

# **What's Needed to Lead through Change?**

*Justin A. Irving, Ph.D.—Bethel University*

## **I. Why Is This Important?**

- ✓ Inevitability of Change
- ✓ Dangers of Not Changing
- ✓ Dangers of Uniformed Change Processes
- ✓ Importance of Informed Change—Entering “Eyes Wide Open”

## **II. Change as an Essential Function of Leadership: Understanding the Basic Distinction between Leadership and Management**

## **III. Common Hindrances to Change: Understanding the Forces that Work Against Change**

- ✓ Complacency—Comfort with Status Quo
- ✓ Belief that Change is Unnecessary
- ✓ Belief that Change is Not Reasonable or Feasible
- ✓ Cost of Change—Human & Financial Resources
- ✓ Fear of Personal Failure—Low Risk Tolerance
- ✓ Fear of Increased Responsibilities
- ✓ Loss of Personal Position—Status & Power
- ✓ Resentment of Interference
- ✓ Comfort in Past Innovations
- ✓ Disruption of Interpersonal Relationships

## **IV. Why Change Efforts Fail: Understanding What Not to Do in the Change Process**

### **A. Kotter's Eight Factors (John Kotter, *Leading Change*)**

1. Allowing Too Much Complacency
2. Failing to Create a Sufficiently Powerful Guiding Coalition
3. Underestimating the Power of Vision
4. Undercommunicating the Vision by a Factor of 10 (or 100 or Even 1,000)
5. Permitting Obstacles to Block the New Vision
6. Failing to Create Short-Term Wins
7. Declaring Victory Too Soon
8. Neglecting to Anchor Changes Firmly in the Corporate Culture

B. Common Outcomes of Failed Change Efforts (John Kotter, *Leading Change*)

1. New Strategies aren't implemented well
2. Acquisitions don't achieve expected synergies
3. Reengineering takes too long and costs too much
4. Downsizing doesn't get costs under control
5. Quality programs don't deliver hoped-for results

**V. Preparing for Change: Understanding our Motives, Context, & Timing in Change**

A. Evaluating our Motives

B. Examining our Context

- ✓ Organizational Situation (*The Organizational Life Curve & the Timing of Renewal*)
- ✓ Environmental Situation (*Understanding Internal and External Systems*)

**VI. Leading through Change: Understanding the C.H.A.N.G.E. Process**

- **C** reate a Sense of Urgency
- **H** arness a Guiding Coalition
- **A** lign the Majority
- **N** avigate the Course of Vision
- **G** alvanize it through Routine
- **E** stablish a Culture a Change