



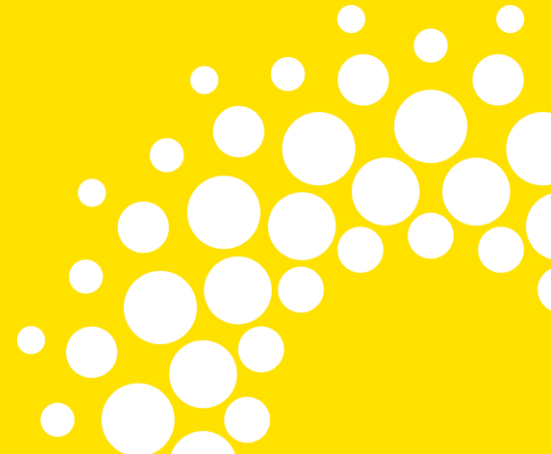
Leadership in Times of Change

Pierre Battah

PIERRE BATTAH LEADERSHIP

What drives change in your organization?

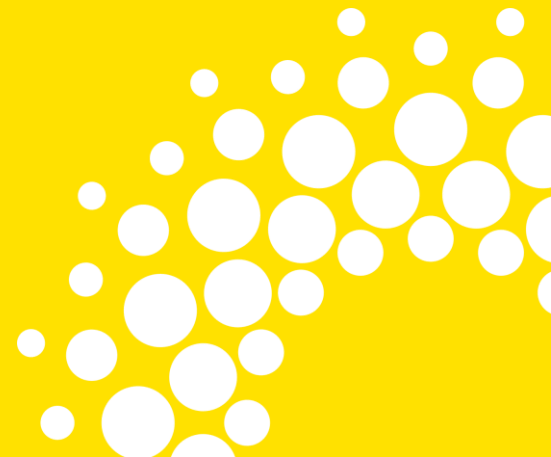
Are the drivers mostly external or internal?



Leadership in Times of Change

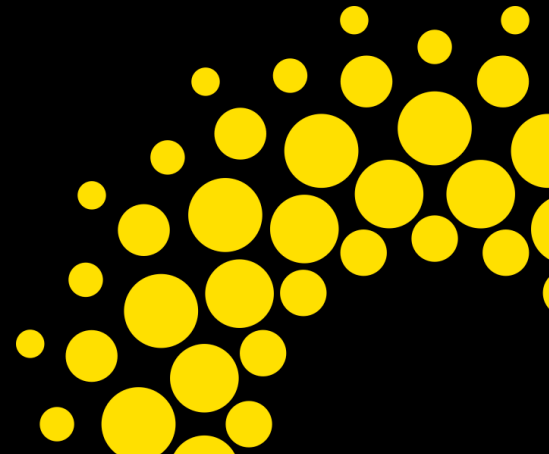
Agenda

- 1. 8 Steps in Leading Change & Why Change Initiatives Fail**
- 2. Your Change Style**
- 3. Change Curve**
- 4. Learning Culture & Psychological Safety**
- 5. Positivity, Realistic Optimism & Your Balcony**



Who is a change leader who had a positive influence on you?

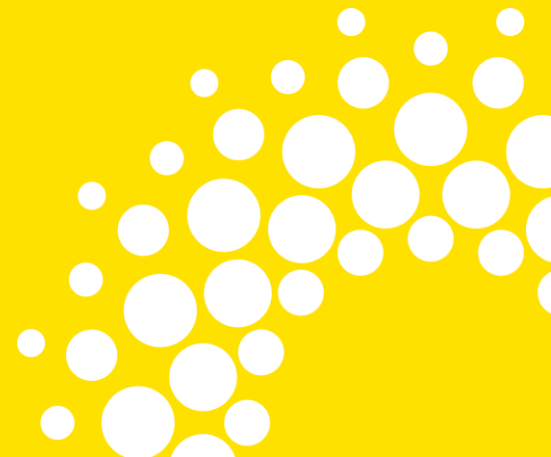
What did they do that made them memorable?



Change
Adaptation
Evolution
Transformation
Growth
Transition
Metamorphosis



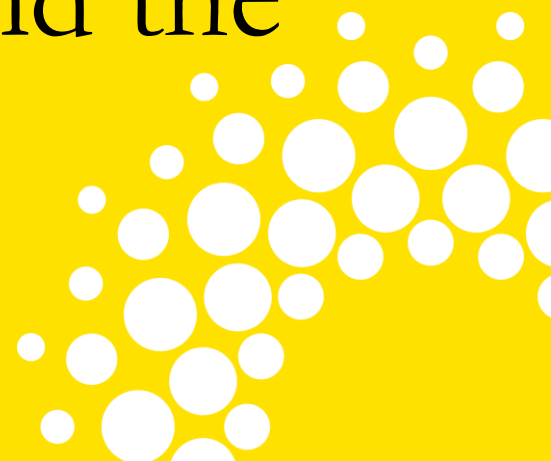
Managing Change vs. Leading Change





Managing focuses on
systems and structures,
the how and when.

Leading focuses on
people, the what and the
why.



8 Stages of Leading Change

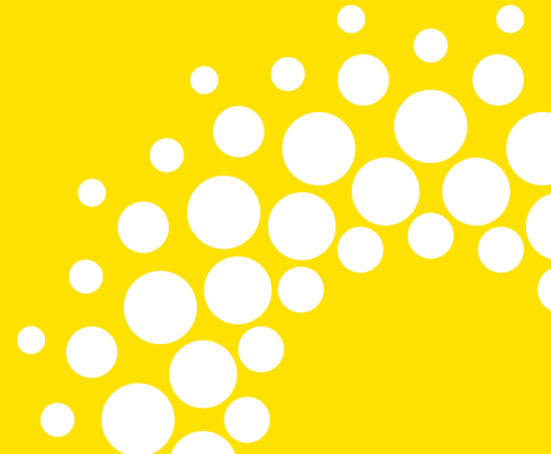
Leading Change by John Kotter, Harvard Business Review Press, 2012

-
- 1. Sense of Urgency**
 - 2. Guiding Coalition**
 - 3. Vision**
 - 4. Communicating The Vision**
 - 5. Empowering Others to Act**
 - 6. Short Term Wins**
 - 7. Consolidate Improvement and Produce More Change**
 - 8. Institutionalized the Approach**

Why Transformation Efforts Fail

Leading Change, Why Transformation Efforts Fail by John Kotter, Harvard Business Review, 2007

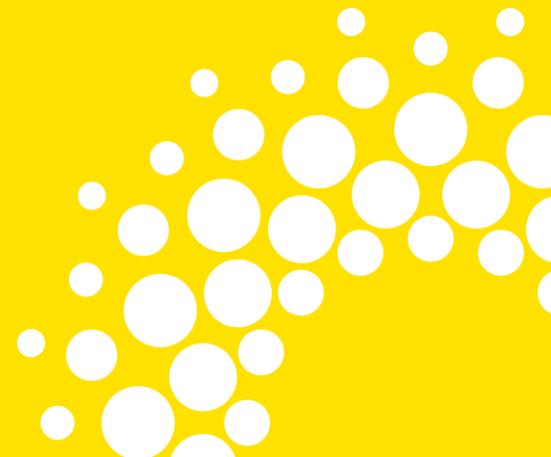
1. Change Is A Process Not An Event
2. Lasting Change Builds Through Stages That Build On Each Other
3. Transformation Takes Years
4. Shortcuts Don't Work
5. Declaring Victory Too Soon



The Employee's Experience of the Change/Transformation Process

Leading Change by John Kotter, Harvard Business Review Press, 2012

- 1. Inertia - “I don’t get it”**
- 2. Information - “I see”**
- 3. Insight - “I get it”**
- 4. Initiation - “I’ll try it”**
- 5. Integration - “I’m doing it”**



8 Stages of Leading Change

Leading Change by John Kotter, Harvard Business Review Press, 2012

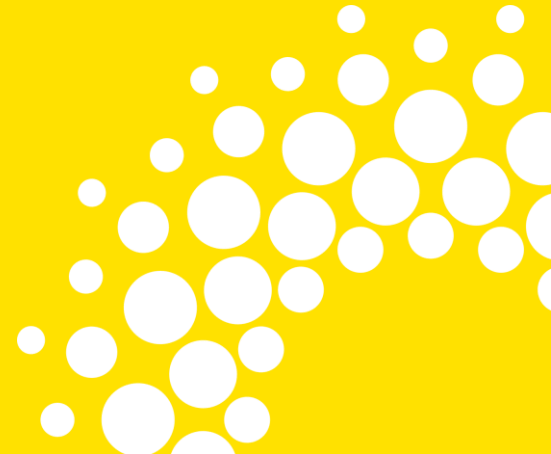
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Articulating a Vision for Change

Leading Change, Why Transformation Efforts Fail by John Kotter, Harvard Business Review, 2007

“If you can’t communicate the vision to someone in five minutes or less and get a reaction that signifies both understanding and interest, you are not done.”



Articulating a Vision for Change

Primal Leadership, Unleashing the Power of Emotional Intelligence by Daniel Goleman, Richard Boyatzis, Annie McKee, 2013

“Empathy matters the most
for visionary leadership.

The ability to sense how others feel
and understand means a leader can
articulate a truly inspirational vision.

A leader who misreads people...simply can't inspire them.”

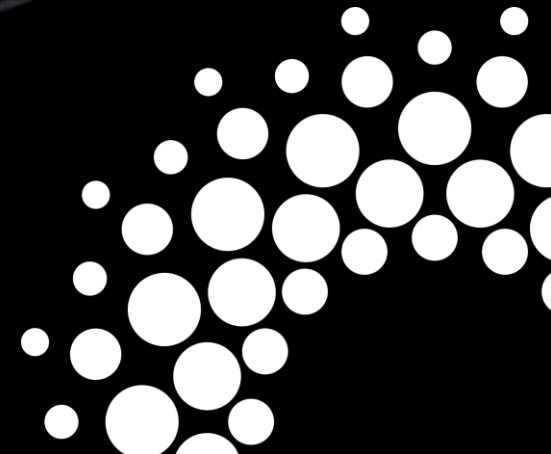
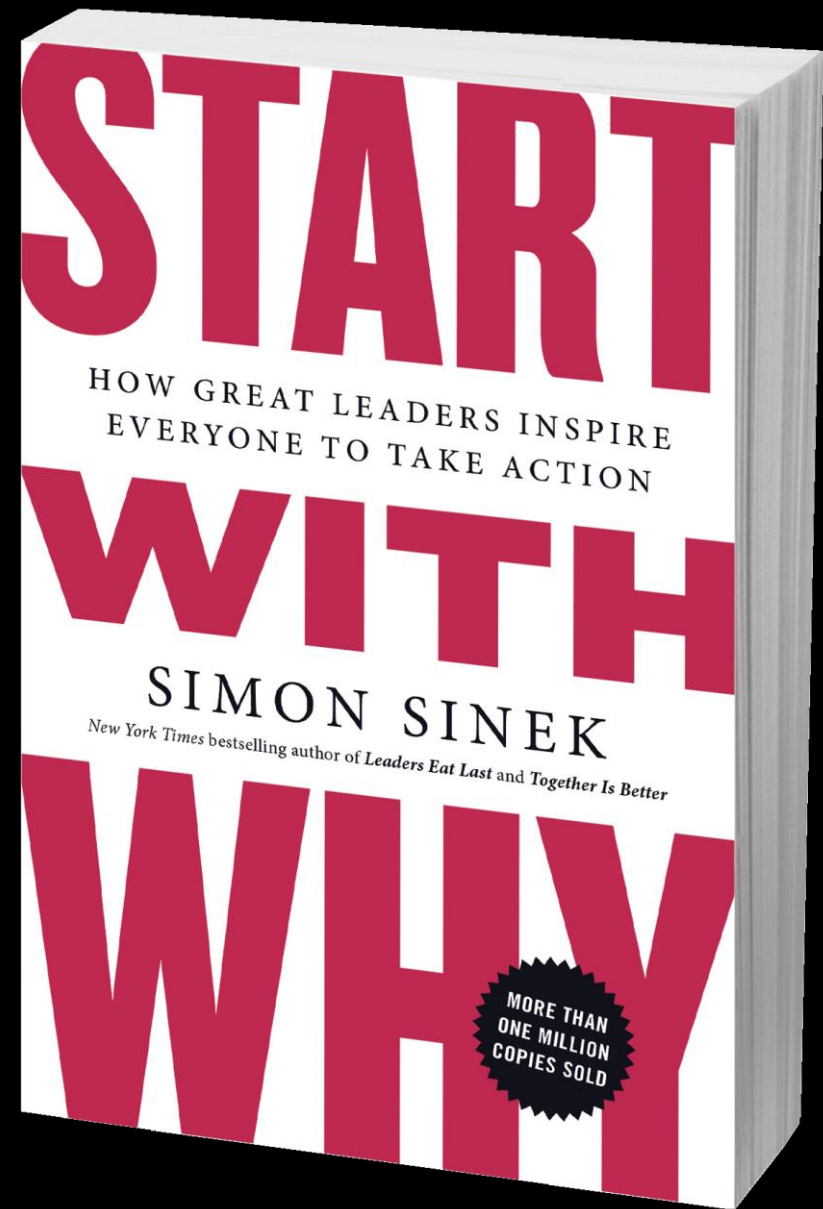


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How might you tell your change story earlier and more often?

How might you consult more people before starting?

How might you share updates more frequently and more consistently?



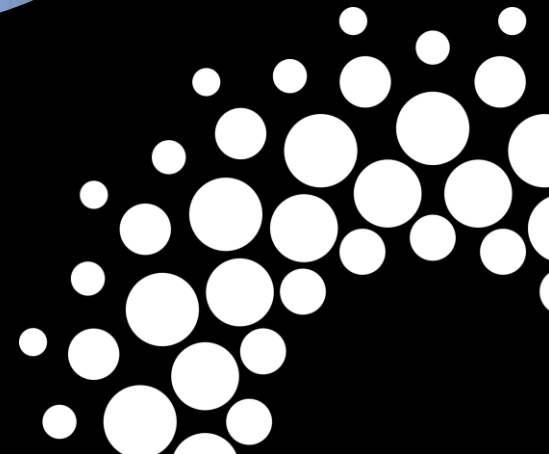
AN ACTION PLAN FROM THE WORLD'S
FOREMOST EXPERT ON BUSINESS LEADERSHIP

Leading Change

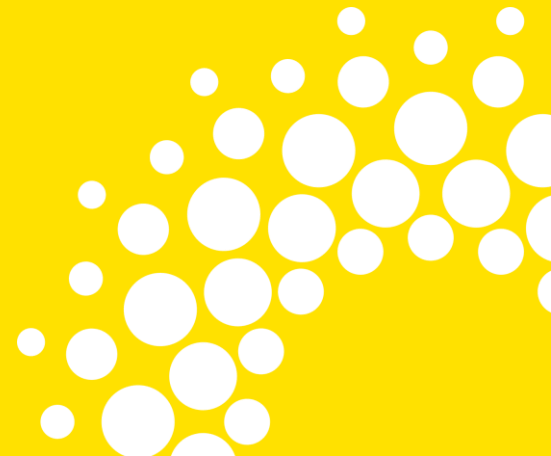


John P. Kotter

HARVARD BUSINESS REVIEW PRESS



What is your preferred style in your approach to change?

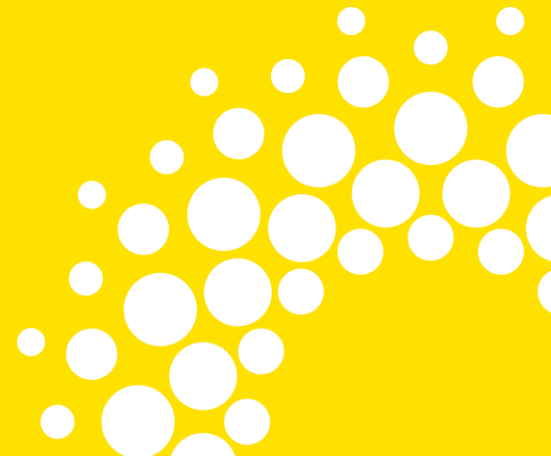


Change Style Indicator®

W. Christopher Musselwhite, Robyn D. Ingram, 1998



-
- **Conservator**
 - **Pragmatist**
 - **Originator**



Change Style Indicator®

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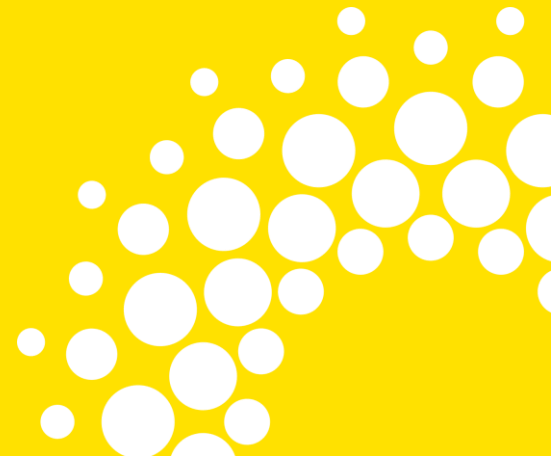
- **Conservator** : prefers the known to the unknown
- **Pragmatist**: prefers to explore the current situation in an objective manner
- **Originator**: prefers a faster and more radical approach to change

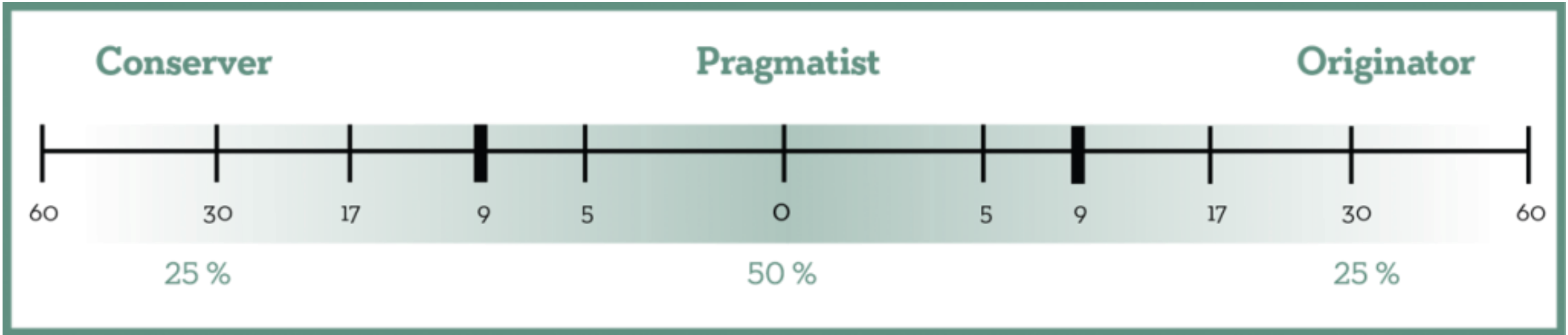


Change Style Indicator®

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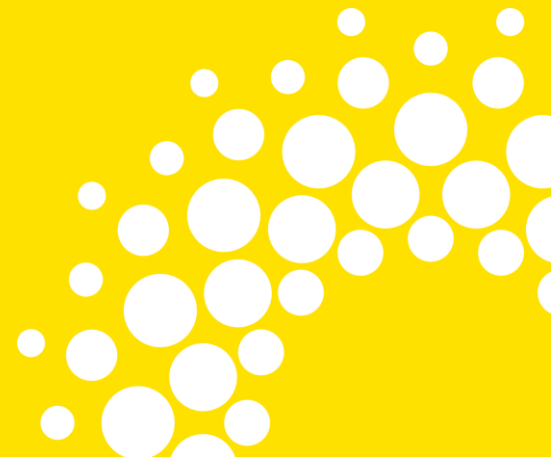
- **Conservator X% ?**
- **Pragmatist Y% ?**
- **Originator Z% ?**





Which is your preferred style in your approach to change?

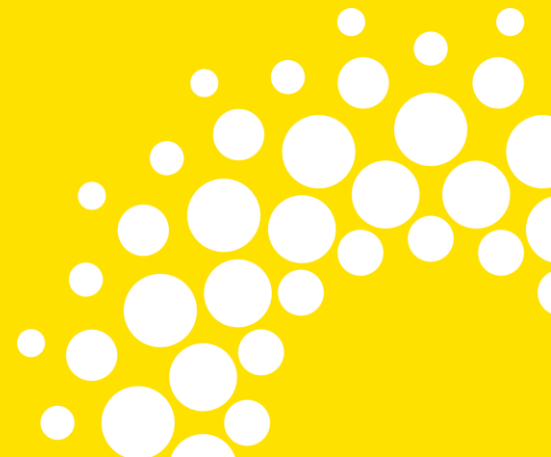
- Conserver
- Pragmatist
- Originator



Resistance

=

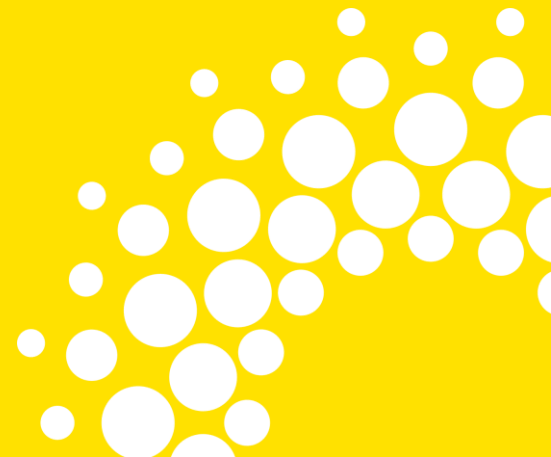
Feedback



Resistance

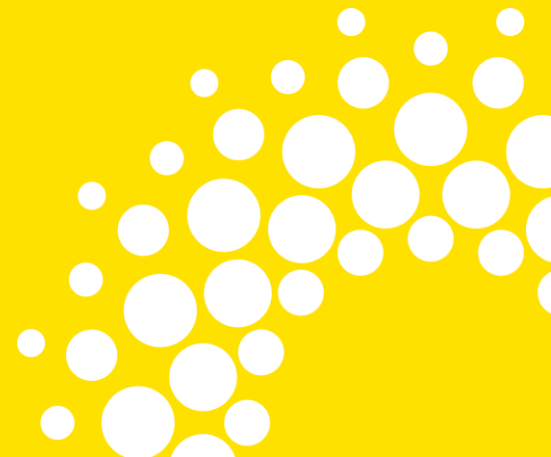
vs

Noise

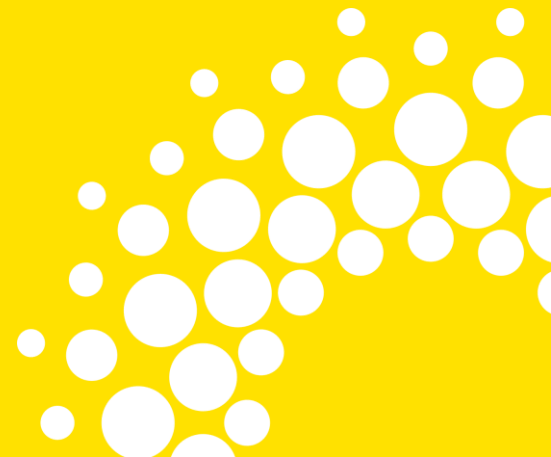


Known to Unknown

Pierre Battah Leadership



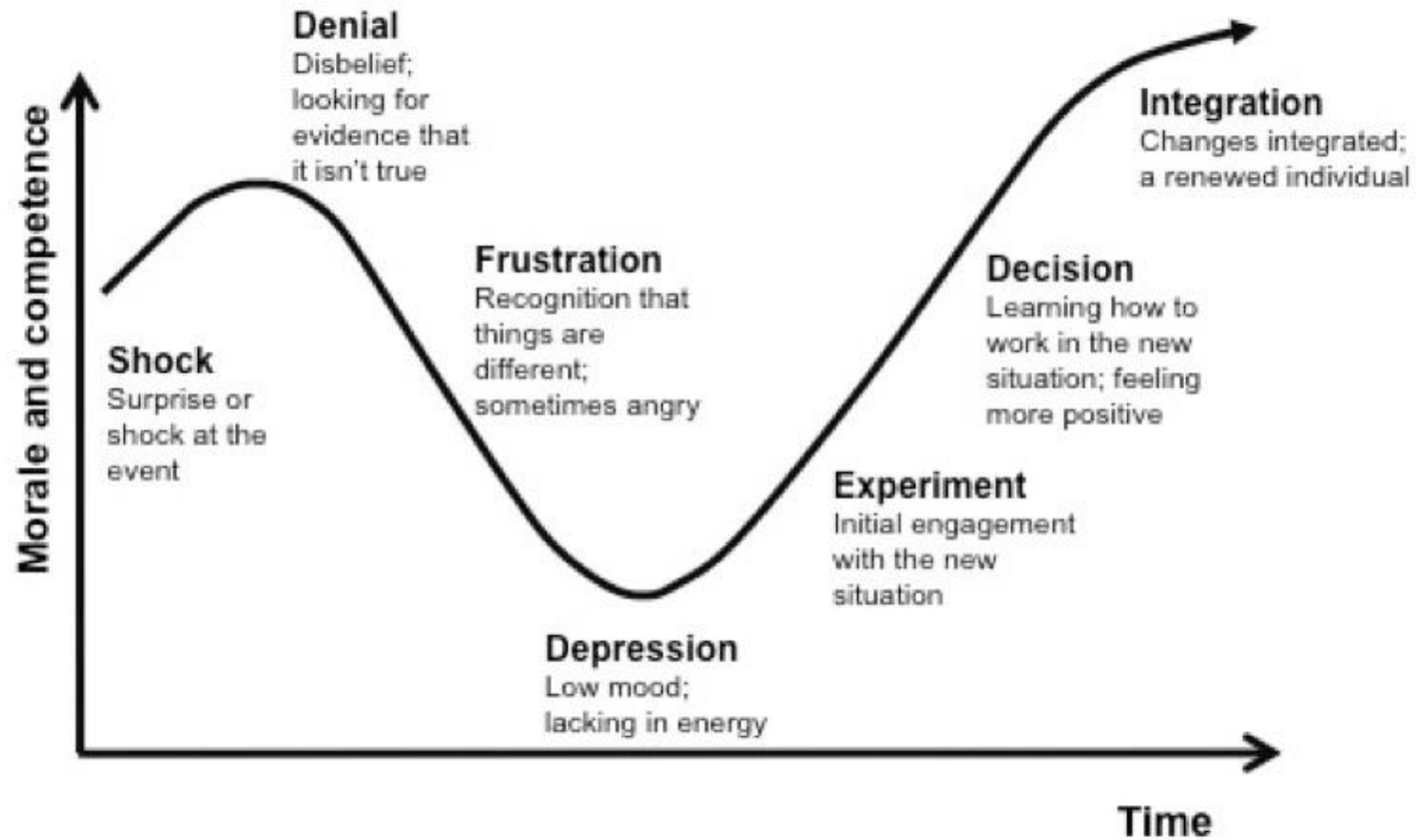
Competence to Fear of Incompetence

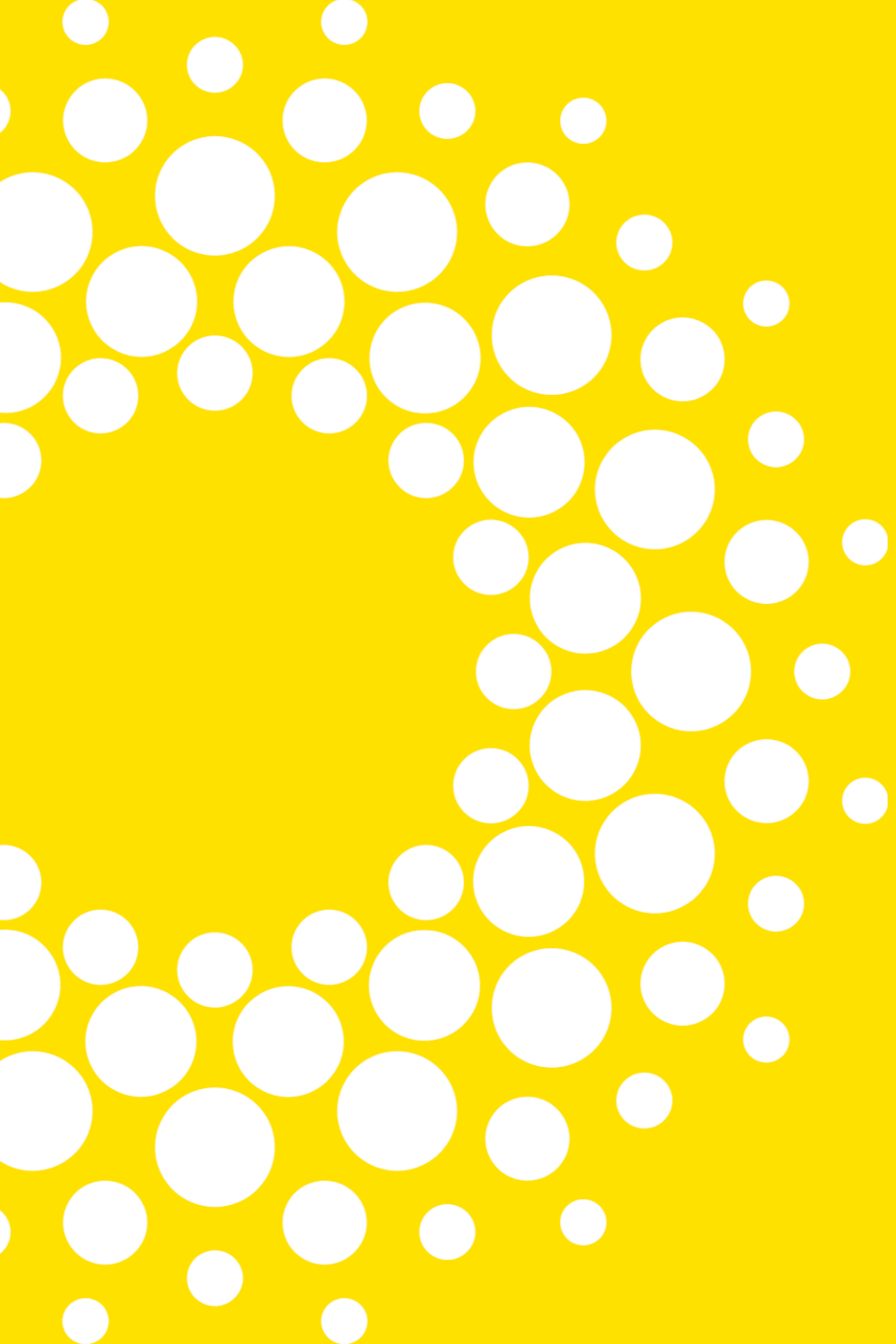


Time Training Communication

*-David Love, Canadian Management Centre Toronto,
2012*

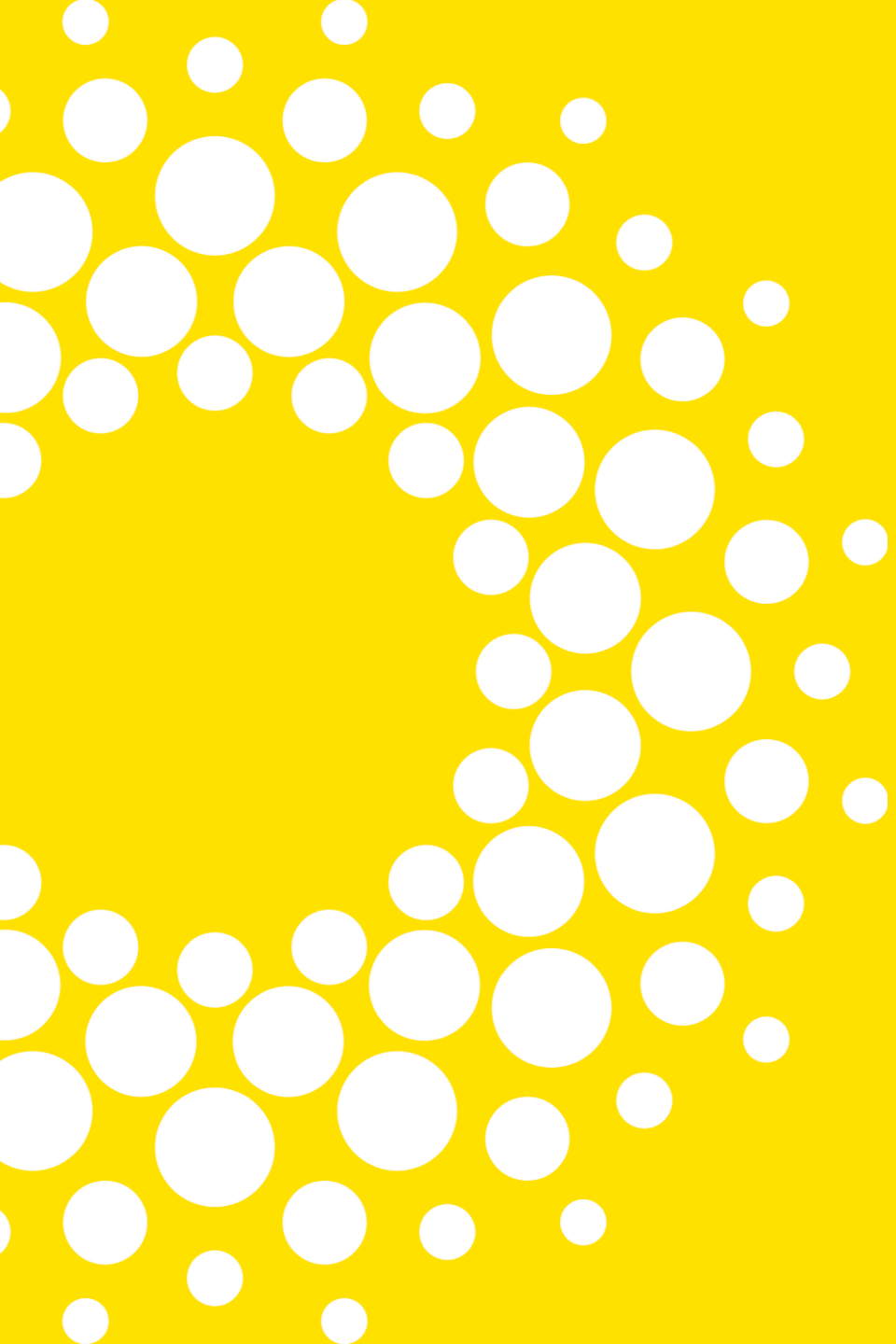
The Kübler-Ross change curve





How might you tune into
how your folks are doing
along the change curve?

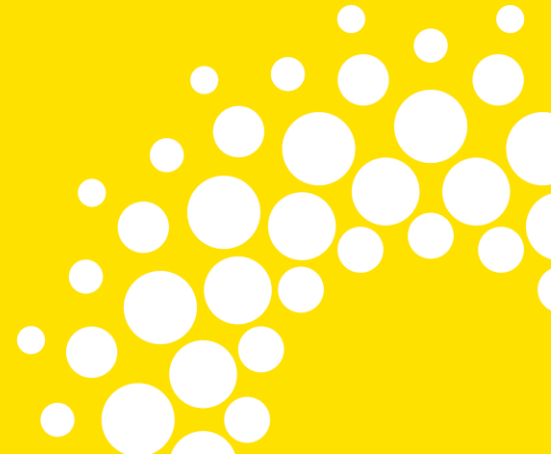
How might you support
them through the change
initiative?



Where are you on the
change curve?

What do you need to
move forward along
the change curve?

What does being
trustworthy mean to you?



How Effective Leaders Build Trust

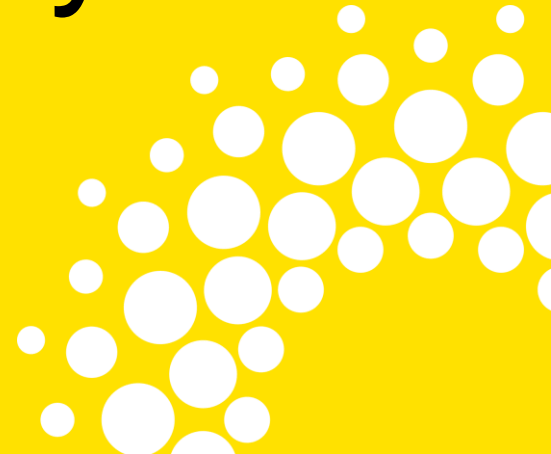
Lewis, A. (2022, October 26). *Good Leadership? It All Starts With Trust*. Harvard Business Publishing Corporate Learning.
<https://www.harvardbusiness.org/good-leadership-it-all-starts-with-trust/>

Transparency

Vulnerability

Authenticity

Reliability

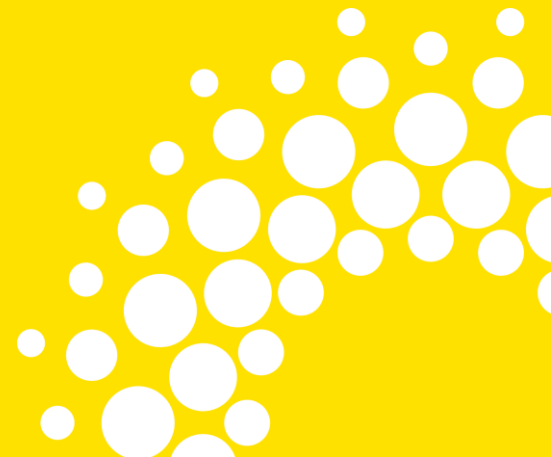


Thinking About Trust, Leadership, and Change

Adapted from *The Speed of Trust*, Stephen M.R. Covey, 2008



1. I am most likely to trust a leader when...
2. A leader loses my trust when...

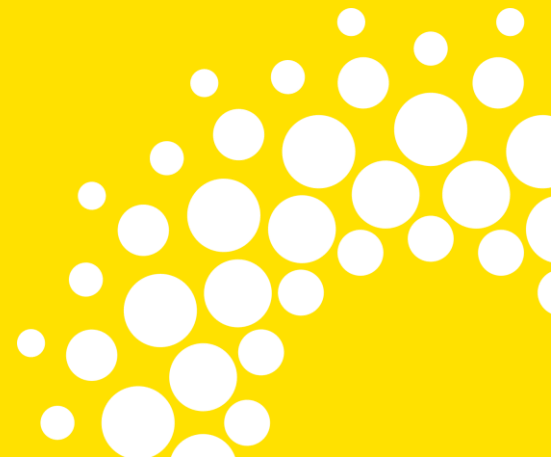


INFLUENCE & PERSUASION

Adapted from *Influence-The Psychology of Persuasion*, Dr Robert Cialdini, 2007



1. Reason Why
2. Give & Take
3. Commitment and Consistency
4. Scarcity
5. Social Proof
6. Authority
7. Liking



Think of a situation you witnessed or experienced where someone was persuasive and influential.

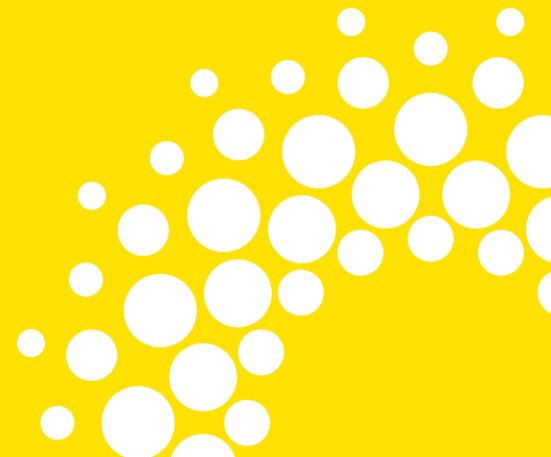
Which one of Cialdini's principles of persuasion were most evident?

- Reason Why
- Give & Take
- Commitment & Consistency
- Scarcity
- Social Proof
- Authority
- Liking



I'm told that I ask _____ questions?

- a. A lot, sometimes too many
- b. A lot
- c. Enough
- d. Not enough
- e. I'd rather make declarations and pronouncements



The Surprising Power of Questions

The Surprising Power of Questions, It goes far beyond exchanging information by Alison Wood Brooks and Leslie K. John
Harvard Business Review (May–June 2018)

“Asking lots of questions unlocks learning and improves interpersonal relationships.”

Learning Culture

Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy by Dr. Amy C. Edmondson, 2012

Questions

Sharing Info

Seeking Help

Evaluation

Experiments

Talking Mistakes &

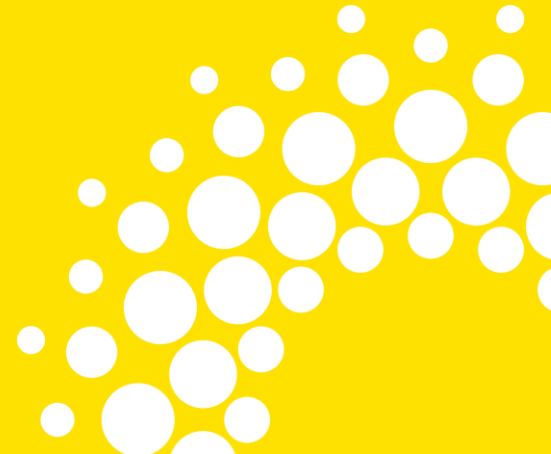
Lessons Learned

Seeking Feedback

What can you do to reinforce a learning culture?

- **Questions**
- **Info sharing**
- **Ask for help**
- **Evaluation**
- **Testing**
- **Let's talk about errors**
- **Feedback please**

“I’ve learned...”



“Positively wonderful!...Offers sure-fire methods for transforming our lives from so-so to joyous.”
—DANIEL GOLEMAN, author of *Emotional Intelligence*

POSITIVITY

Top-Notch Research
Reveals the 3 to 1 Ratio
That Will Change Your Life

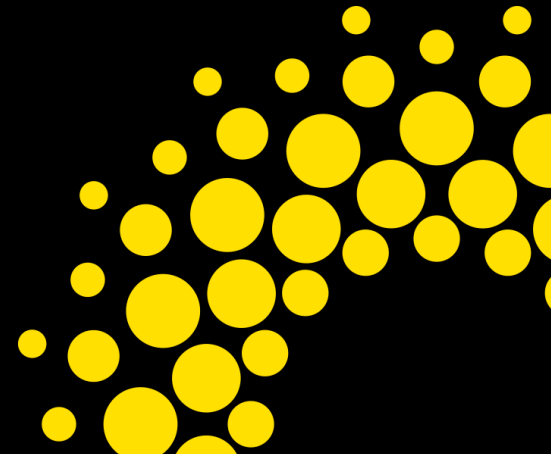
“Read one or two chapters daily as needed or until grumpiness subsides.”
—DANIEL GILBERT, bestselling author of *Stumbling on Happiness*

BARBARA L. FREDRICKSON, PH.D.

KENAN DISTINGUISHED PROFESSOR, UNC-CHAPEL HILL,
AWARD-WINNING DIRECTOR OF THE PEP LAB



Pierre Battah Leadership

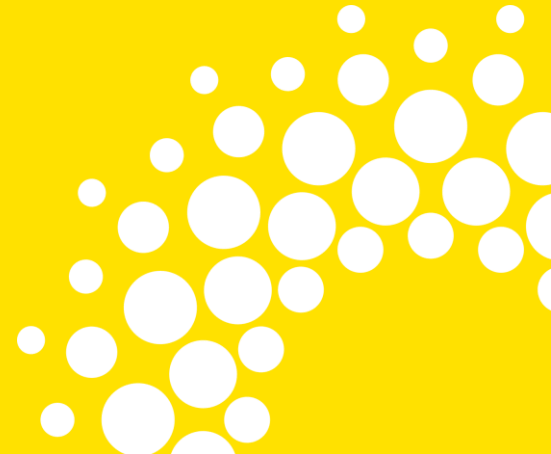


Realistic Optimism

9 Things Successful People Do Differently by Heidi Grant Halverson Ph.D. 2012



-
- Does not underestimate difficulty
 - Does not assume it will be easy
 - Visualizing effortless success is dangerous
 - Difference between succeeding and succeeding *easily* (*realistic vs unrealistic optimism*)
 - Best predictor of success: believing you will succeed



Stewardship

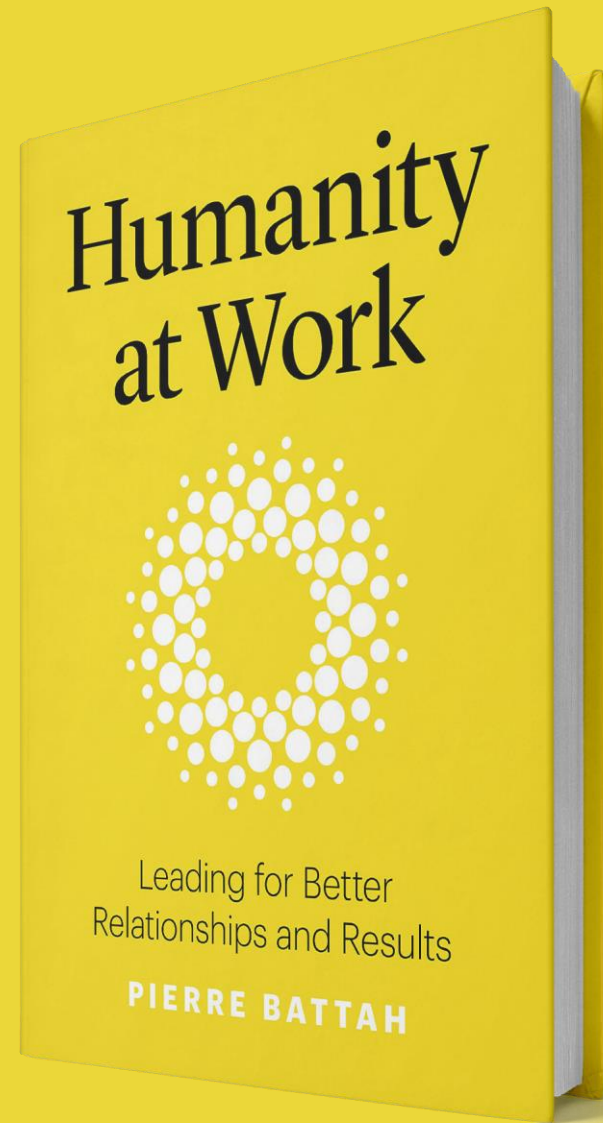




1 thing you might try?



1 thing you
might
share or
teach?



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