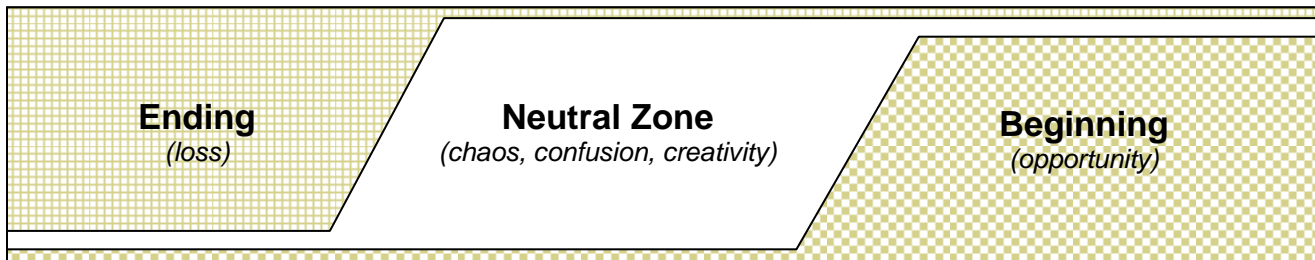


Quick Reference on Leading Change



■ *The Loss:*

- ✓ Attachments? Turf? Structure? Future? Meaning? Control?
- ✓ Dealing with Loss? Letting Go?

■ *The Pathway Across the Chasm:*

- ✓ The unmentionables – old and unresolved issues?
- ✓ The chaos and confusion you are experiencing (where? when? with whom?)
- ✓ Connecting the dots in different ways? Creative ideas?

■ *New Beginning:*

- ✓ The new opportunities you see? Innovations?
- ✓ Current issues? Situations to celebrate? Frustrations? Building on the good things? Plans? Critical path? Rewards?

Source: Adapted from W. Bridges, (1996). **Managing Transitions: Making the Most of Change.** New York: Addison-Wesley Publishing Company, p. 70.

When we commit to a vision to do something that has never been done before, there is no way to know how to get there. We simply have to build the bridge as we walk on it.

Source: R. Quinn, (2004). **Building the Bridge as You Walk on It.** San Francisco: Jossey-Bass, p.9.

The Logic of Life is a Journey With Chaos

Everything is in a constant process of discovery and creating.

Life uses messes to get to well-ordered solutions.

Life is intent on finding what works, not what's "right."

Life creates more possibilities as it engages with opportunities.

Life is attracted to order.

Life organizes around identity.

Everything participates in the creation and evolution of its neighbours.

Source: M. Wheatley, (1996). **A Simpler Way.** San Francisco: Berrett-Koehler Publishers, pp. 13-14.



Quick Reference on Leading Change

The Heart of Leadership Starts With Ideas and Stories From Our Experiences

Learning From Experience

Winning Leaders Draw from Their Pasts

- ✓ Events early in life shape lessons that they use in the future
- ✓ They consciously capture these lessons and use them as guides

Leaders' Stories Reveal Their Teachable Points of View

- ✓ Based on his early college years, having to put up with inferior shoes, Phil Knight of Nike dedicated himself to helping athletes and customers win with great products
- ✓ Jack Welch learned from his mother never to give up

Everyone Has a Usable Past: Leaders Just Use Theirs Better

- ✓ Leaders recognize the defining moments in their lives
- ✓ They communicate the lessons through words and actions

Leadership Starts With Ideas

Winning Organizations Are Built on Clear Ideas

- ✓ “Quantum” ideas set a direction for everyone
- ✓ “Incremental” ideas are about evaluation and experimentation toward the “quantum” ideas

Leaders Make Sure the Ideas Are Current and Appropriate

- ✓ They assess changing realities and amend the ideas as necessary
- ✓ The ideas lead to significant added value

Ideas Are the Framework for Actions at All Levels

- ✓ They provide a context for everyone’s decision making
- ✓ They motivate people toward a common goal

Writing Your Leadership Story

Winning Leaders Portray the Future as an Unfolding Drama

- ✓ They tell stories that engage followers emotionally and rationally
- ✓ The stories weave together ideas, values and modes of behaviour

Winners' Stories Create Scenarios for Success

- ✓ They build the case for organizational change
- ✓ They describe a winning future

Leaders' Stories Are Dynamic and Motivating

- ✓ They cast workers as protagonists who make change happen
- ✓ They guide participants to identify their own roles

Source: Tichy, N. (1997). **The Leadership Engine**. New York: HarperCollins.

