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Ready for change?

Managing your response and preparing
to lead and manage others

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Managing Change - why is this important?

- Change is constant at individual, team and business level
- Successful managers and leaders have to successfully react to and instigate change
- As managers and leaders we need to absorb the impact of change quickly and ready ourselves to lead and manage others

Objectives

- Better understand the impact of change at a personal level
- Explore the leaders' and managers' role in managing change
- Develop skills and become familiar with tools to help you lead and manage change

Discuss

- Are there any other objectives for you today
- Are there any thoughts/feelings you want to share

Insights

- Its important to be consistent
 - Why not check what others understand
- You have to be authentic and build trust
 - Be honest if you don't know- openness is an important part of trust
- You need to have/create clear understanding
 - Its not always possible – especially if you are a 'top'
- Interpretation
 - Be aware people have their own filters and feelings
- Manage people as individuals
 - What else may be going on for someone
 - What resources and resilience do people have
- Timescales are critical
 - To slow or too fast – risks
 - Flight or fight responses

Whether you are a Top/ Middle / or Bottom – its hard

HAVING EMPATHY

Tops, Middles and Bottoms

- Every layer in an organisation lives with there own stresses, sense of powerlessness and ambiguities
- Barry Oshray, in his work, talks about
 - the worlds each layer inhabits
 - each has its challenges
 - each can be perceived by other layers and parts of the structure with suspicion and disappointed

Tops, Middles and Bottoms (2)

The world of the Tops

- World of complexity and responsibility
- Whole system accountability
- Internal and external issues
- Complex and difficult issues
- Issues you thought had been taken care of but come back
- Things that don't exist but need creating

The world of the Bottoms

- World of vulnerability
- Higher ups do things to them
 - Stuff
 - Changing things
 - Closing things down
 - Initiating new things
 - Reorganising

Tops, Middles and Bottoms (3)

The world of the Middles

- Live in a tearing world
- Torn between tops, bottoms, customers, vendors, peers
- Often don't have what others want – neither production or big picture
- The straight forward request – seldom is

The world of the Customers

- Live in a world of neglect
- Products and services seldom
 - fast enough
 - to right quality or
 - at price they want

Lets start by understanding ourselves

WHAT'S YOUR CHANGE PROFILE

Your approach to change

- Line up on a continuum from 'love it' to 'tolerate it'
- What do you notice

Innovation and Adaptation

- Creative Improvers – prefer adaptation
- Innovative changers – prefer starting with a blank sheet of paper
- Linkers – translate and connect both

Creative Improvers

- CIs often see high scoring ICs as undisciplined, impractical, hiding in abstractions and 'waffle', and as poor decision makers, whereas
- A team largely composed of CIs may reject the challenging and questioning style of a person with a clear IC style, and neglect to think broadly enough in a strategic and self-critical way.

Innovative Changers

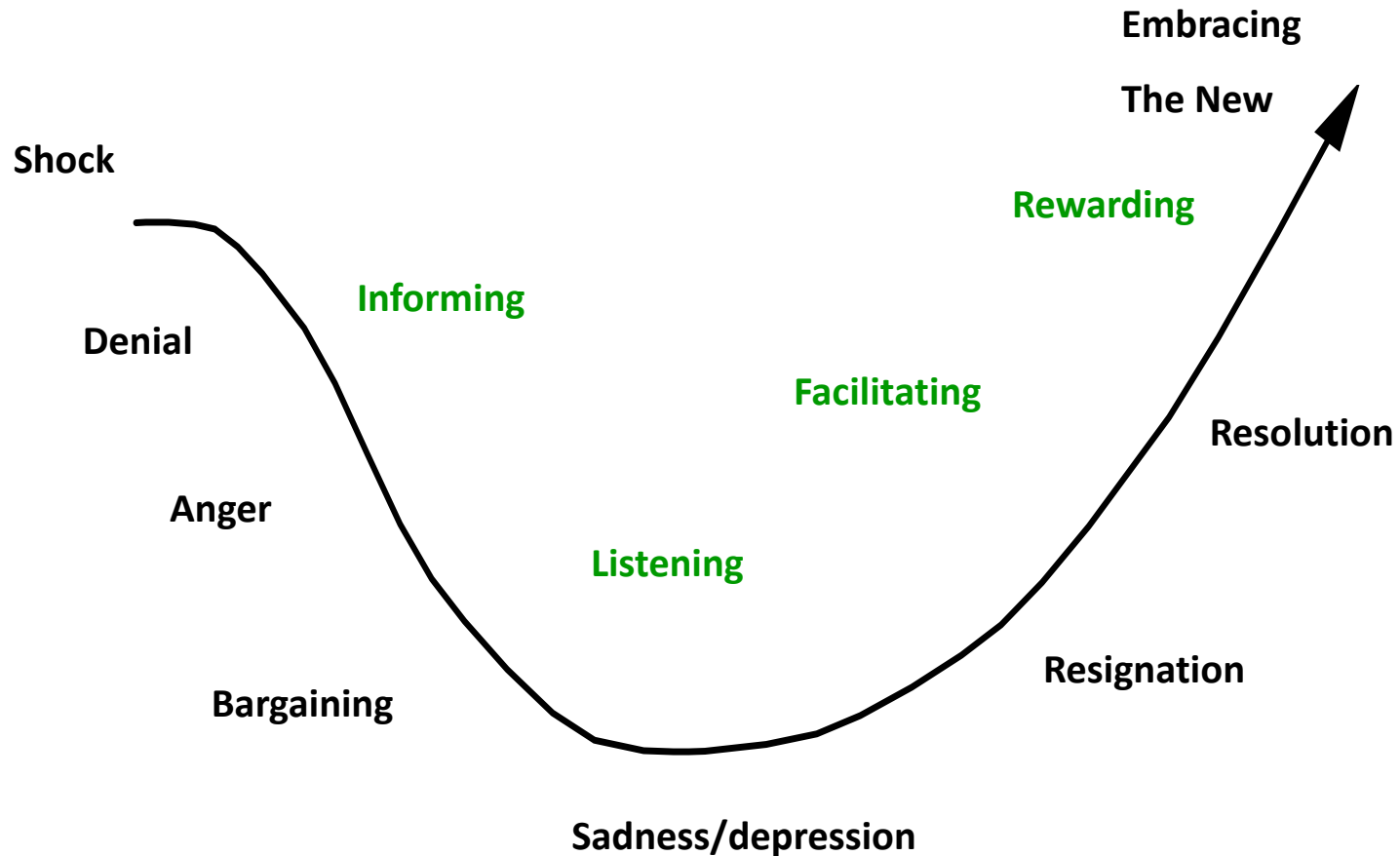
- ICs often see CIs as conformist, inflexible, too focussed on detail, and poor at seeing the 'big picture' issues.
- A team largely composed of ICs may reject the more practical objections of a person with a clear CI style in favour of vigorous debate about principles, neglecting to deal thoroughly with implementation issues.

Responding to change – what is the leader looking for /doing next

FIRST SEE THE PERSON

How does change impact people

Appropriate Leadership Conversations



Applying the tool

- In 2's or 3's discuss
 - Where are you on the change curve – what's the impact
 - A person you manage or need to communicate about changes with –
 - Where are they
 - What conversation do you need to have
- Rehearse your approach and get feedback from your colleagues

Insights

- Clarity is important and helpful but not always possible
 - if you don't know– say so and when you might have more clarity
- The boat analogy
 - Do you know where you're heading – does anyone
 - Are all your rowers willing or are some under duress
 - Not everyone will arrive at the destination – how do you reduce the risk of survivors guilt
 - Are there saboteurs
- The change curve –
 - works in both directions and you can slide down and up
 - People will be on different rhythms – change will impact at different time
 - Some will have a shallow curve and others deeper – don't get dragged down

Insights (2)

- Learned optimism
 - Some will see change as an opportunity
 - Seligman says optimism is based on the ability to see some things as temporary, specific and balanced in terms of ability to control
- Engage people
 - build the solutions/support mechanisms – the process is part of the answer
 - Make sure the support mechanisms are varied and accessible
- Grow resilience –
 - use techniques you know work with clients
 - Be holistic
- Transparency
 - Competency framework – helps -don't hide difficult decisions behind it
 - Fairness – can you justify your decisions
 - Selection criteria – don't make them up to suit
- The service must go on and still be effective – customers need you

As a manager or leader...

THINKING ORGANISATIONALLY

Kotter on Change - why change fails

- Not establishing enough sense of urgency
- Not creating a powerful enough guiding coalition
- Not having a vision
- Under-communicating the vision by a factor of 10
- Not removing obstacles to the new vision
- Declaring victory too soon
- Not systematically planning for and creating short-term wins
- Not anchoring changes in the corporate culture

Where do you spend your effort

Attitude

Spectator	Player
Walking Dead	Cynic or Virus

Where do you invest your time and effort

Energy

Where do you spend your effort

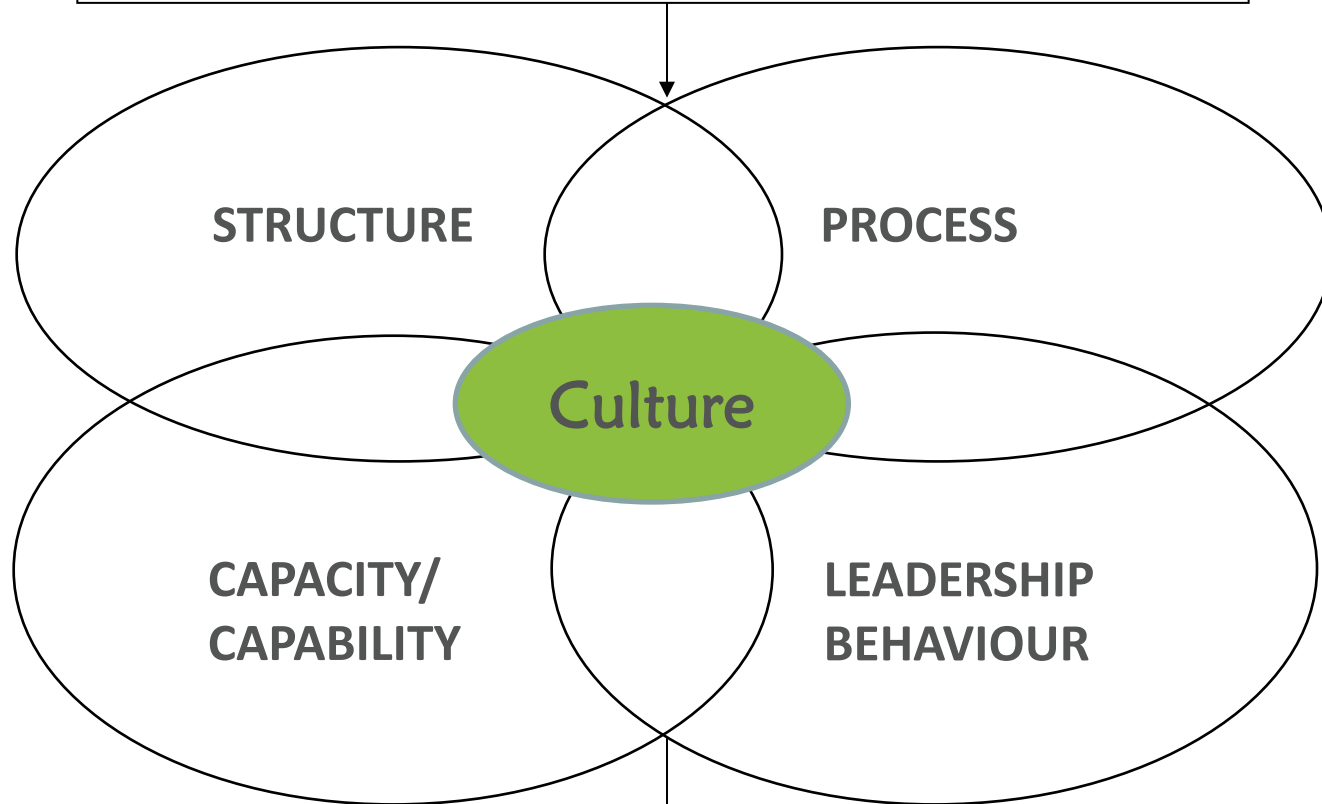
Attitude

Spectator	Player
Walking Dead	Cynic or Virus

- **Players** – those who make things happen
- **Spectators** – those who watch things happen
- **The walking dead** – those who say “what happened”
- **Cynics** – those who don’t care what you say happened as they won’t believe you anyway

Energy

Vision/Values/Strategy



CLIMATE

PERFORMANCE

Leadership styles and impacts

HOW VERSATILE ARE YOU

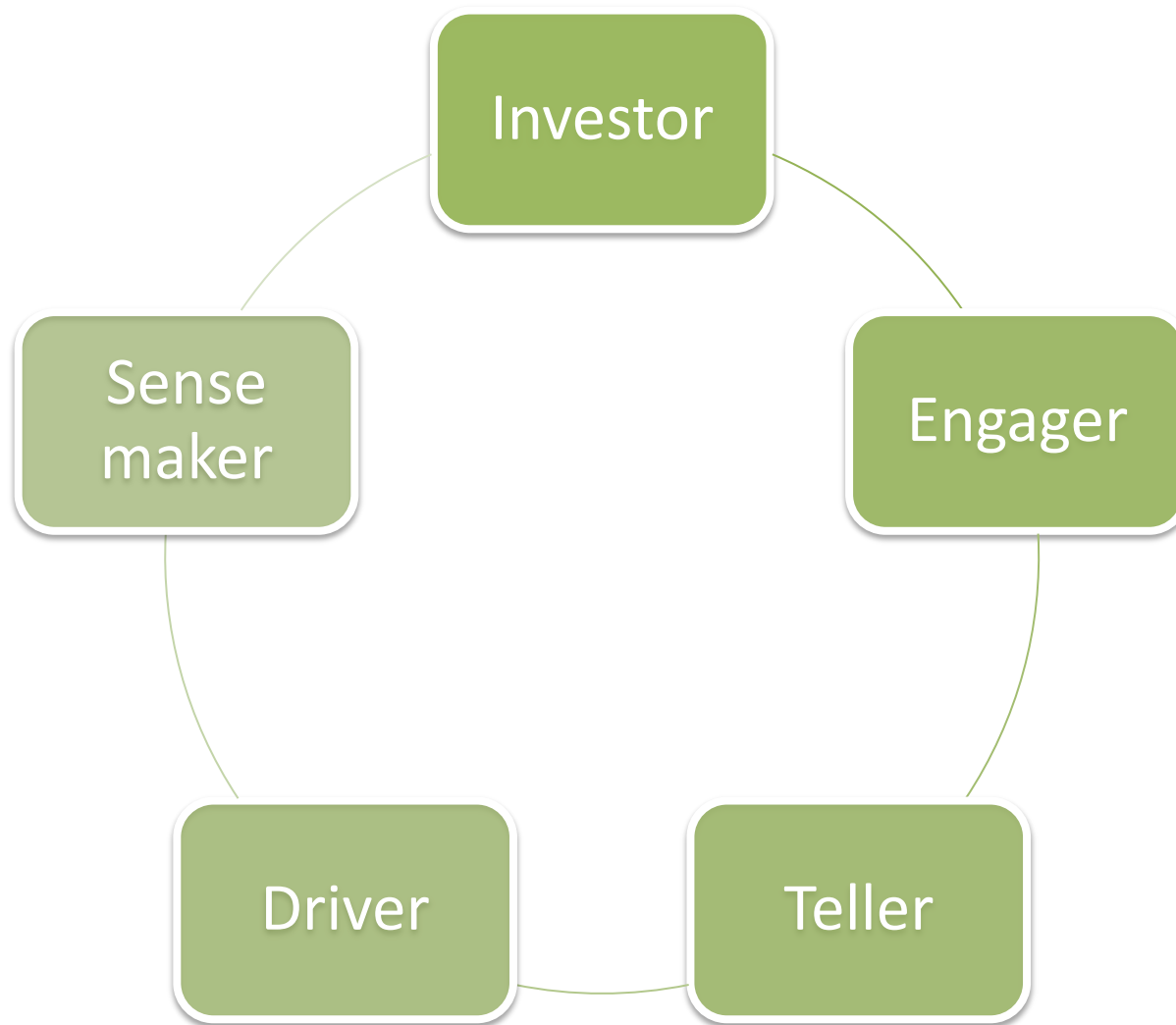
Exercise

Complete the Versatile Leadership Survey



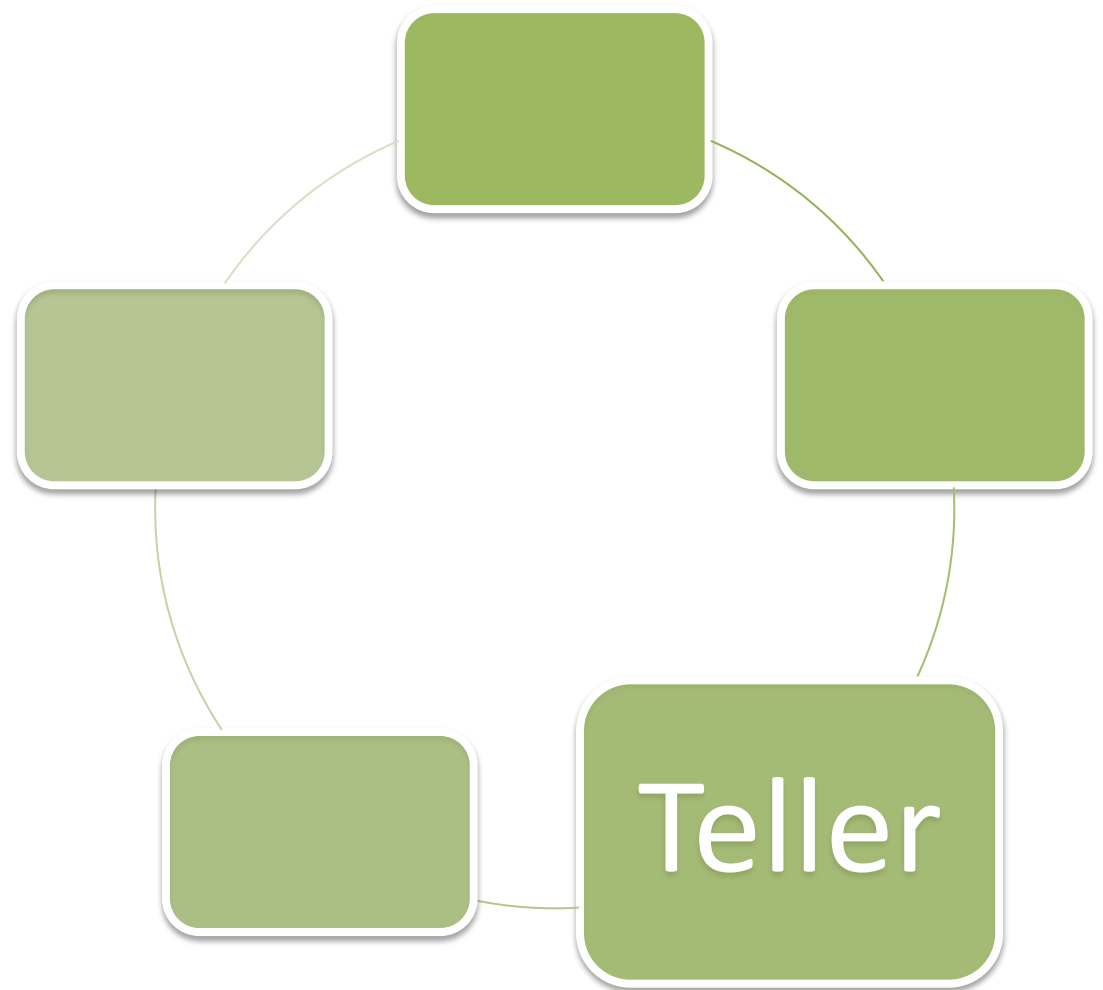
Versatile Leadership Questionnaire

Leadership Styles



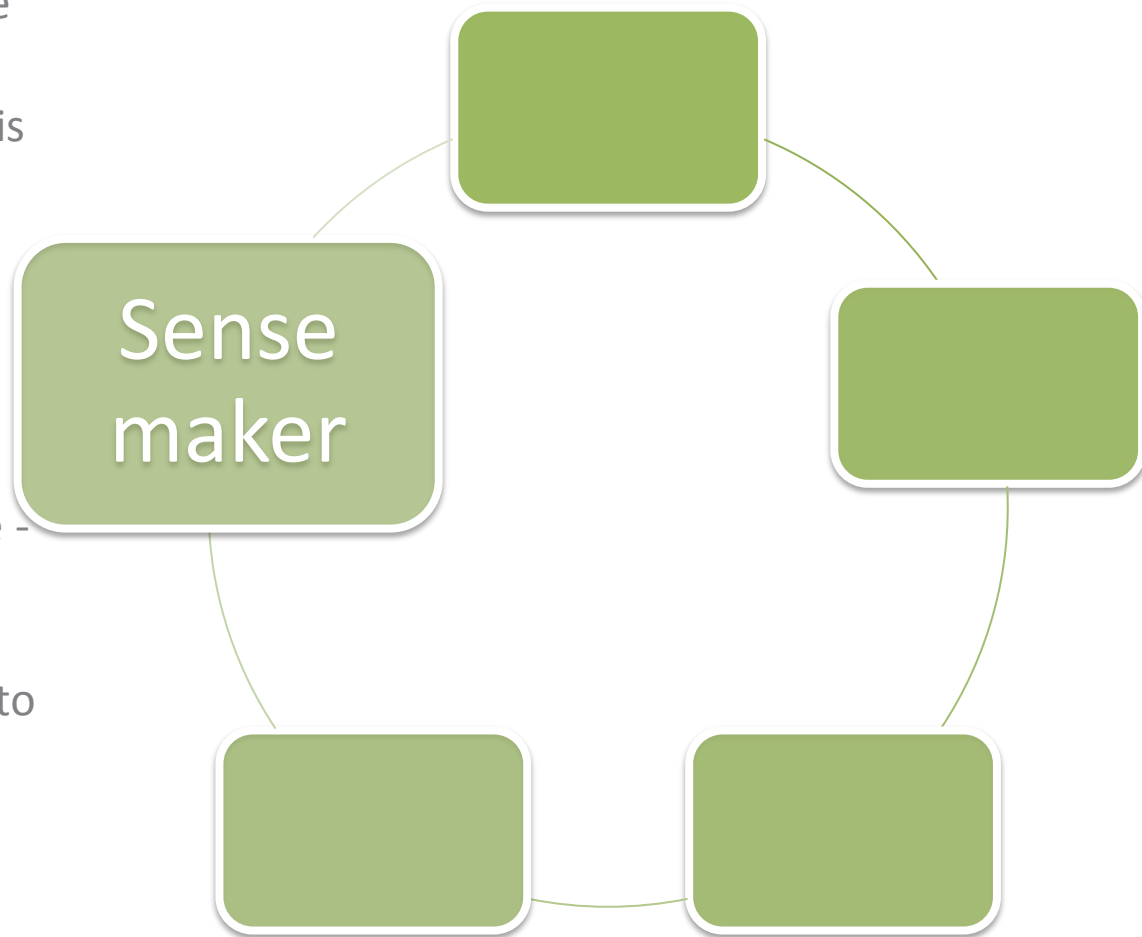
Teller

- Is task focused
- Often talks about the task in instructor mode
- Reduces ambiguity by being really clear about what is expected
- Emphasises efficiency in delivering outcomes
- When giving feedback tends to be corrective
- Is in control of the task, retains overall authority



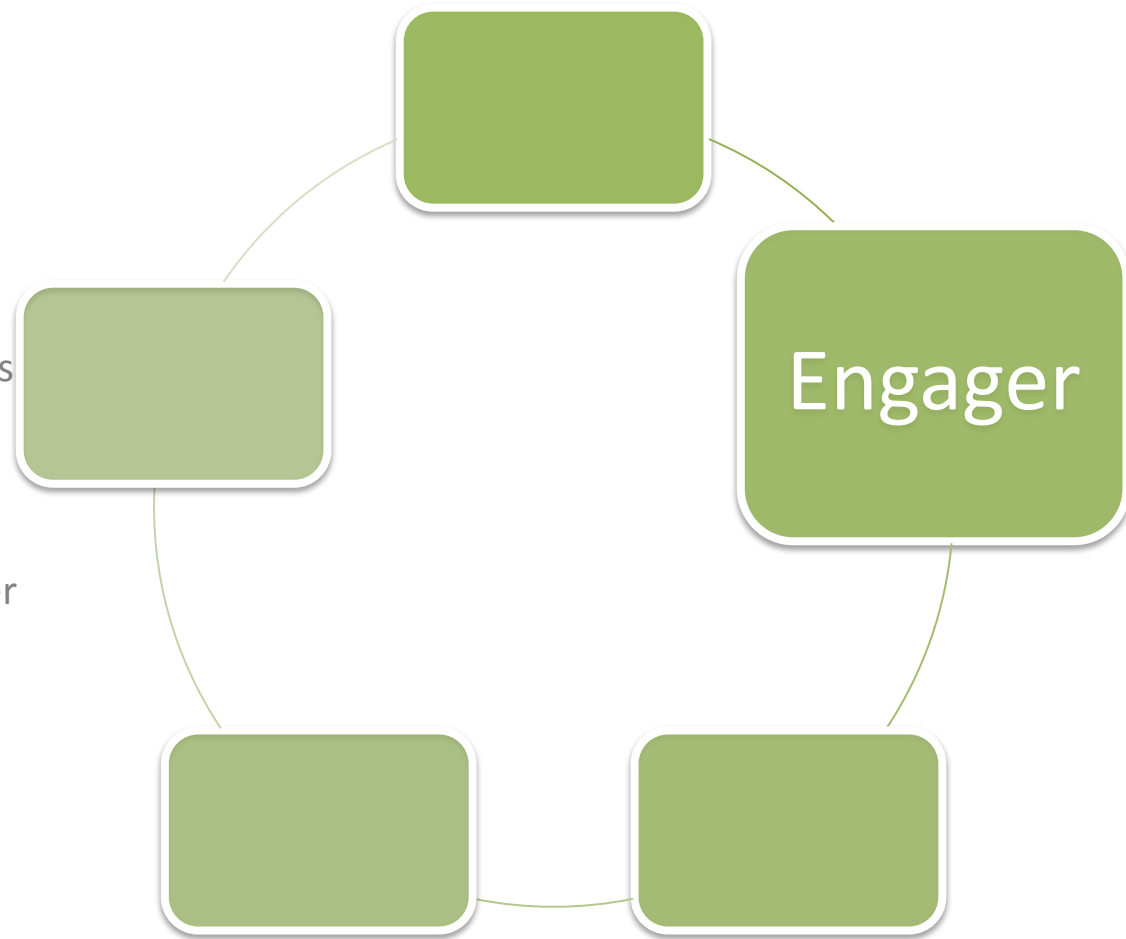
Sense Maker

- Explains the 'why' behind the 'what'
- Thinks about the future and is able to articulate to others what the future will look like
- is able to show people the impact/connections of their actions and outcomes
- Shapes and influences the here and now and the future - guides others to action
- Tests out a range of possibilities - inviting others to contribute whilst still retaining authority



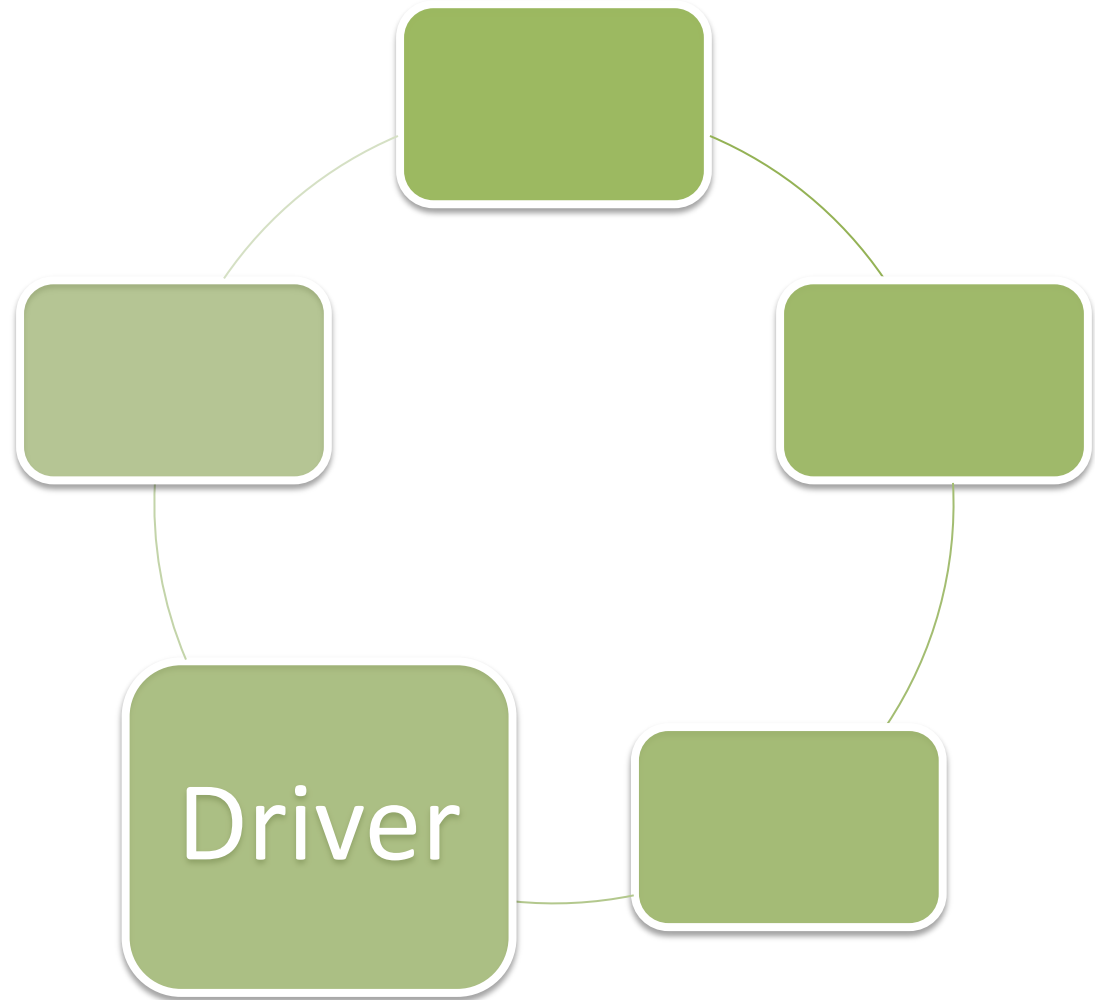
Engager

- Is self aware and understands the impact they have on others - uses this information appropriately
- Is concerned about individuals, takes time to listen to them and understands their needs
- Is concerned about how individuals and the team work together to deliver good outcomes
- Likes to get people involved in working out the best way to deliver the task
- Believes that shared problem solving is a good way to deliver great outcomes
- Values the contributions of the team



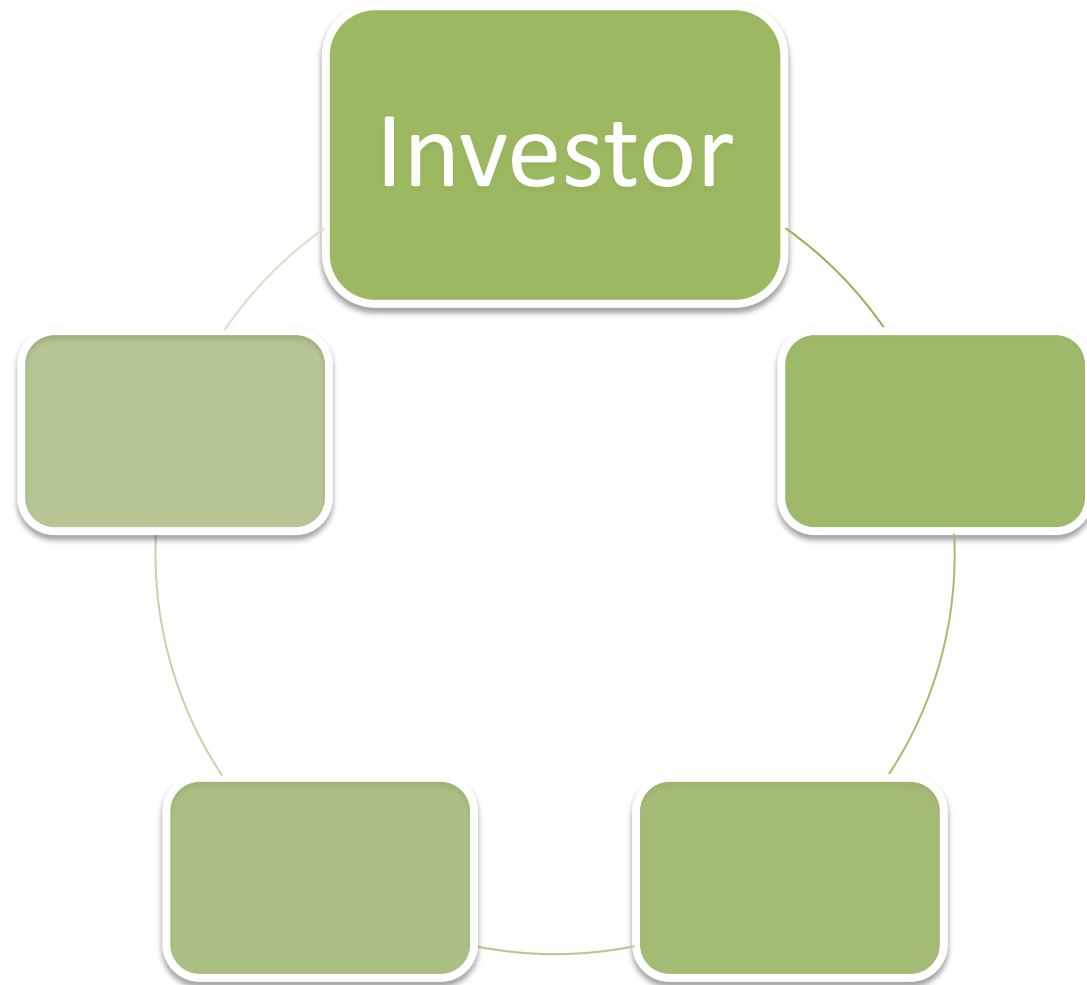
Driver

- Models what they want from those they manage
- Pushes for outcomes which are delivered better and quicker
- Retains ownership of what they see as key tasks
- When giving feedback focuses on what could have been done better
- Has confidence in their own ability and their ability to deliver high quality outcomes



Investor

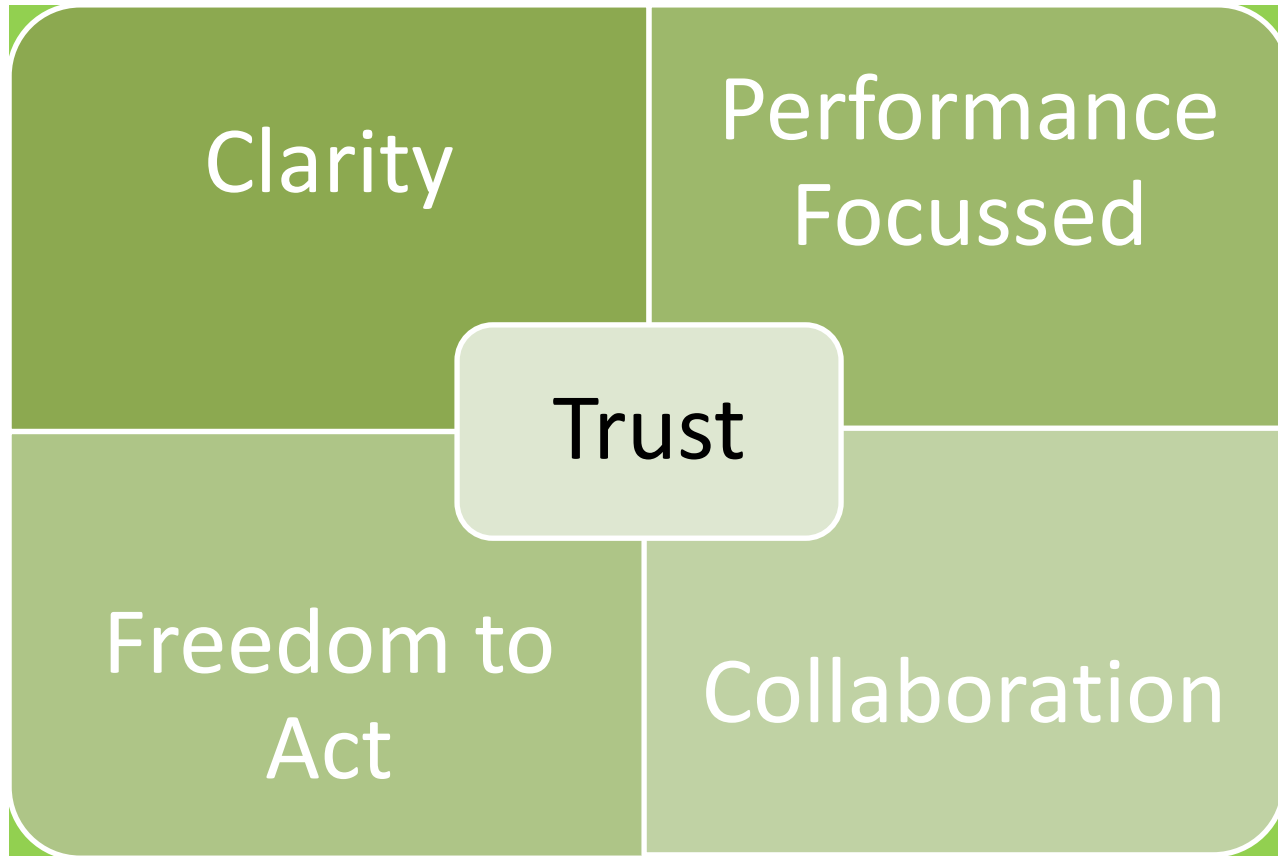
- Builds capacity in others for individual and organisational benefit
- Is able to recognise talent across the organisation and employs the right approaches to develop talent
- Creates tension in order to energise the development process
- Is honest about development needs, does not 'fudge' the issue.
- Acts as a critical friend building trust, listening well, responding honestly and promoting success
- Thinks about the long term view of developing the capability of others, realises the implications of that in the short term



What is organisational climate?

- Organisational Climate is the individual's perception of those aspects of the organisation which have a direct impact on how well they can do their jobs.
- Numerous research studies have found a direct link between the Organisational Climate and an organisation's performance measures. For many work teams, Organisational Climate is the closest thing to a Profit and Loss statement of how well a company utilises its human-resource assets.
- Organisation's that are high performing have climates with very specific and measurable characteristics.

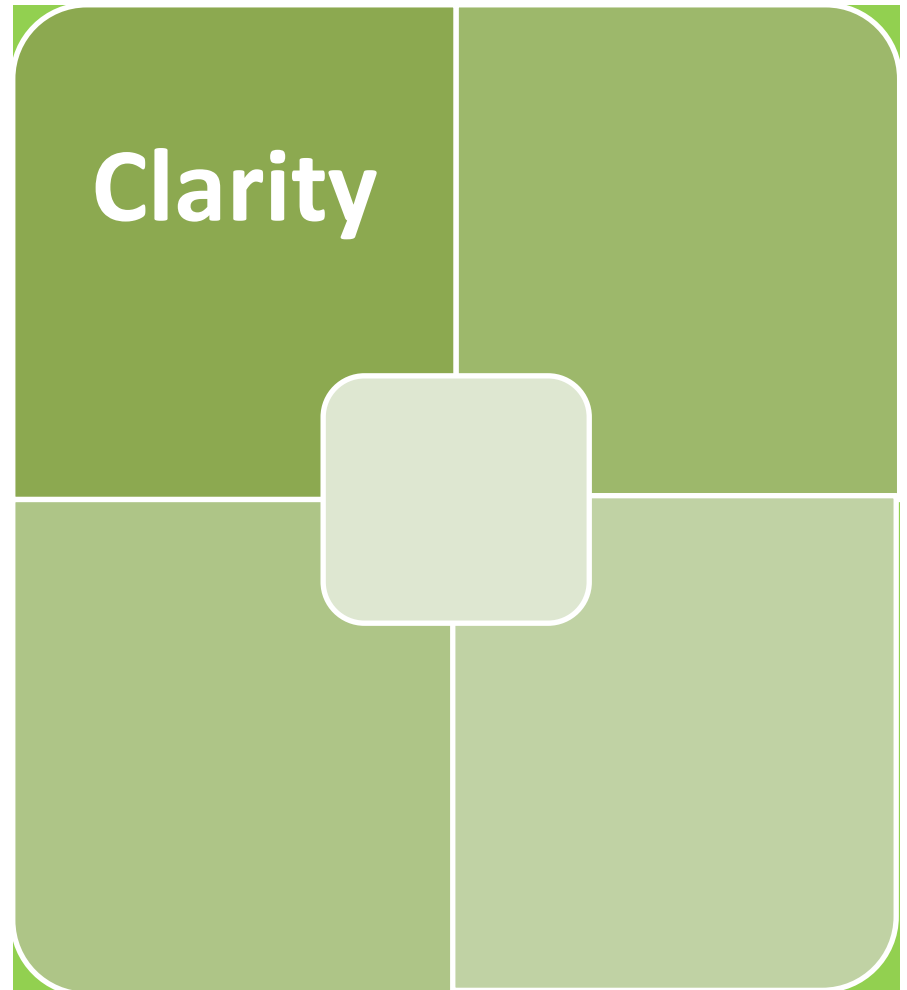
Climate



Leadership styles impact climate. Climate can be measured and climate predicts performance. How do you impact climate in your team?

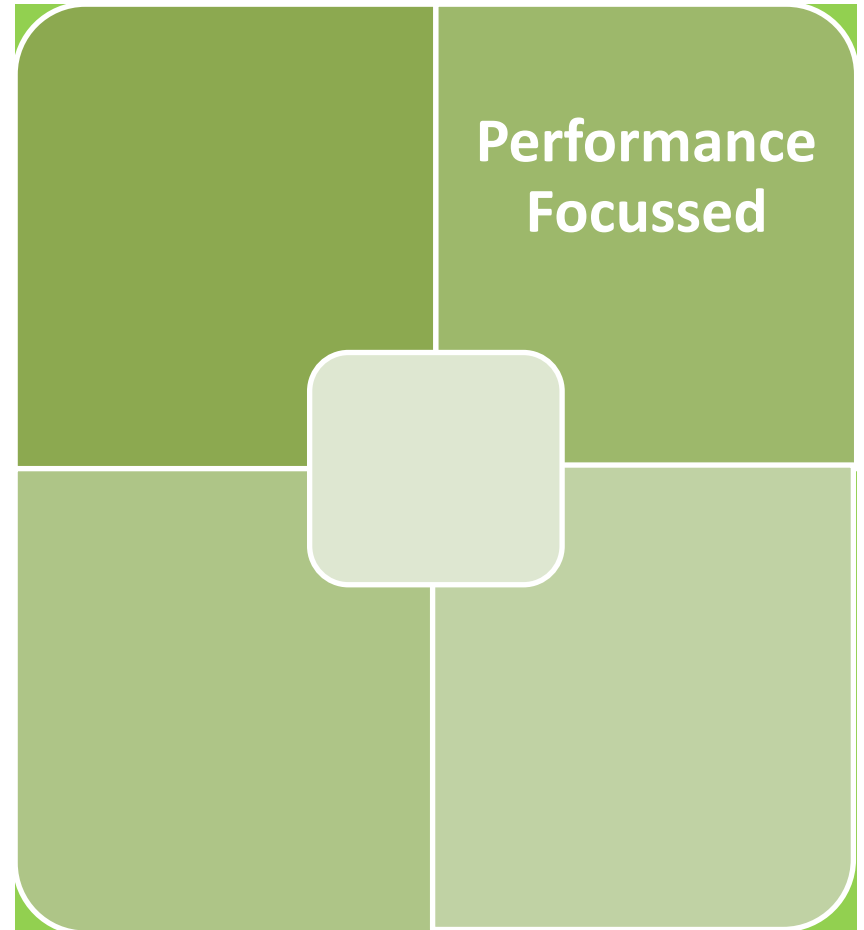
Clarity

- People feel they are clear about the purpose of the organisation
- People feel that they are clear about the task they have to deliver
- People are clear about how task and responsibilities are interdependent across the organisation



Performance Focussed

- People feel that the organisation sees delivery of high performance as important
- People feel that goals are set for them and that these goals are both stretching and achievable
- Performance related feedback is given which highlights what works well and what needs to be done differently
- People feel they are held to account for their jobs and the delivery of their objectives



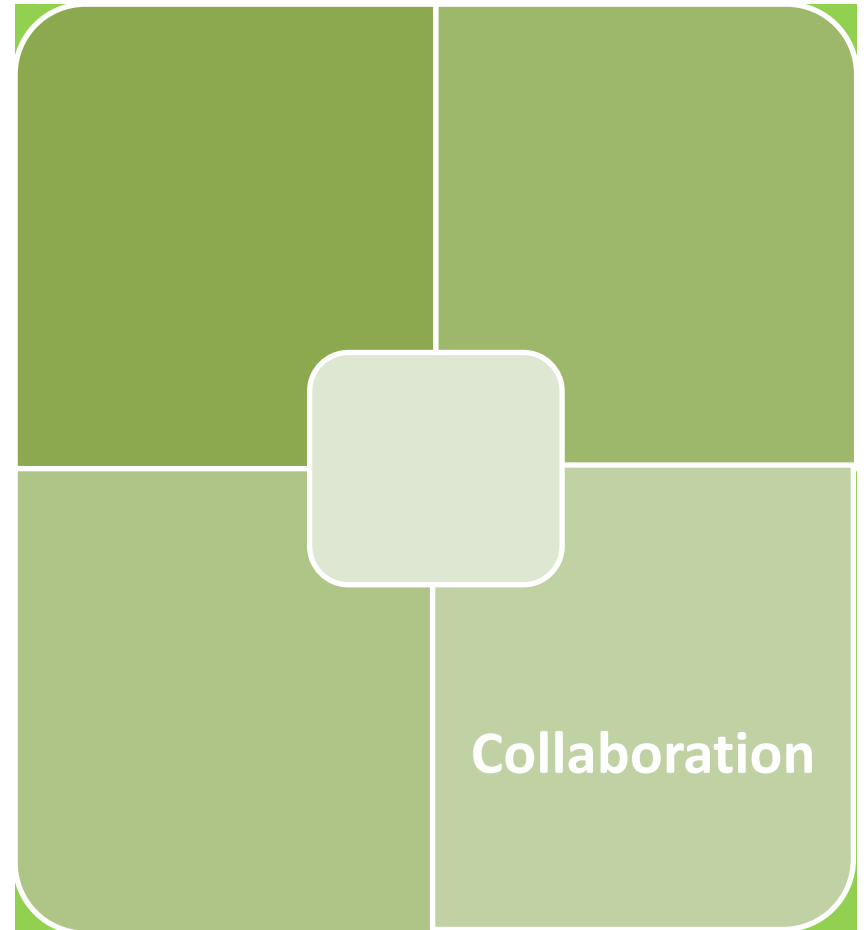
Freedom to Act

- Learning is encouraged
- People feel they have ownership of the outcomes of their work
- People feel supported
- Self esteem is important



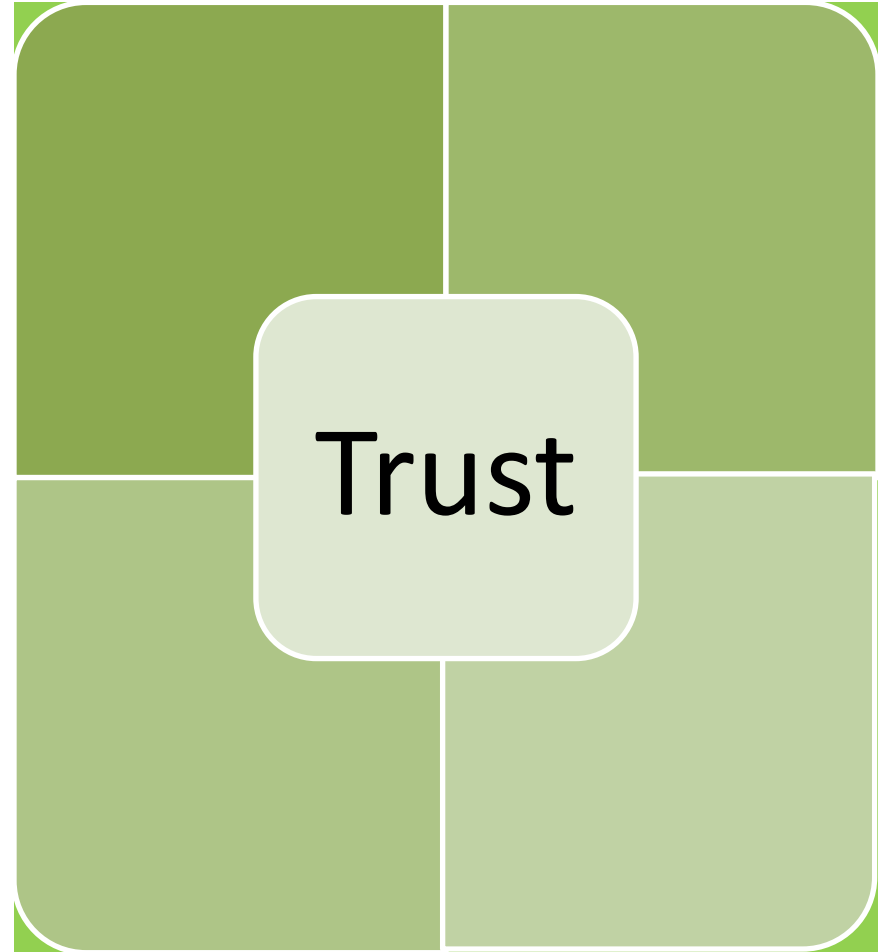
Collaboration

- People feel there is a sense of belonging to the organisation and to the team.
- People feel valued by their manager
- People are dedicating to their own, their team's and the organisation's success.
- People trust each other



Trust

- People feel that consistently others will do what you say they will do.
- People feel that they are accepted for who they are and are not judged criticised or made to feel inferior.
- People feel that others want to “level” with them, not hide anything and give them the whole story (even though it may not all be good news).
- People feel that they and other stakeholders are treated as equals and not patronised.
- People feel that there is harmony between what people say, what they believe and what they do.



Personally and professionally –
What's been useful and what will you do

NEXT STEPS

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