



LEADING CHANGE DEVELOPMENT GUIDE



Foster Innovation

Change without innovation is just hard work. Innovation provides a great deal of the rationale for why we are changing. Even in a situation where change is a necessity, like downsizing, looking for an innovative edge to the change makes it more acceptable and productive. Leaders who are innovative constantly look for ways to improve speed, efficiency, and outcomes.

- Answer the “so that” question. Innovation works best when you can answer the “so that” question. For example, “I want to find an innovative way to solve a problem ‘so that’ I can do X more efficiently. Being clear about why you are innovating is a critical first step.
- Ask challenging questions. Ask yourself the hard questions that challenge your status quo. For example, “Why do I do it this way?” Enlist the help of others in thinking about a fresh new way to accomplish a task.
- Support a change environment. When a co-worker is complaining about or struggling with a specific task, help them consider new ways to accomplish the task. Be willing to champion a new process with them.
- Create a change environment. Encourage innovation by challenging direct reports to monitor their environment through the eyes of a newcomer. For example, “What products, processes, and procedures might a newcomer say needed updating or changing?”



Act Quickly

Ripping a bandage off slowly is excruciating, and clearly more painful than tearing it off quickly. Speed can remove the barnacles off the bottom of the boat. Change efforts need to be well planned and organized, but once started, if they can be executed with speed, they will inevitably be more successful and accepted. Leaders who are speedy get it done and do it now!

- Aim properly, fire quickly. Make sure you are clear on the overall purpose of the team, your function and the results you are expected to achieve. This will not only help you do things faster, it will ensure that you are doing the right things.
- Be courageous. When faced with a challenge, trust in your experience and past successes and move forward quickly. Your instincts will seldom fail you.
- Consider innovative revisions. Spend some time to see if the answer involves implementing a new technology or process that will speed things up.

- Do not waste time making decisions. Gather the information you need, make the decision, and stand by it.
- Ask your direct reports to offer some innovative ideas for how to speed things up.
- Be sensitive to people who are resisting the change and need encouragement or motivation to move forward.



Strategic Perspective

Strategic perspective provides the logic for why and the target for where we are headed. Both are critical in a change effort. Often change efforts do not go as planned, but with a clear target course correction can be quick and efficient. Leaders with a strategic perspective continually remind others about where the organization is headed and keep a focus on the target.

- Be current. Keep current and conversant on news and events that affect the organization and talk to others, both inside and outside the company, about important external developments.
- Teach others. Take new employees on a tour of the company and introduce them to different parts of the organization. As part of the tour, explain how the organization functions to meet its strategic goals.
- Become a student of strategy. Seek out and listen to relevant podcasts, webcasts, books, and articles that will help you understand strategic planning and thinking.
- Be the informant. Inform your organization and direct reports about things happening with customers, competitors, and suppliers around the world. Share your perspective on how the organization might respond to the external environment.
- Be a broken record reinforcing how achieving the strategy will help the organization succeed.
- Identify key metrics of success and communicate them to the organization.



External Perspective

It is easy during a significant change to focus internally. Where are we having problems? Why didn't this initiative work? Who is not meeting their commitments? Leaders with an external focus notice that the organization is moving forward. They notice differences that have occurred, as well as what other competitors are doing and how they are responding. Leaders with an external perspective are critical to keep a change effort moving forward.

- Be an insider in your customers organization. Clarify customer needs now and in the future. Be well informed about customer strategies and future direction.
- Have the courage to discuss changes that may significantly disrupt the business early.
- Develop skills in persuading others about future changes and external disruptors.
- Be quick to recognize where immediate change is needed.



Inspire and Motivate

Many change efforts start with a great deal of direction and accountability for results. This might be described as push. It is necessary for things to change. Many people would not change if they did not have to change. However, along with push, successful change efforts need pull. People need to become excited about the change. They need to be energized to do difficult things. Leaders who can inspire are essential in any change effort.

- Support team goals. Support team goals by adopting a difficult goal for yourself that supports the team goals.
- Keep focused on the goal. Remind yourself and others of the team goals and the payoff the team will receive. Enlist their help in keeping priorities top of mind. Your focus will be inspiring to others.
- Convey your passion. Frequently convey your personal passion and commitment for the work you are doing. Your emotions are extremely contagious.
- Set a goal as a team. Involve your direct reports in identifying and adopting a difficult goal. Nothing inspires organizations more than pursuing and accomplishing a challenging goal.
- Be a role model for the change. Behave the way you want others in the organization to behave.
- Communicate, communicate, communicate.
- Reinforce and reward others when they change their behavior.

Develop extraordinary leaders in your organization today.

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