Maximizing Leadership Success while Avoiding Derailment

Claudia S. Plaisted Fernandez, Dr. PH

Ruben T. Fernandez, JD

FastTrack Leadership
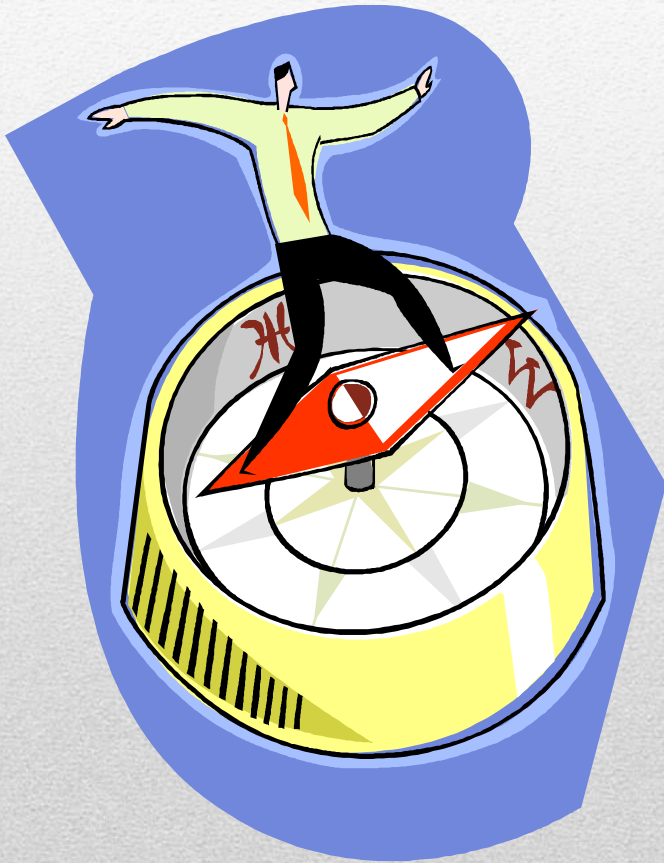COACHING • CONSULTING • CREATIVE SOLUTIONS

A week of case studies in leading change

When it comes to leading… you are usually leading change

Essential elements:
- Understanding competitive advantage
- Factors that promote your desired change and
- Factors that derail your desired change

Let's consider the implications for the case that Dr. Don Pope-Davis shared with us yesterday…

Competitive advantage:
a strong basis of leadership success

While in the Industrial Age it was all about resources and capital.

During the Agrarian Age competitive advantage was all about land and natural resources.

What is competitive advantage today in your enterprise or industry?

Please talk for 5 min about the top qualities that gives your organization a "competitive advantage"

What makes you competitive for attracting faculty & students, contracts & grants, selling your product, partnering with others, serving clients, getting stakeholders on board, etc.?

The usual answers to "what gives our enterprise a competitive edge":

"We offer something valuable"

"What we offer is rare
—no one else can offer it"

"What we offer is hard to imitate"

"We can get what we create to the market faster than anyone else"

There is more to the picture: all of these depend on more fundamental competitive advantages

Today the premiere and differentiating resources that undergird all those assets are all about managing ideas and leading people.
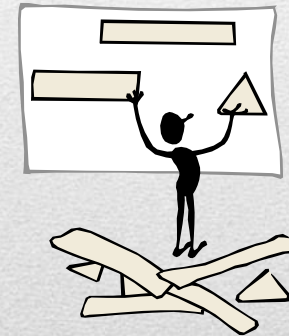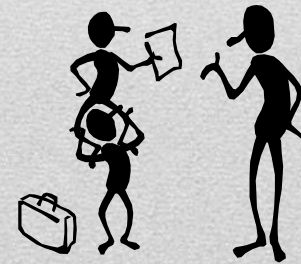
Concepts (ideas)

The 3 Cs:

Competence (the talent on your team)
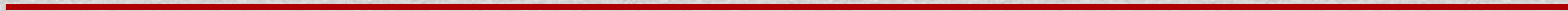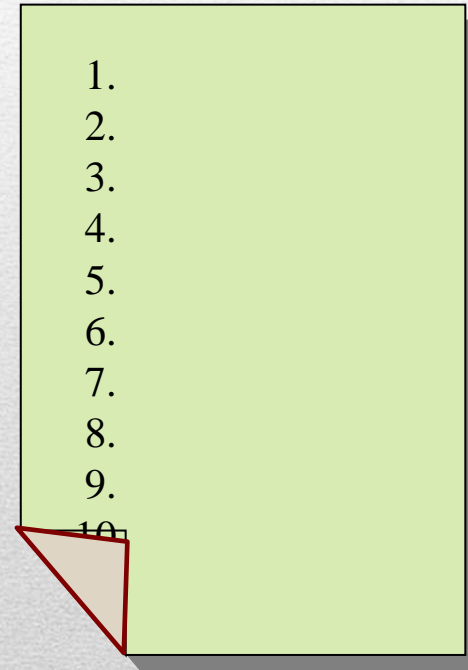
& Connections (collaborations)

The success of any organizational change you lead will be strongly impacted by several factors

Consider the most critical success factors that underlie organizational change—see if you can come up with 10 factors

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

The most critical success factors that underlie organizational change:

Vision

An ideal or a goal toward which o

- Change is difficult
- People need to know the destina change is headed
- Creating shared vision is key
- Communicate this vision *often*
- Use multiple methods to commu
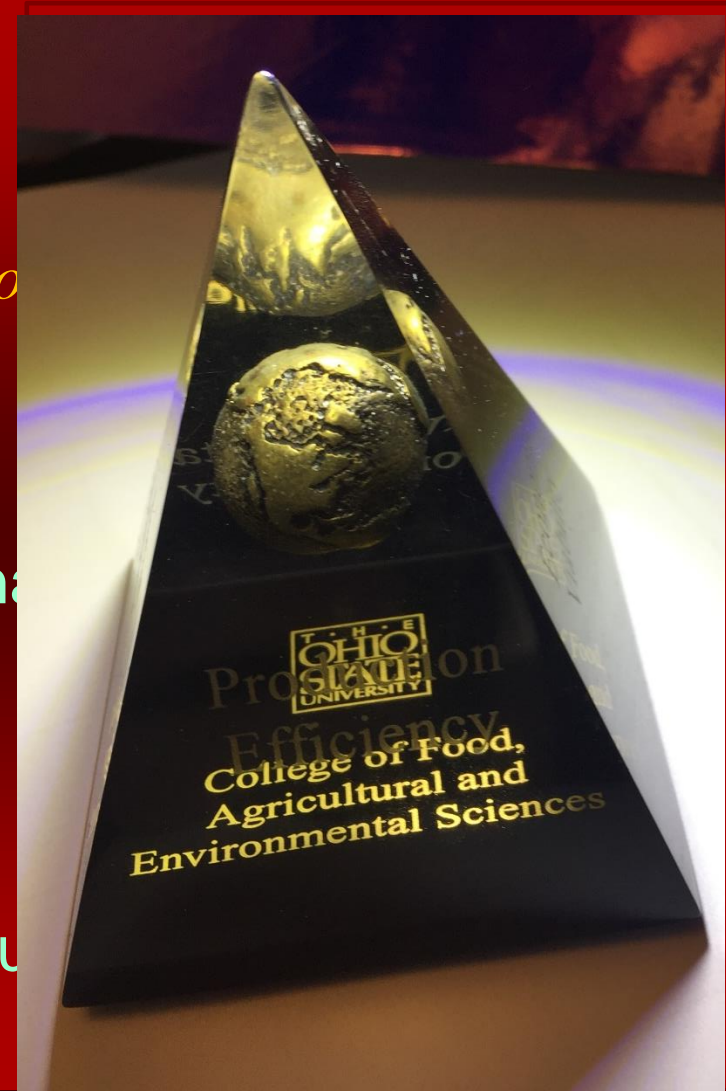
Make your vision tangible:

The Moser Pyramid Grounded in 4 Values:

- **Social Responsibility**

- **Economic Viability**

- **Environmental Compatibility**

- **Production Efficiency**

The most critical success factors that underlie organizational change:

Trust

reliance on the integrity, strength, ability, surety, of a person or thing; confidence, confident expectation of something; hope.

Followers need to know that:

- There is transparency in the system

- Information is being shared

- Leadership is ethical, informed and capable of taking people through the change process

The most critical success factors that underlie organizational change:

Motivation

providing another with a reason to act in a certain way:

- A sense of urgency is necessary
- People need to have positive motivation to put in the hard work required to achieve the goal
- Reflect on what motivates people
- Avoid and eliminate what threatens people

*DPD

The most critical success factors that underlie organizational change:

Commitment

Being bound emotionally/intellectually to a course of action or to another person/other persons, The trait of sincerity and focused purpose

- You will need to create the commitment to the goal of change

- You need to create the rewards that will reinforce the positive *vital behaviors* you need

- Examine how the system you have reinforces and rewards the behaviors that you see, particularly those that don't support the change you're leading

The most critical success factors that underlie organizational change:

Behavior Change

Altering a manner of acting or a pattern of actions to adopt new patters

- There is a gap between the desire to change and knowing what to do to make it happen

- Must let go of 'the way we've always done it'

- People need to know the new behaviors to engage in

- People need the skills to implement the new behaviors

- They need feedback on their skills mastery

The most critical success factors that underlie organizational change:

Values

My Values → **Values of the Change** → **Organization Values**

The basic or fundamental guideposts that undergird choices and behaviors, to consider with respect to worth, excellence, usefulness, or importance, to regard or esteem highly

- The values that undergird the change need to be in sync with the values of those in the organization

- The values & mission of the of the organization needs to be supported by the change you are leading

*DPD

The most critical success factors that underlie organizational change:

Tenacity

To persevere, to hold on fast

- Given the difficulty of change, you will run into obstacles and hurdles

- You will need to be resilient as an individual

- The team will need to be resilient

- Organizational barriers will regenerate if you don't continue to address them

*DPD

The most critical success factors that underlie organizational change:

Attitude Change

Altering a disposition, feeling, belief, position, etc., with regard to a person or thing; tendency or orientation, especially of the mind

To successfully lead change, sometimes attitudes need to change around:

HEINEKEN WORLDS APART

- "this is the way we've always done it"

- New client bases, partners, processes or even people who come from different backgrounds than us!

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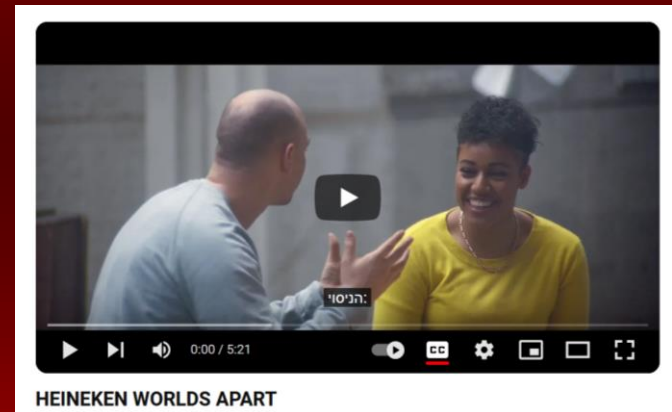
The most critical success factors that underlie organizational change:

Character

the aggregate of features and traits that form the individual nature of some person or thing, the moral or ethical quality: a person of fine, honorable character, qualities of honesty, courage, or the like; integrity, reputation

The *character* of the is leaders has a tremendous impact on the character of the organization entire

- Leadership sets the organizational culture

- Honesty, loyalty, and integrity are crucial in the leadership team

- When these qualities are present in the leadership, leading change is an easier process

*DPD

The most critical success factors that underlie organizational change:

Self-Discipline

training of oneself, usually for improvement: acquiring a new habit, skill, or behavior through sustained and focused attention and practice.

- Is critical to learn new skills, implement new behaviors

- Use constructive metrics to measure where you are in the process

- Create structures to hold the enterprise, teams a accountable for the changes

*DPD

Bringing the threads together:
Northside Elementary's Read-a-Thon

READING IS MAGICAL

Become an Early Literacy Wizard

READ-A-THON KICK OFF
THURSDAY, JANUARY 22, 2015
6:30 PM-8:00 PM
@ Northside Elementary

STUPENDOUS SILENT AUCTION
(BRING YOUR CHECKBOOKS!)

MAGICAL ART ACTIVITY

WEAR YOUR P.J.'S!

Enjoy COOKIES AND MILK

BEDTIME STORIES

Magic!

Come get psyched to READ! READ! READ!
The Read-A-Thon is this year's largest fundraiser for the PTA.
Please join us to show your support. Thank You!

Bringing the threads together:

Northside Elementary's Read-a-Thon:

That's a lot of wands!

The most critical success factors that underlie organizational change:

Vision   Tons of communication, goals clearly laid out

Trust   Kid-entered data loaded daily, teacher led reading, parents too!

Values   Benefit to kids, parents, teachers clear, reading as a value

Commitment   Analyzed Vital Behaviors, barriers & rewards

Motivation   Gave kids what they really want: MAGIC WANDS!

Attitude change   Not the way "we've always done it"!

Tenacity   Parent team resilience important (lots of wine, chocolate, etc)

Self-Discipline   Data updated daily & displayed on hall screens

Character   Principal willing to get slimed to support Read-A-Thon

Behavior change   K level mean independent reading up by 4+ min up

The organizational change you lead will be also be derailed by several factors

Liabilities you will need to contend with:

1.
2.
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9.

Consider the most critical liabilities that can derail your organizational change efforts—can you identify 11 factors you will need to contend with?

The most critical success factors that derail organizational change:

Resistance to Change

Opposition, obstinacy, defiance, intransigence in the face of alterations in the environment or conditions of work

Resistance to change can be a basic human condition

- Because change can feel threatening, people can resist it strongly

- Do: Sell the change message! That is key

- Do: Help the team learn new skills

*DPD

The most critical success factors that derail organizational change:

Conflict Aversion

a strong feeling of dislike, opposition, repugnance, or antipathy of coming into collision or disagreement; be contradictory, at variance, or in opposition; clash, discord of action, feeling, or effect.

- It is toxic to organizations and to individuals to avoid the much-needed difficult conversations

- Can lead to living in denial of the truth

- You and your team need to skills to have constructive & courageous difficult conversations

The most critical success factors that derail organizational change:

Impatience

eager desire for relief or change; restlessness, intolerance of anything that thwarts, delays, or hinders

- People are used to immediate gratification, yet change is often complex and takes time

- Remind them frequently of the vision

- Celebrate early wins to promote hope and commitment

- Remind the team that patience is required

The most critical success factors that derail organizational change:

Rumors

a story or statement in general circulation without confirmation or certainty as to facts: gossip; hearsay

- Rumors can derail organizational change attempts

- Address rumors as they arise

- Use transparent and frequent communication

- If you can find an individual who is instigating rumors—confront them. They may not even know they are creating rumors

The most critical success factors that derail organizational change:

Apprehension

anticipation of adversity or misfortune; suspicion or fear of future trouble , loss of importance or role.

- Fear of change is often worse than the change itself

- Metrics can serve as useful milestones so people know where they are in the change process

- Giving a view of the future and the path to get there can help address this problem

The most critical success factors that derail organizational change:

Cynicism

distrusting or disparaging the motives of others, showing contempt for the actions of the leadership, bitterly or sneeringly distrustful, contemptuous, or pessimistic.

- Is toxic to an organization and kills organizational culture—particularly when expressed in sneers and sarcasm

- Happens when people attribute self interest as the primary motive for a leader's behaviors

- Do: create a culture of "assume positive intent"

*DPD

The most critical success factors that derail organizational change:

Inertia

inertness, especially with regard to effort, motion, action, and the like; inactivity; sluggishness, the property of matter by whichit retains its state of rest

Individuals and organizations have a set pace of productivity

- This typically slows down in "good times"
- They struggle when the pace must quickly improve in order to survive tough times

The most critical success factors that derail organizational change:

Mistrust

lack of trust or confidence; distrust.

There are key ways to engender mistrust:

- Engage in threatening others
- Accusing others
- Be defensive and judgmental
- Defend and justify either your actions or those of others

The most critical success factors that derail organizational change:

Egocentricity

having little or no regard for interests, beliefs, or attitudes other than one's own; self-centered demands upon the time and patience of others, having or regarding the self or the individual as the center of all things

When a leader operates from an "it's all about me" perspective, it:

- Kills organizational culture

- Stifles innovation and creativity

- Promotes groupthink

*DPD

The most critical success factors that derail organizational change:

Over-control

to exercise excessive restraint or direction over; dominate; command, to hold in check; curb, to eliminate or prevent the flourishing or spread of elements the leader does not want or fears.

A leader cannot control everything

- You must delegate tasks to others, and so must they

- They will accomplish that task differently & see the situation differently

- The skills people need relate to responding to emerging needs and being flexible around unpredictable events

*DPD

The most critical success factors that derail organizational change:

Coping with the non-linear, experimental & ambiguous nature of change process

- Organizational change is not a predictable or smooth process

- Leaders and teams need to be ready for the emerging issues

- Organizations, teams and individuals should experiment and learn to inform them about potential courses of action

*DPD

Organizational Change Supporters

Organizational change Busters

Motivation

Commitment

Behavior change

Values

Tenacity

Trust

Attitude change

Vision

Character

Self-Discipline

note that most of these are psychological

Resistance to Change

Conflict Aversion

Impatience

Cynicism

Rumors

Mistrust

Apprehension

Inertia

Over control

Egocentricity

Coping with the non-linear, experimental & ambiguous nature of change process

Group Time

Consider how those behaviors that can be liabilities to an endeavor apply to an organizational change effort you have observed or been a part of

How can you avoid these derailing factors?

Why do these psychological factors take root?
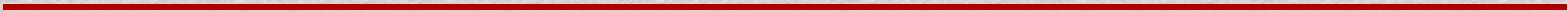
The Continuum of Reality

How you interact with others will move them up or down this continuum

Less Enlightened Self: are unclear about their own motives, often operate from fear do not ask questions, but rather attribute motives, make judgments, fill in unknown facts with guesses, blame others

Sense of Enlightenment: understand and are transparent about their feelings and motives, ask clarifying questions, don't make assumptions, are non-judgmental, "own" their mistakes

The next step: Applying it to organizations

Great Leaders Build Great Organizations. They shine in:

- Developing talent
- Providing necessary resources
- Coaching and mentoring
- Sharing a vision
- Motivating others
- Dealing with change
- Delegating…and letting go

Wrap up:
any outstanding questions?

Group Time

Consider how those behaviors that can be assets to a successful endeavor apply to an organizational change effort you have observed or been a part of

How can you capitalize on these successful factors?