
Module 4: The Nature of Leading Change— Outline

Purpose

- To enhance capability at guiding diverse and interconnected groups through small and large scale change.

Objectives

- Understand how people experience, resist, influence and adapt to change.
- Identify what effective leaders do to initiate, guide and sustain change.
- Practice how to find good solutions to complex “swampy” problems.

Required Readings

1. Hill, L. A. & Lineback, K. (January-February 2011). *Are you a good boss or a great one?* **Harvard Business Review** [pdf](#)
2. Pascale, R. & Sternin, J. (May 2005). *Your company’s secret change agents.* **Harvard Business Review.** [pdf](#)
3. Quinn, R. E. (May 5, 2010). *Do senior executives know what change leadership is?* **The LIFT Blog.** <http://www.leadingwithlift.com/blog/2010/05/03/do-senior-executives-know-what-change-leadership-is/>

Optional Readings

1. Beaudan, E. (Jan/Feb. 2006). *Making change last: How to get beyond change fatigue.* **Ivey Business Journal.** [pdf](#)
2. Tsai, P. & Compeau, D. (March/April 2010). *Go tell it on the mountains: How word of mouth can lead to buy-in of a technology.* **Ivey Business Journal.** <http://www.iveybusinessjournal.com/go-tell-it-on-the-mountains-how-word-of-mouth-can-lead-to-buy-in-of-a-technology>

Required Media

1. Sternin, M. (Dec. 1, 2009). *Reflections on Positive Deviance.* **University of Texas at El Paso, Texas.** <http://www.youtube.com/watch?v=Ad9suSYL6RU&feature=related>

- Zigami, P. (May 20, 2009). *Leading change*. Ken Blanchard Cos.
<http://www.youtube.com/watch?v=DTZEnSvZPqc>

Optional Media

- Kotter, J. (September 8, 2008). *The importance of urgency*. Harvard Business.
http://www.youtube.com/watch?v=zD8xKv2ur_s&feature=related

Pre-Work

Music and Inspiration: Team 7 – Promiscuous Puppies (8:30 – 9:00 am; breaks, lunch, at end)

Special Activity: Team 1 – ADD (10 minutes-any exercise/activity which engages participants in learning about the module's topic)

Individual Self-Assessment

- Complete the *Measuring Yourself on the Three Imperatives* questionnaire in the Hill and Lineback article.
- Do a *Prep, Do, Review* for at least three days before March 31. See article for instructions.
- Bring your reflections to the session.

Insights on Leadership from the Readings, Media and Your Experience: Team 2 – Crap Adds Up

- Use the Hill/Lineback and the Quinn articles as the focus for discussion and debate: decide what angles you want the groups to explore that will contribute to their learning and ultimate application on the job.
- Design and facilitate an interactive, engaging, creative and critical analysis group discussion activity (or activities). Feel free to catalyze the discussion through games, videos clips, debate, drawing, music, etc.
- Note that you can give different groups different tasks, set up half the groups against the other half, etc.
- Take up to 45 minutes for this exercise, if necessary, to obtain the depth of discussion you want.

Leading Change Cases from Parry Sound and Muskoka

- Each municipality identify one complex past or current leading change “case” for analysis and discussion.
- Bring a brief description of the case (presenting problem and history, what has been done to date or what was done, the current situation).
- Make a copy for each participant.
- The goal will be to use the group to develop ideas about moving the problem forward to a good solution or to learn how the issue could have been resolved differently. We will use the positive deviance methodology as the framework within which to analyze and discuss each case.

Key Concepts

- Successful large-scale change requires that the leaders infuse repeatedly throughout the organization a strategic story (the future intent, relevant history, a few top priorities, broad map for action) and the urgency for change.
- Oppressive cultures (top down management, little opportunity for input by those affected by the change) breed feelings of injustice and loss of self-esteem—all barriers to successful change.
- Some of the best ways to lead change in the midst of turbulent times are not through the use of controls but of forces such as vision and values.
- Times of disruption are opportunities for creativity. Leaders can nurture creativity, identity, personal meaning and ‘finding what works’ by going with the flow of chaos. Order of a higher/more complex nature emerges from the churn.
- The density of relationships and information sharing in an organization provide resilience and adaptability in a chaotic world.
- Feelings are at the heart of change. Successful leaders work with and address the internal transitions of employees, stakeholders and members of the community.
- The powerful “positive deviance” model of change emphasizes change from the grassroots or “change in action”: make the group the guru, reframe through facts, make it safe to learn, make the problem concrete.
- A successful early drive for change is rarely sufficient to overcome internal resistance and people’s longing for the old ways. To sustain the momentum, do what revolutionaries such as Lincoln and Gandhi did---spend time with the people whose lives are most affected, listening to their complaints, renewing their passion and addressing issues head on.
- Underlying the success of leading change is a manager’s intent to keep growing following three “imperatives”: (1) Manage yourself; (2) Manage your network; (3) Manage your team.
- Managers who are culture-builders are more effective change-leaders than those who try to control change by being “movers and shakers”.