

# Successful Change Leadership

## “Turning Theory into Reality”

Ian Kowalski



# Brief Bio



Dishwasher – Busboy – Stock Clerk – Grass Cutting “Scientist”

Rocket Scientist

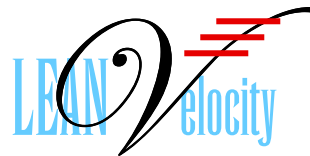
Business Process Improvement

IT Enablement

Lean Transformation

Iggy’s – Sherwin Williams – URI

Union Carbide – Amoco – BP – Solvay Advanced Polymers –



# Objectives

By the end of this session, you will be able to:

- Describe the difference between Leaders and Managers
- Describe why change often fails
- Describe 4 complementary models for change
- Understand how to apply these models to lead successful change

## Exercise

- When change is successful
  - “This is the way we do it around here”
- When change is not successful
  - Flavor of the month
  - This too shall pass
  - Do what I say not what I do

List examples of change you have experienced.  
What was the result?

# Managers and Leaders

- Management is about dealing with complexity
- Leadership is about dealing with Change



Change Management is a Misnomer

# Leadership Can Be Learned

- Challenging the Process
- Inspiring a Shared Vision
- Enabling Others to Act
- Modeling the Way
- Encouraging the Heart



~~“Leaders are Born Not Made”~~

“Leadership Challenge”, Kouzes & Posner

# Leadership Can Be Learned



Talk Respectfully about the Past

Talk Realistically about the Present

Talk Optimistically about the Future

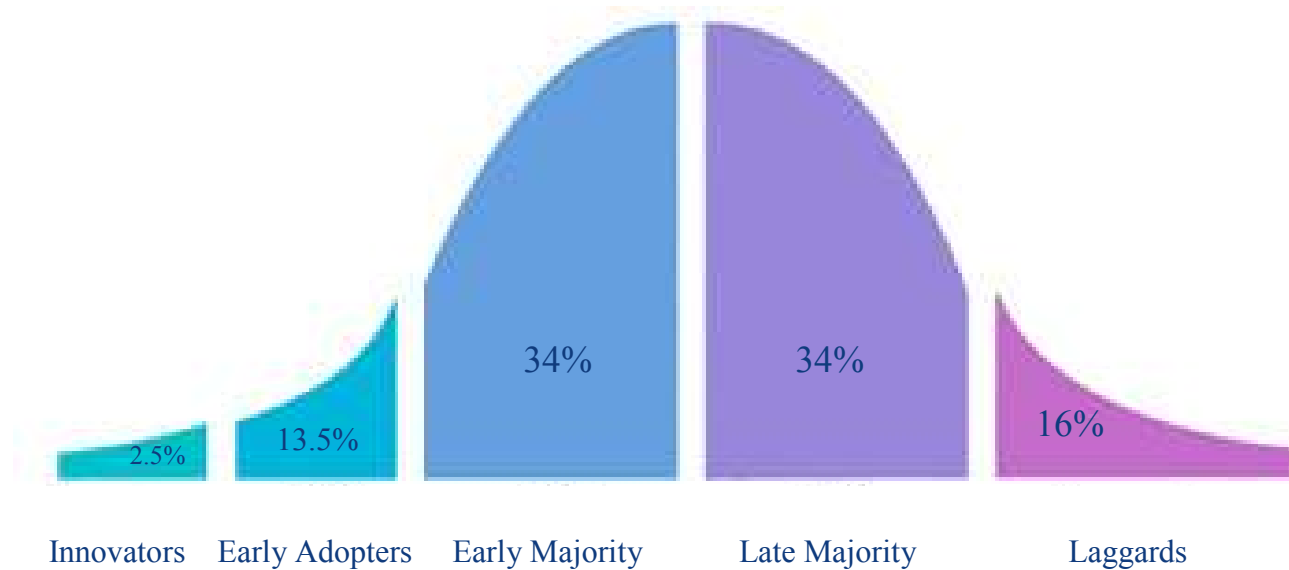
# Change is Inevitable



“It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change”

- Charles Darwin

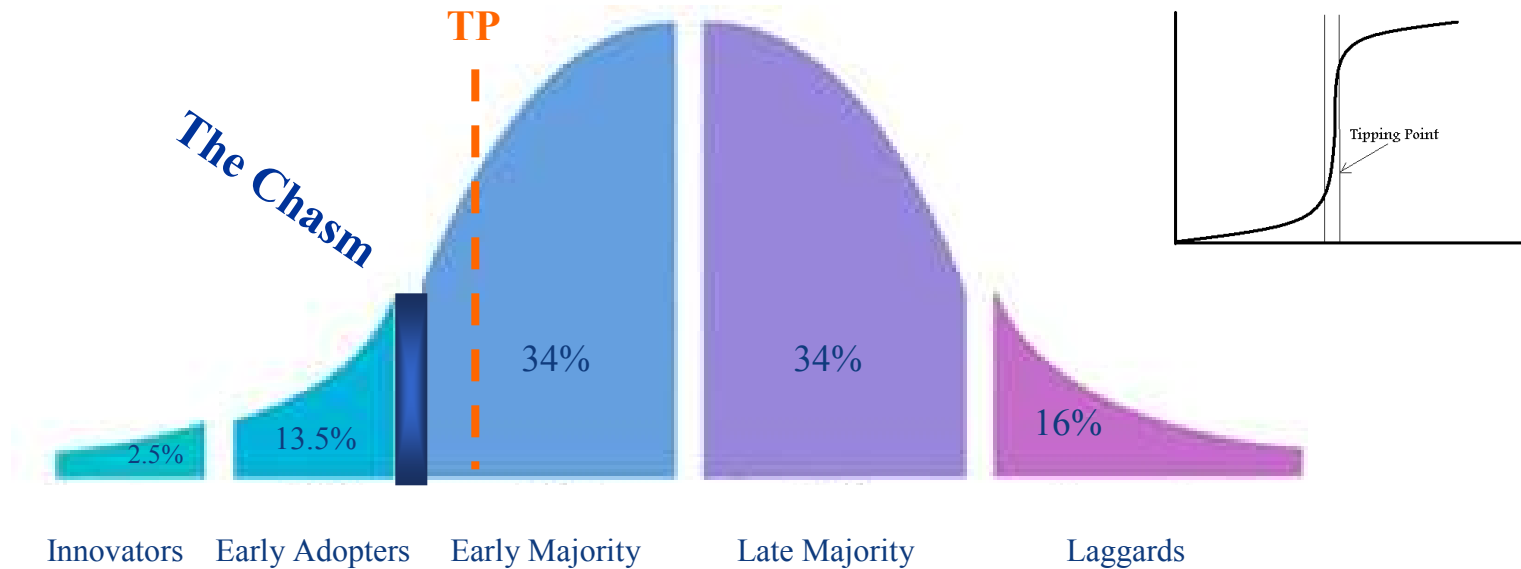
# Critical Mass



Is it really resistance? -- Consider where people fall on the adoption curve

“Diffusion of Innovation”, Everett Rogers

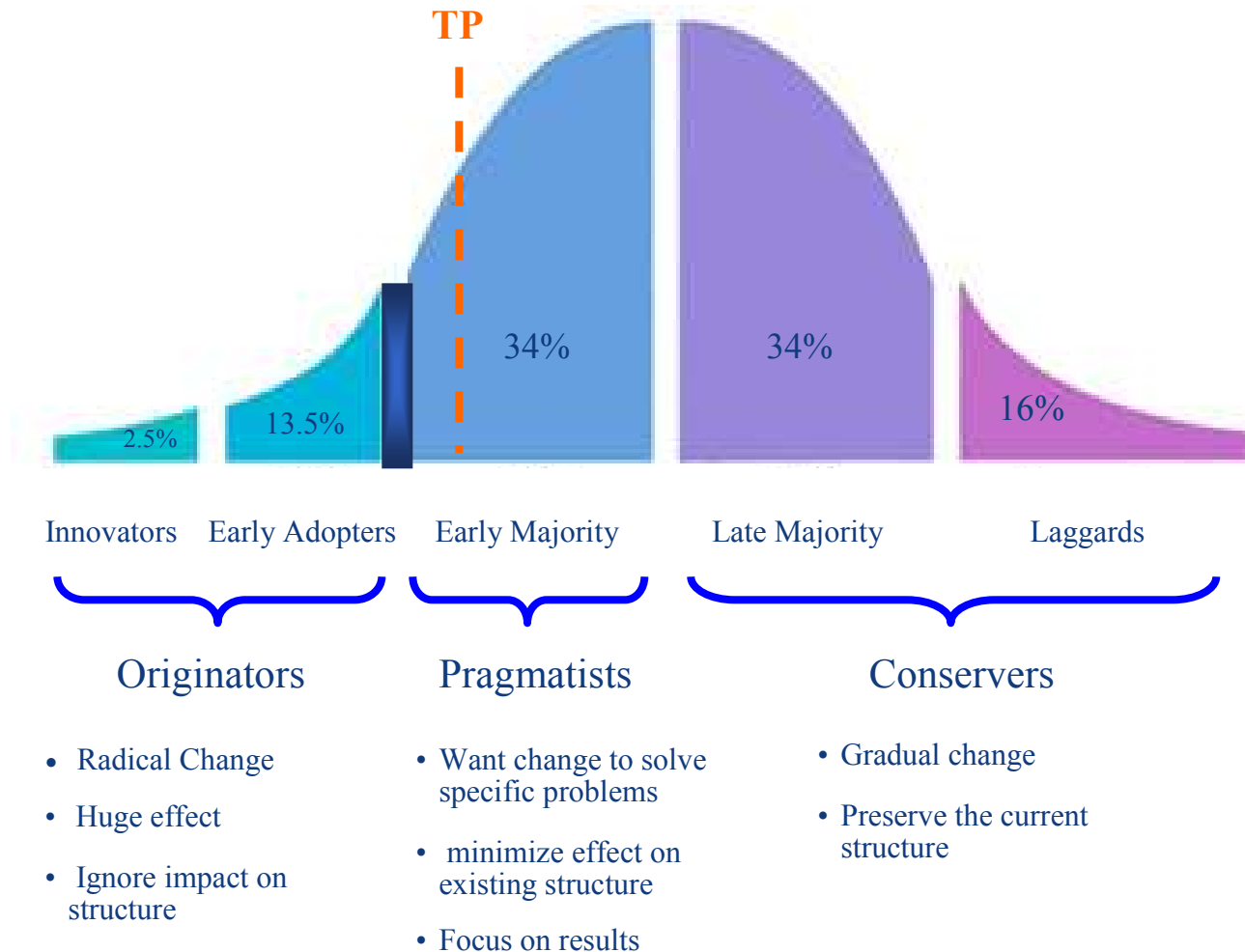
# The Tipping Point



When the change becomes the new normal

“Crossing the Chasm”, Geoffrey Moore

# Organizational Change



“Dangerous Opportunity: Making Change Work”, Chris Musselwhite

# Leading Change: A Good Checklist

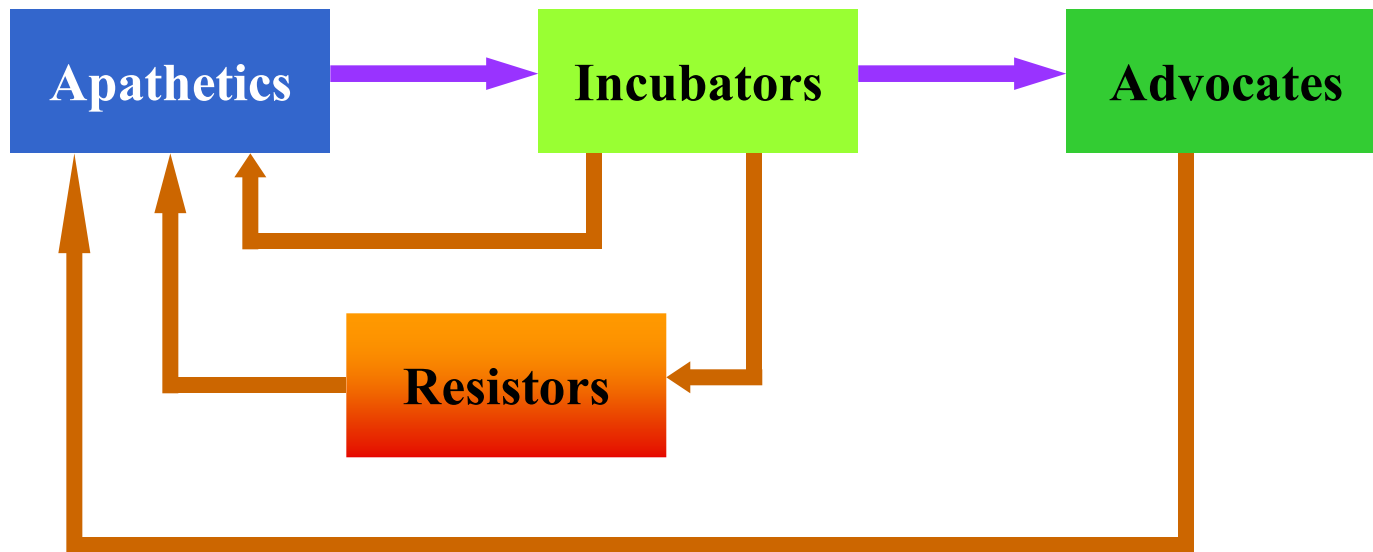


1. Establish a sense of urgency
2. Forming a powerful guiding coalition
3. Create a Vision
4. Communicating the vision
5. Empowering others to act on the vision
6. Planning for and creating short term wins
7. Consolidate improvements and produce more changes
8. Institutionalize new approaches



“Leading Change”, John Kotter

# Applying The Tipping Point



“Applying the Tipping Point”, Andrea Shapiro

# Seven Levers of Change

- People Support

- Mass Exposure
- Hiring Advocates
- Removing Resistor

- **Contacts between Advocates and Apathetics**

- Environmental Support

- Walk the Talk
- Reward and Recognition
- Infrastructure

} Necessary but not Sufficient



“Applying the Tipping Point”, Andrea Shapiro

# Exercise

- ◆ Compliance



- ◆ Commitment



# The “Change” Challenge



“Leadership for Extraordinary Performance”,  
Jack and Carol Weber

# What Do You Think?



“The only thing harder than starting something new is stopping something old.”

Russell Ackoff  
-- systems thinker --

# Leadership Exercise

How would you convince someone to change?

- Reason
- Education / training
- Change their job
- Burning platform
- WIIFM
- Incentives
- Goals / targets
- Involvement

How would you talk to a person going through loss?

- Listen
- Empathy
- Love
- Support

# Exercise



- ◆ Why does change fail?



## Putting It all Together

- ◆ Kotter as a check list
- ◆ Listen to the people to find the mental models
- ◆ Listen to the Resisters
- ◆ Address the mental models
- ◆ Intelligent use of the seven levers of Change
  - ◆ Contact between Advocates and Apathetics
- ◆ Modify the message as we shift through the Originators to appeal to the Pragmatists

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# Questions



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