

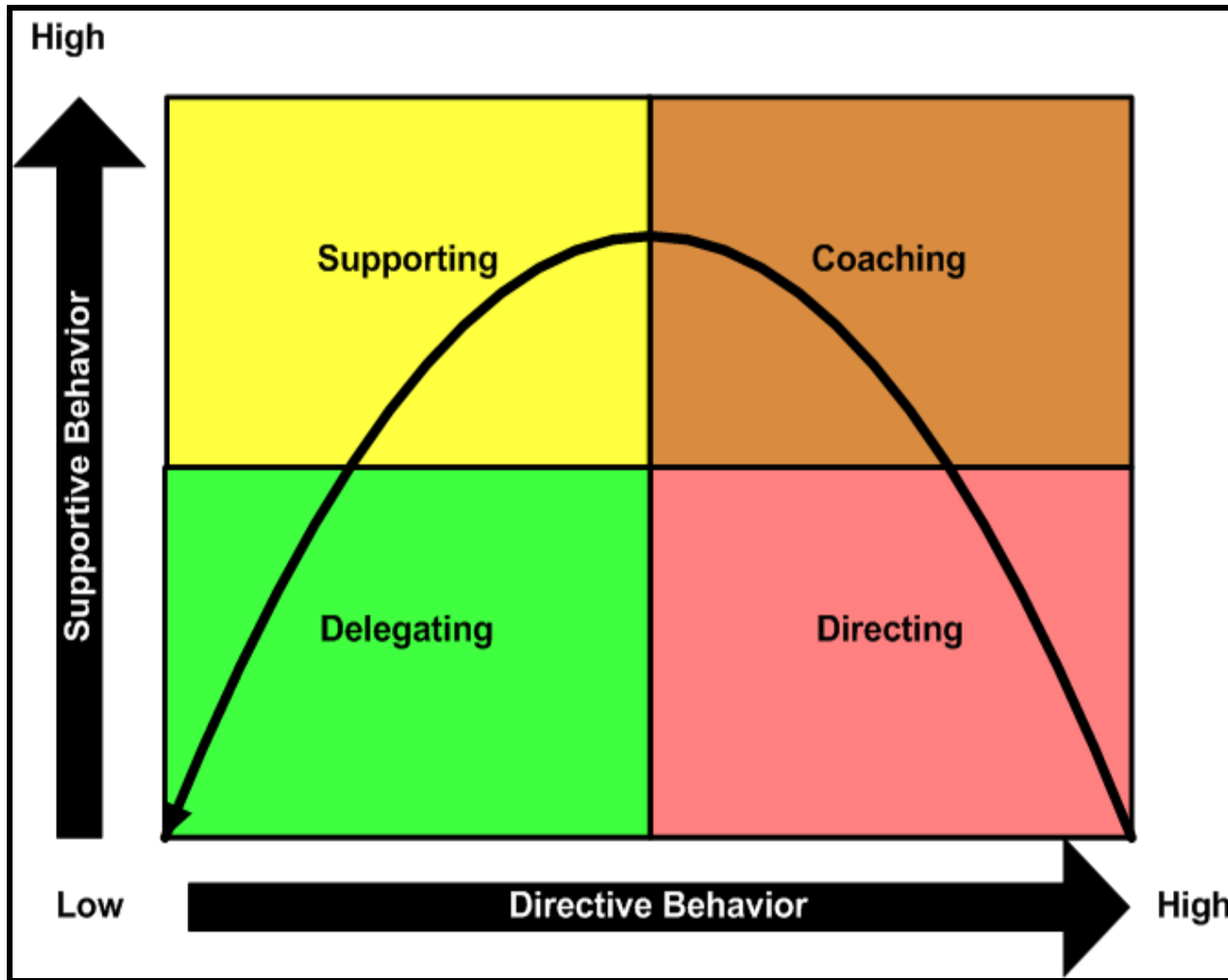
Eight Steps for Leading Change

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FlashPoint

September 15, 2011



The Situational Leadership Model



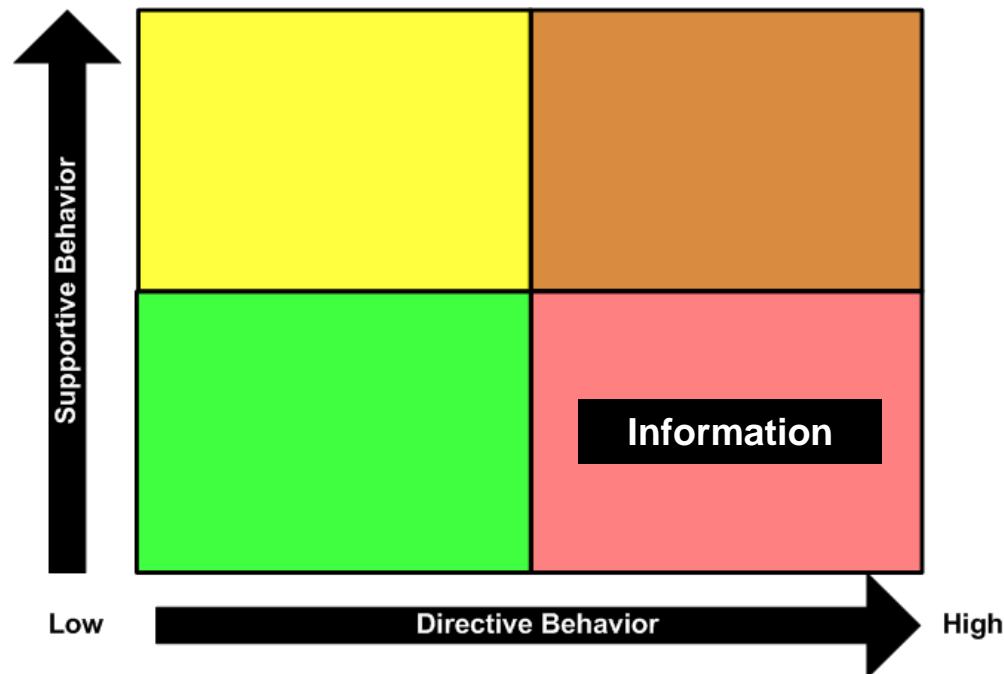
Six Sequential Concerns of People Facing Organizational Change

1. Information Concerns
2. Personal Concerns
3. Implementation Concerns
4. Impact Concerns
5. Collaboration Concerns
6. Refinement Concerns



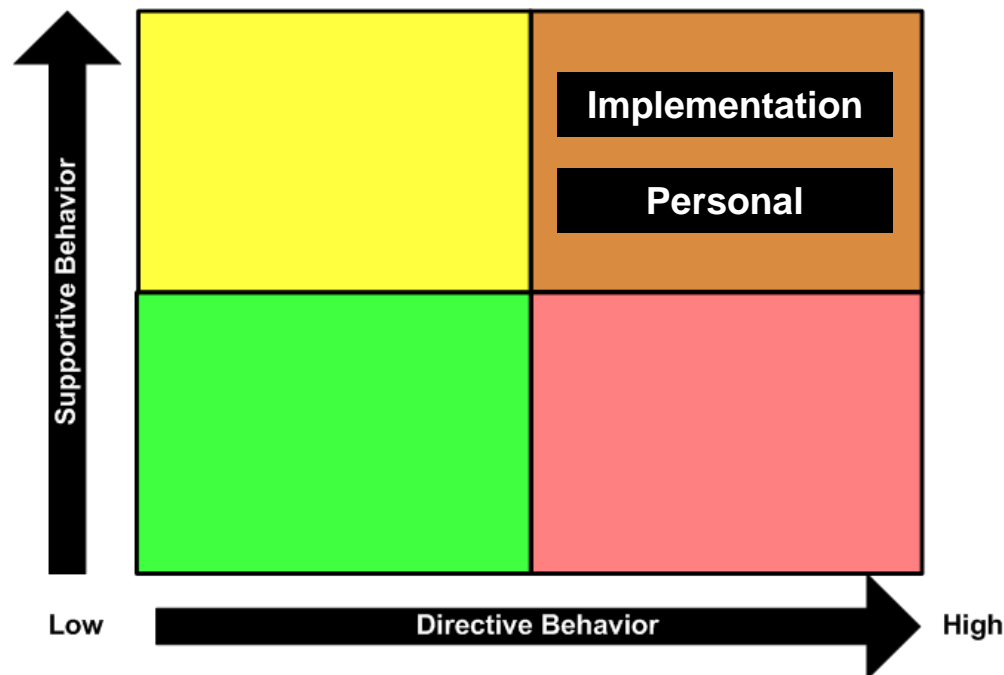
Information Concerns

- People with information concerns need the same information used by those who made the decision so they can move forward with the change.
- They don't want to know if the change is good or bad until they understand it. In the absence of clear, factual communication, people tend to create their own information about the change, and rumors become facts.



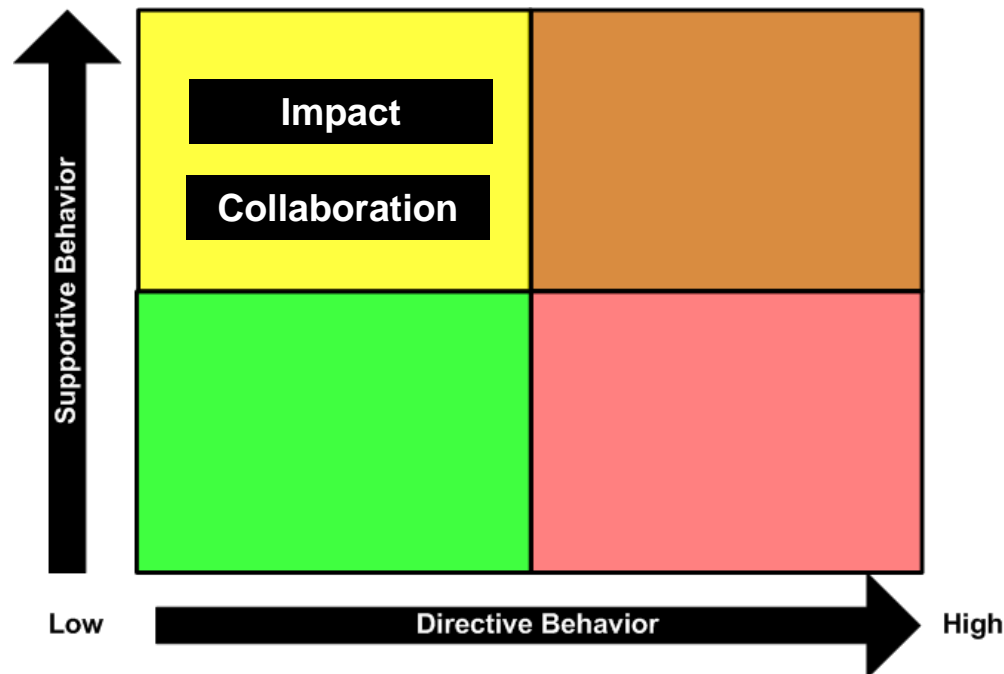
Personal and Implementation Concerns

- People with personal concerns want to know how the change will play out for them. They wonder if they have the skills and resources to implement the change.
- People with implementation concerns are focused on the nitty-gritty—the details involved in implementing the change.



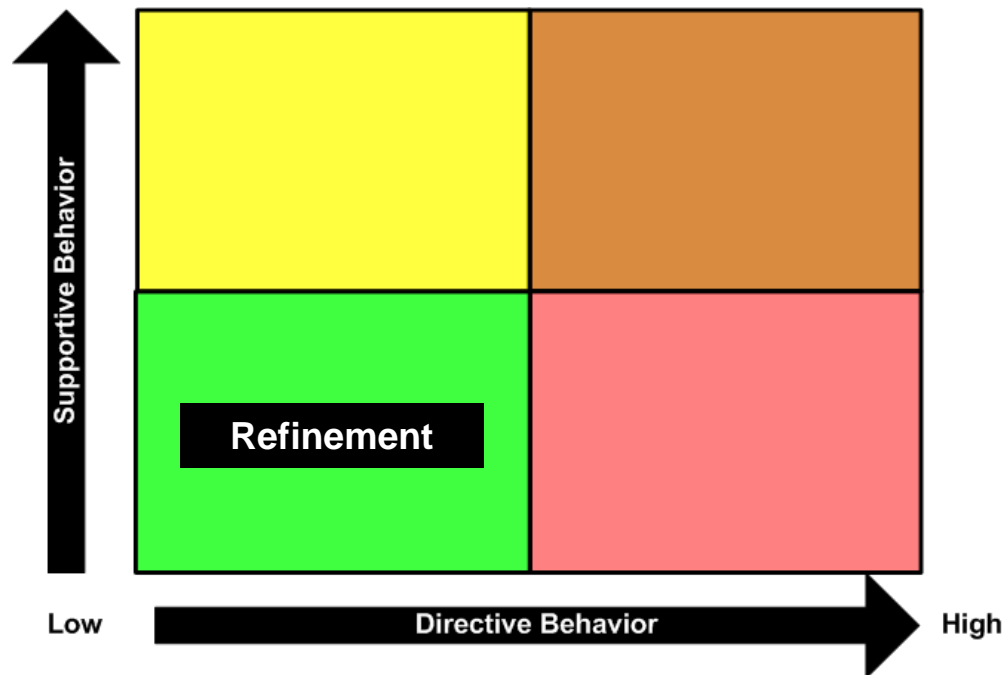
Impact and Collaboration Concerns

- People with impact concerns are interested in the change's relevance and payoff. They will sell themselves on the benefits of the change based on the results being achieved.
- People with collaboration concerns are focused on coordination and cooperation with others. They want to get everyone on board because they are convinced the change is making a difference.

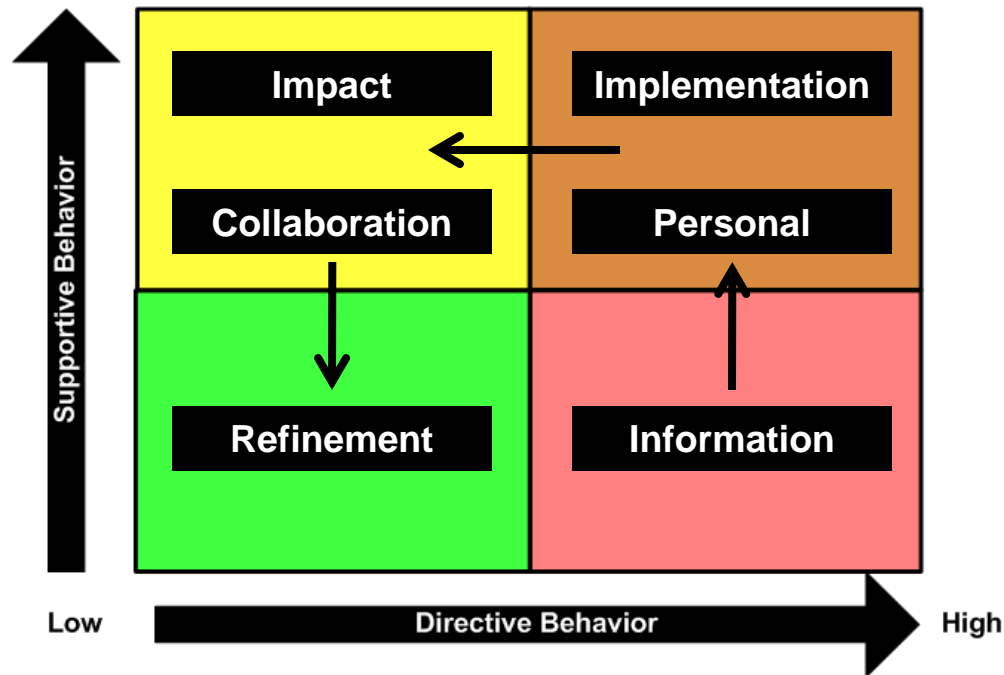


Refinement Concerns

- People with refinement concerns are focused on continuous improvement.
- During the course of an organizational change, a number of learnings usually occur. As a result, new opportunities for organizational improvement often come to the surface at this stage.



How Do We Guide People Through Each Stage of Concern?



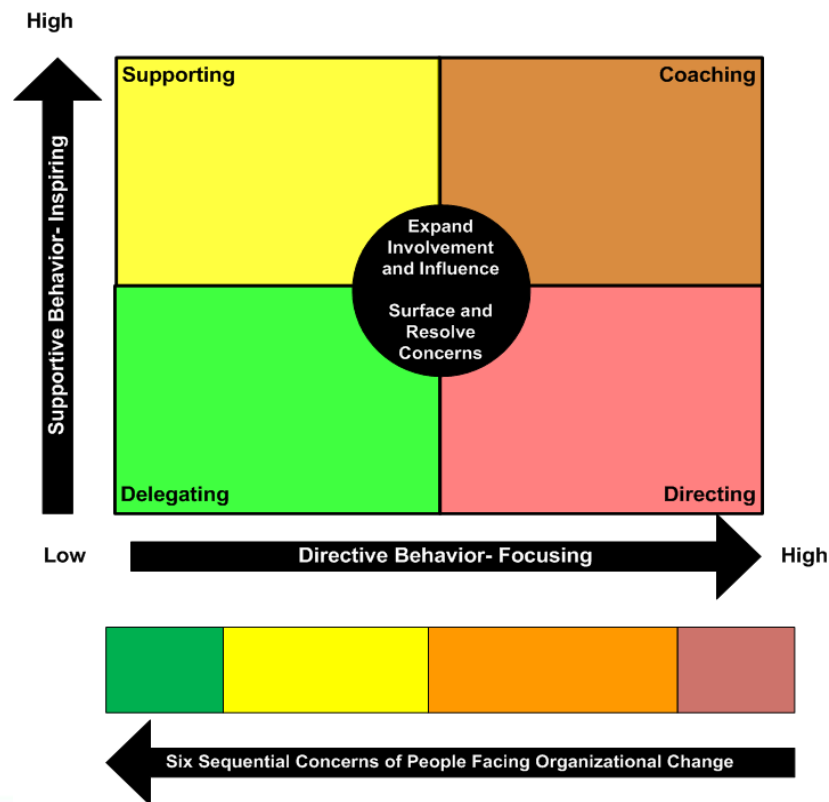
Eight Sequential Steps for Guiding People through Change

1. Expand opportunities for involvement and influence
2. Explain the business case for change
3. Envision the future
4. Experiment to ensure alignment
5. Enable and encourage
6. Execute and endorse
7. Embed and extend
8. Explore possibilities



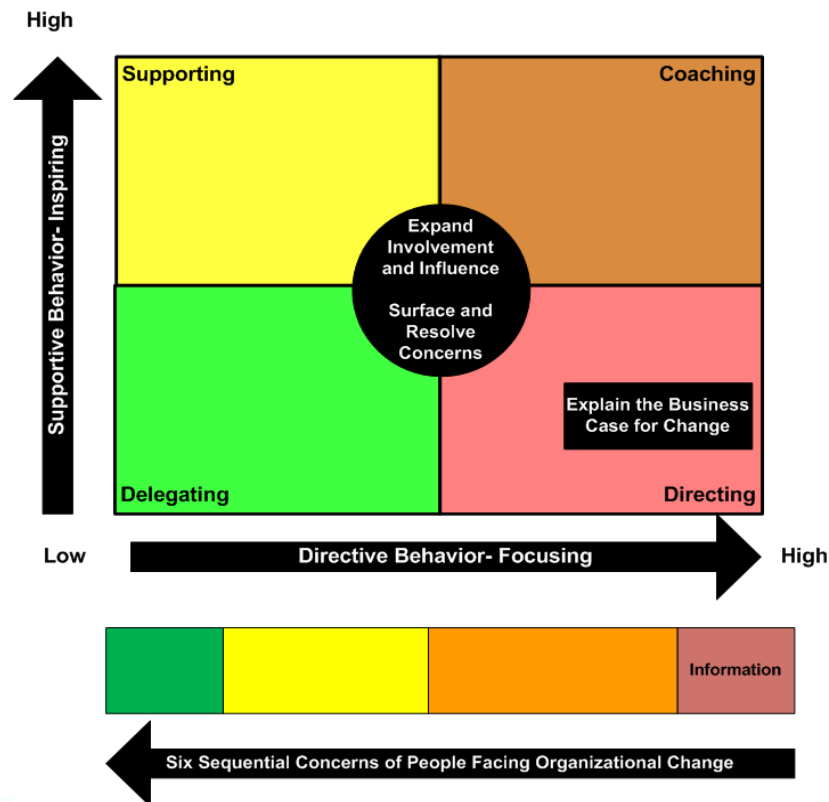
Step 1: Expand Opportunities for Involvement and Influence

- Diagnose people's stages of concern and use the appropriate change strategy.
- Doing so significantly increases the probability of implementing successful change because it expands opportunities for involvement and influence.



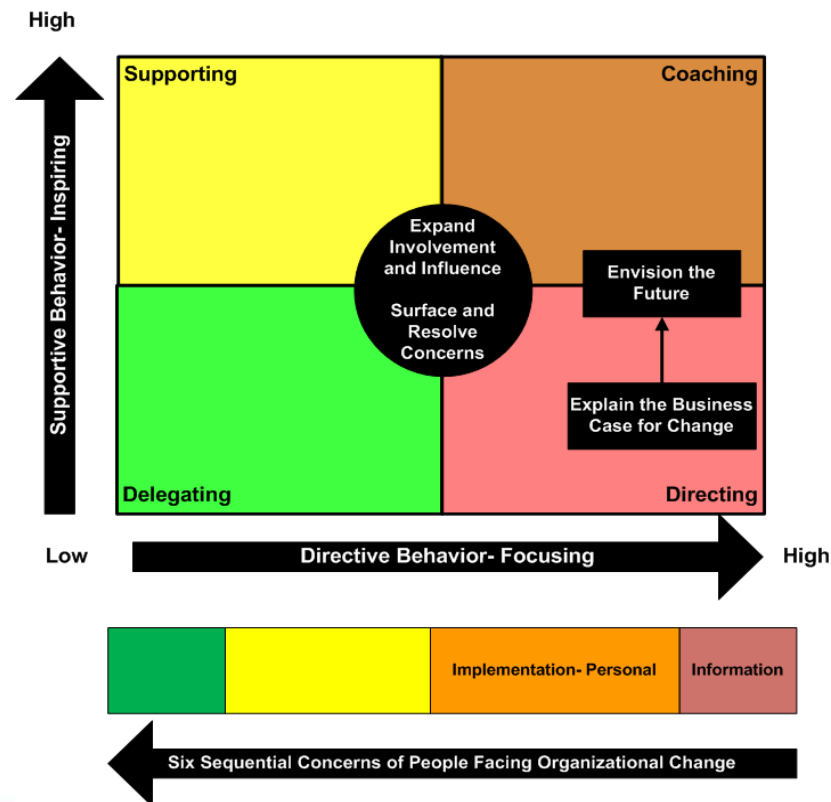
Step 2: Explain the Business Case for Change

- This strategy addresses information concerns.
- When leaders present and explain a rational reason for the change, the outcome is a compelling case that helps people understand the change being proposed, the rationale for the change, and the reason the status quo is no longer a viable option.



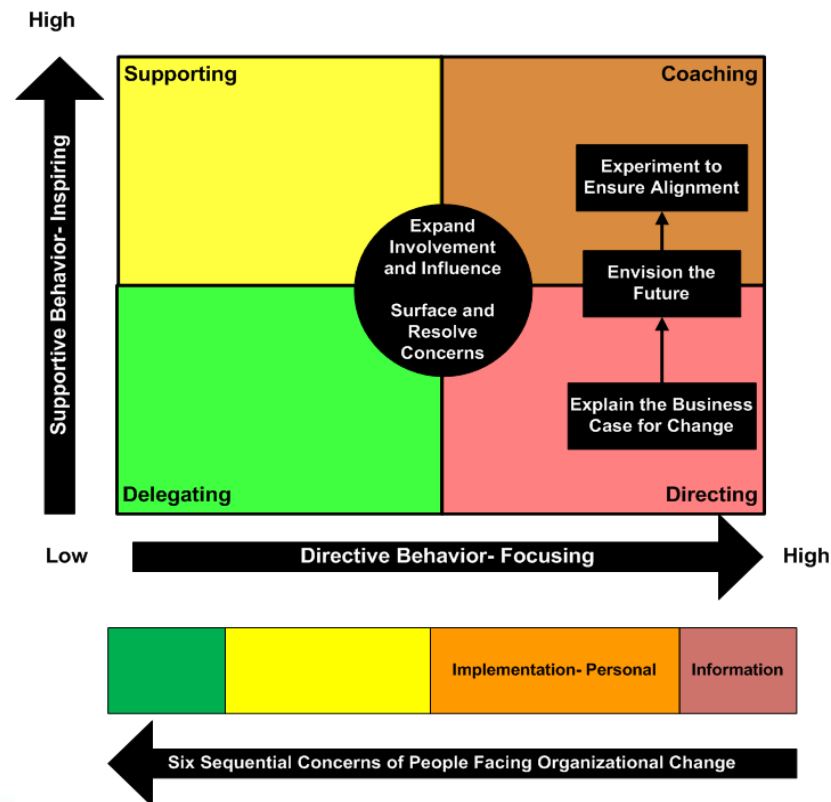
Step 3: Envision the Future

- This strategy addresses both information and personal concerns.
- When leaders envision the future, they create an inspiring vision that motivates people in the organization and unleashes their power and potential.



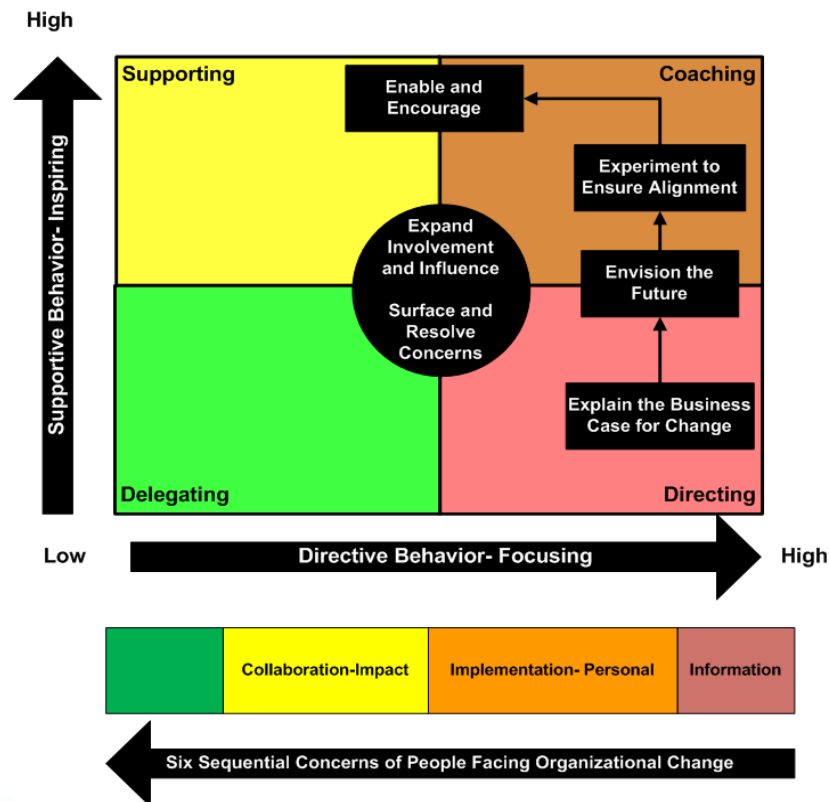
Step 4: Experiment to Ensure Alignment

- When leaders engage others in planning and experimenting, they encourage collaborative effort and help build the infrastructure needed to support the change.
- Resistance to change occurs when reality differs from expectations. Understanding the expectations of those affected by the change is critical if leaders are to manage and shape or transform those expectations effectively.



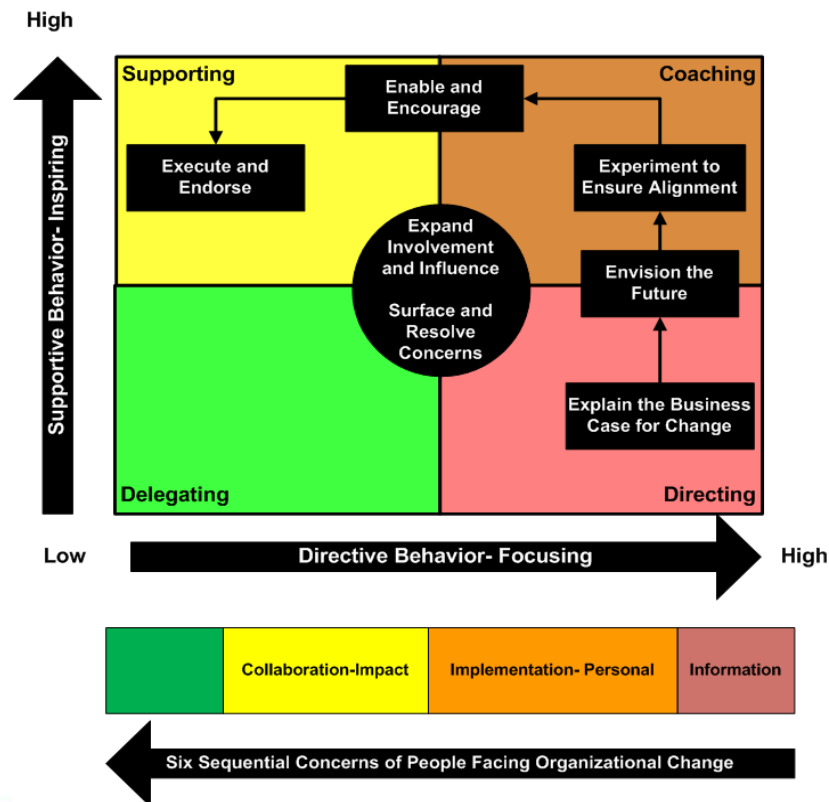
Step 5: Enable and Encourage

- When leaders enable and encourage people throughout the organization to embrace the change, associates can develop new skills and make a deeper commitment to the organization.
- After determining the roles, responsibilities and competencies required for lasting change, you need to close skill gaps.



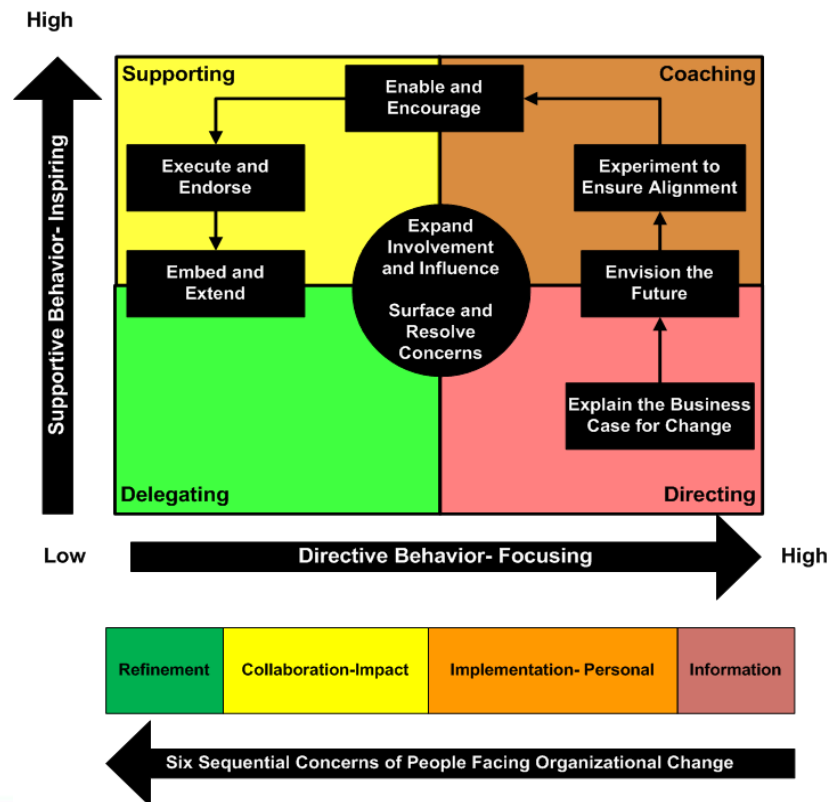
Step 6: Execute and Endorse

- When leaders execute and endorse the change, they create conditions for accountability and early results.
- Follow through on your promise to recognize and reward behavior you expect, and follow through on your promise to impose consequences for anyone attempting to derail the program.



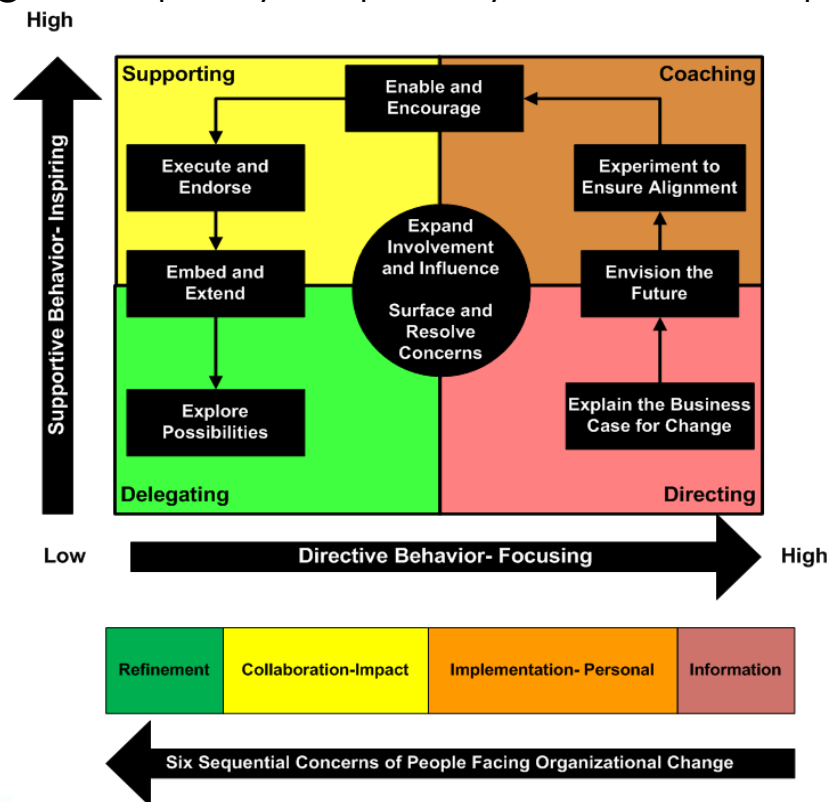
Step 7: Embed and Extend

- Organizations should spend 10 times more energy reinforcing the change they just made than looking for the next great change to try.

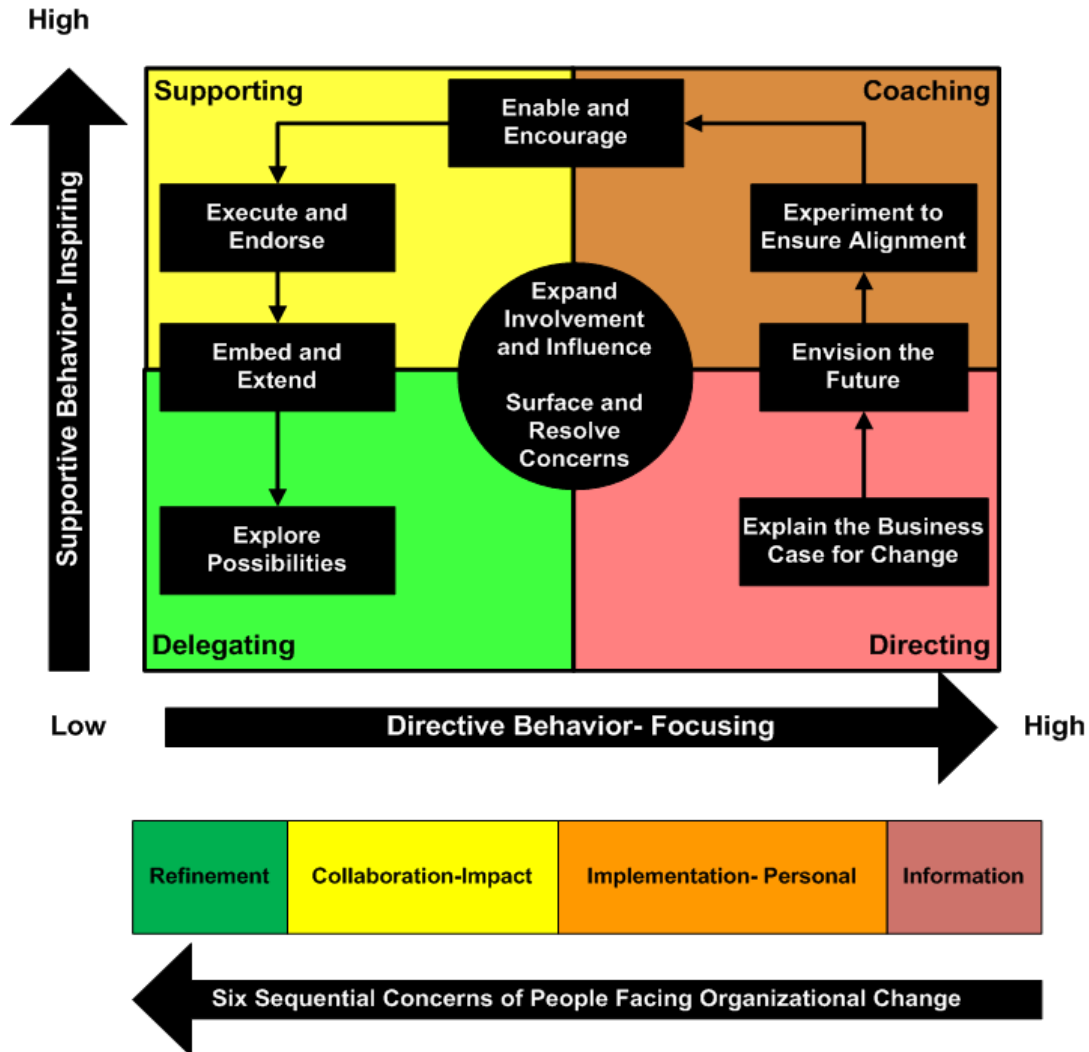


Step 8: Explore Possibilities

- By involving others in exploring possibilities, you immediately lower information concerns when a new change is announced because people are “in the loop” about deciding what needs to change.
- Responding to others' concerns and paying attention to how you increase involvement and influence at each step in the change process is the best way to build future change receptivity, capability and leadership.

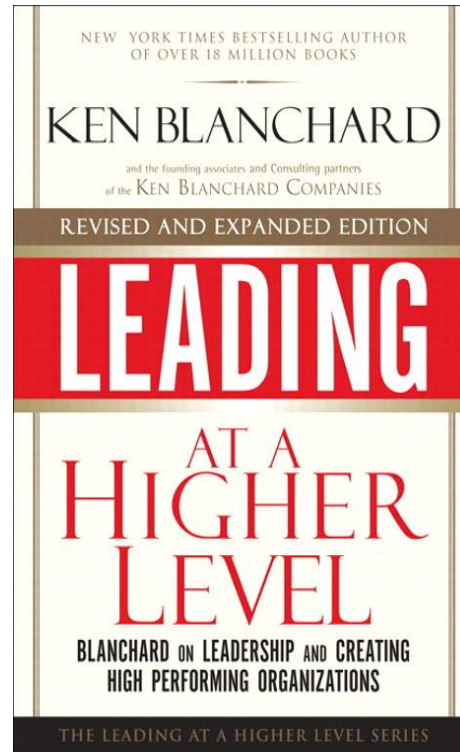


The Leading Change Model



For More Information

- Blanchard, Ken. *Leading at a Higher Level: Blanchard on Leadership and Creating High Performing Organizations*. Revised and expanded edition. Upper Saddle River, N.J.: FT Press, 2009.



Thank You!

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