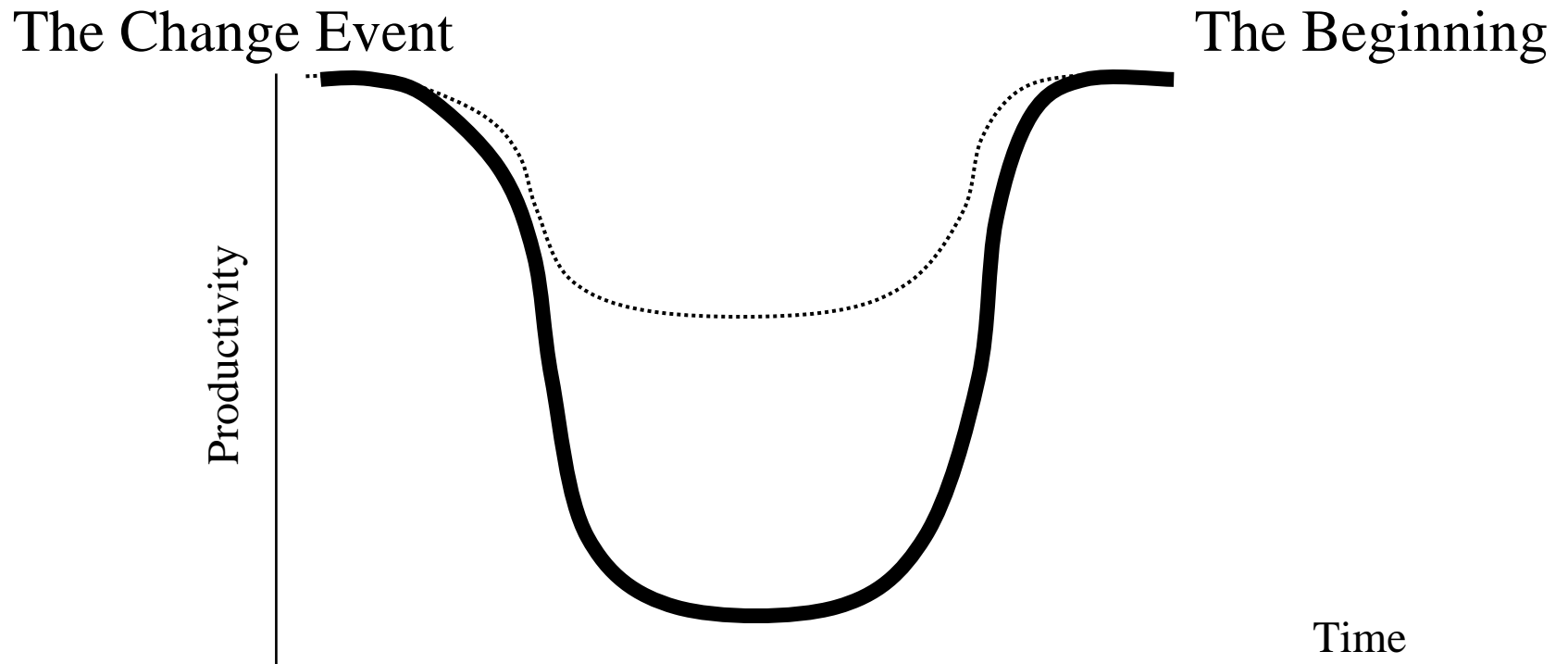


Change is the Event, Transition is the Process



The Transition
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Effects of Change

- Change produces winners and losers.
- Significant change makes beginners out of everyone.
- Change is never predictable because it is an intervention in an interdependent system of rational and irrational processes.
- The ranks will not change if the leadership does not change.
- People have a high degree of ownership in both what they do and how they do it, asking them to change, often is asking for a change in how they fundamentally view themselves.
- Participation in sculpting the change is the key to engagement.

“Culture changes only after you have successfully altered people's actions, after new behavior produces some group benefit for a period of time...Whenever you hear of a major restructuring, reengineering or strategic redirection in which step one is *“changing the culture,”* you should be concerned that it might be going down the wrong path.” Kotter

Eight Stage Process for Leading Change

- Create a sense of urgency
- Create a guiding coalition
- Develop vision and Strategy
- Communicate - 10x what you think you need
- Empower everyone for broad based action
- Generate short term Wins
- Consolidate gains and use them to regenerate urgency
- Anchor the change in the culture

Typical Responses

- Reduced Productivity
- Retrenchment
- Sabotage
- Resistance
- Fear
- Anger
- Antagonism
- Foot dragging
- Stress
- Anxiety
- Apathy
- Self absorption

A Comprehensive Framework

- **Structural Systems**
 - How the work is divided
 - How the work flows
 - Formal decision chains
- **Human systems**
 - Motivational systems
 - Talent acquisition and development
 - Engagement
 - Behavioral norms and standards
 - Values
- **Political Systems**
 - Formal and informal influence structures
 - Power distribution
 - Conflict resolution patterns
 - Distribution of resources
- **Symbolic Systems**
 - What gives work meaning
 - Accumulated wisdom
 - Rituals, Ceremonies, Traditions
 - Culture

“When new practices made in a transformation effort are not compatible with the relevant cultures, they will always be subject to regression”

The Earning Curve

