



Tempus



# Strategies for Leading Change

## *Part Two*

*Dr. Violina Ratcheva*



# ‘Change’ is ultimately about people

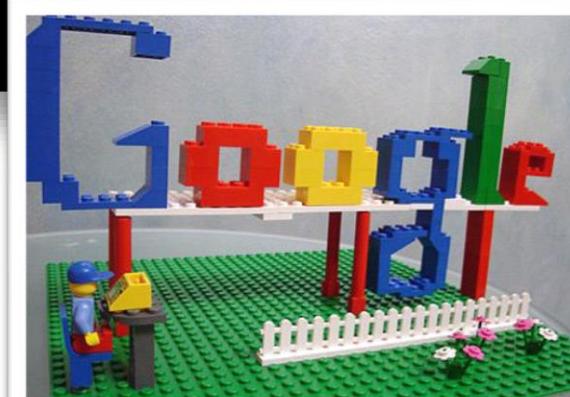
*“Guiding change may be the ultimate test of a leader—no business survives over the long term if it can’t reinvent itself. But, human nature being what it is, fundamental change is often resisted mightily by the people it most affects: those in the trenches of the business. Thus, leading change is both absolutely essential and incredibly difficult.”*

*Professor John Kotter,  
Harvard Business School*

# Successful Change Requires an Environment for Innovation

*“When people and their different points of view and experiences converge, they create the types of innovations that individuals could not have done or found alone.”*

*Eric Schmidt, Google*



# Eight Step Process of Successful Change

- 1. Create a sense of urgency**
- 2. Form a powerful coalition**
- 3. Create a vision for change**
- 4. Communicate the vision**
- 5. Remove obstacles and empower others to act**
- 6. Create short-term wins**
- 7. Build on the change**
- 8. Create a new culture**

*Professor John Kotter,  
Harvard Business School*





## Step 1: Create a Sense of Urgency

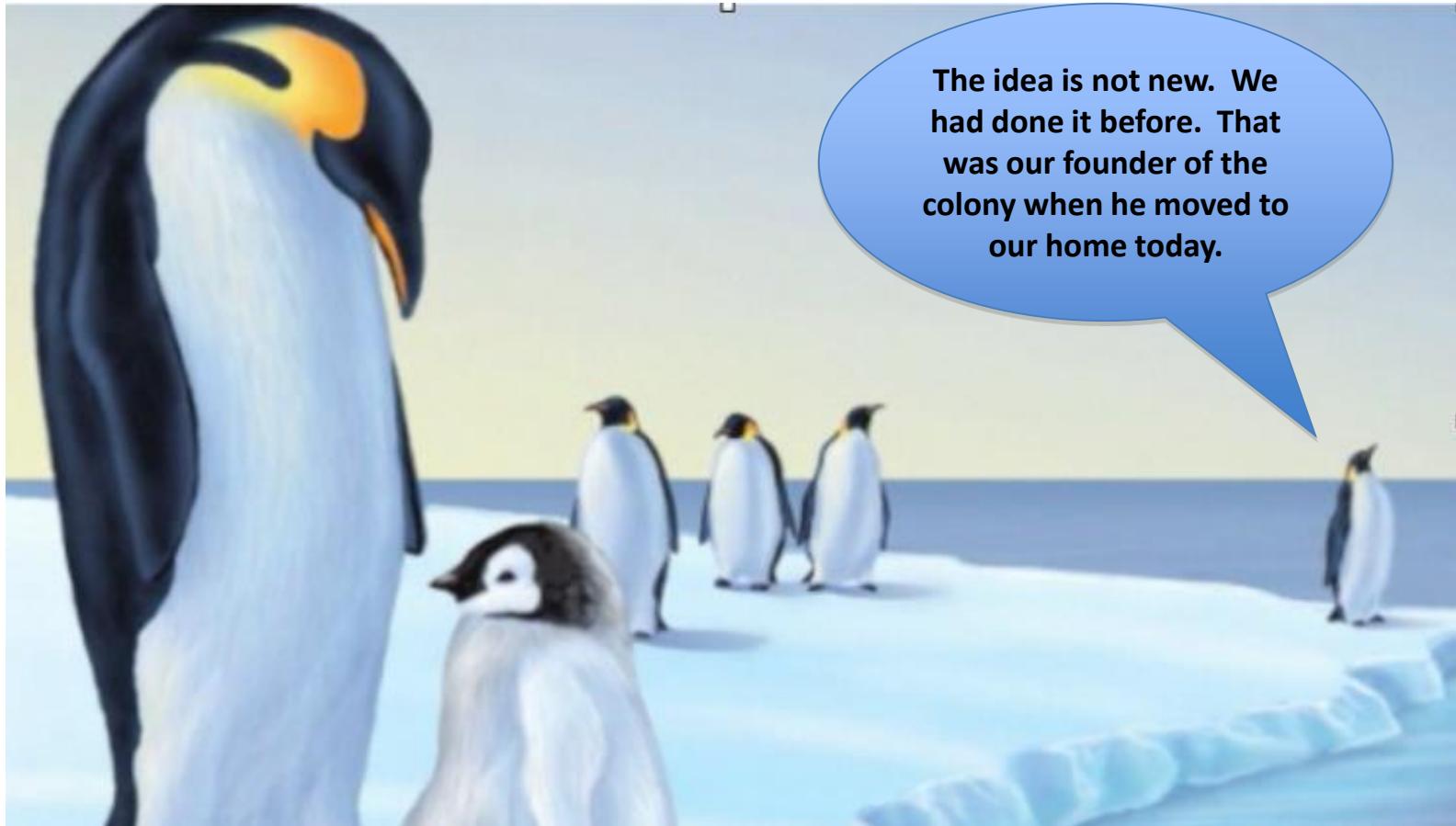


A team of 5--including Louise, Alice, Fred, Buddy, and Professor--is to think of a solution.



## Step 2: Form a Powerful Coalition

## *A vision says something that clarifies the direction in which an organisation needs to move*



**Step 3 : Develop a Vision for Change**

*“In failed transformations, you often find plenty of plans and programs, but no vision” Professor John Kotter*



**Step 4 : Communicate the Vision**

Son...What about your nightmare? Are you still scared?

Oh, they are gone. I'm going to help the colony. My teacher said no matter we were small or big, we could all help, Dad!

I will help fishing and spare for the scout. I will help with the promotion campaign.

We will celebrate the "*Tribute to Our Heroes Day*" when they return.



## Step 5: Remove Obstacles and Empower Others to Act



## Step 6 : Create Short Term Win

*“While celebrating a win is fine, declaring the war won can be catastrophic” Professor John Kotter*





The next day, wasting no time, the second group of scouts were out to find the right iceberg which will be a safe home, have tall snow wall to protect from icy storm, close to fishing sites, and locate on a route with enough for small ice bergs or ice plateaus along the way so the young and old can rest while migrating.

## Step 7: Build on the change





Now even they found a perfect iceberg, they still keep moving, Nomadic become their culture

## Step 8: Create a New Culture



# The Moral of the Story - *Implications for Change Leadership*

- Leadership is an intellectual as well as an emotional process
- The success of change management programmes depends on making the process inclusive
- Successful change requires moving away from '**Top-down**' to '**Middle-out**' leadership
- Leading through change depends on creating new culture

# A Step Further from the Story...

*The question is not “How to make innovation happen?” but, rather, “How to set the stage for it to happen?”*

*The role of a leader of innovation is not to set a vision and motivate others to follow it. It's to create a community that is willing and able to generate new ideas.*

# Leadership is for Smart People

- The challenge for leaders is to help the organisation continually recalibrate between:
  - ✓ Affirming the individual ...and the group
  - ✓ Fostering experimentation and learning...and performance
  - ✓ Promoting improvisation...and structure
  - ✓ Showing patience...and urgency
  - ✓ Encouraging bottom-up initiative...and intervening top-down

***Leaders of innovation create environments that strike the right balance between the need of improvisation and the realities of performance.***

# Attributes of Change Leadership

- Networking and gaining support
- Focus on team effort
- Build a shared vision
- Sensitivity to the needs of stakeholders
- Support development culture
- Encourage critical thinking

# Final Thoughts

- Strategies for change are in fact strategies for relentless innovation
- Leading change is about creating an environment that allows collaboration and freedom to ‘fail, learn and grow’
- Leadership is about creating a community that is willing and able to innovate
- Rebuilding ‘*Companies as communities*’ require moving away from ‘top–down’ towards ‘middle-out’ leadership