

# Change Leadership A Catalyst for Innovation

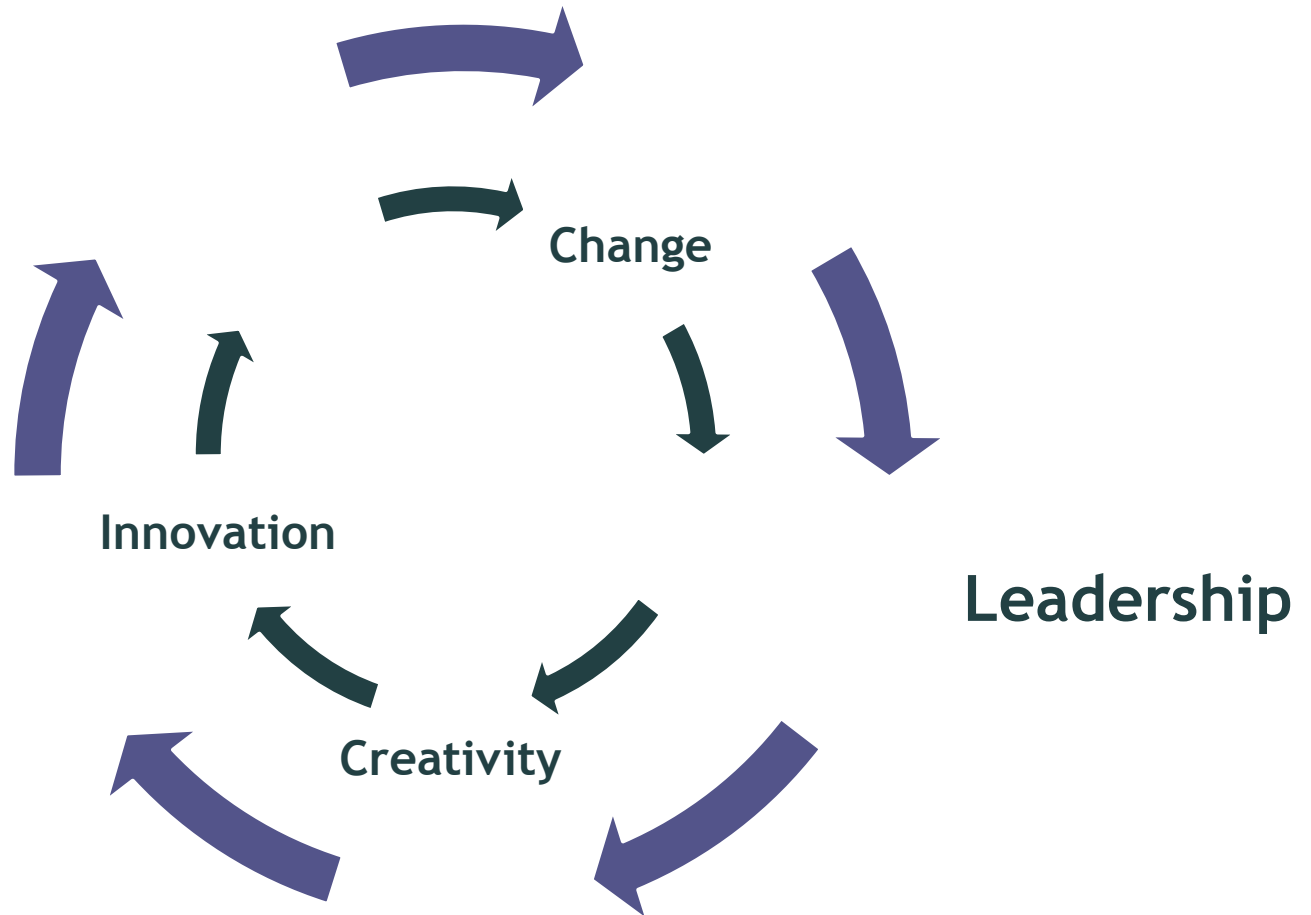
**Tom Carroll**

# Creativity, Innovation and Change



- An interlinked and interdependent process
- Usually fostered by external events
- Typically requires voluntary effort of people
- Resistance and friction inhibit the process
- Leaders can be the greatest enabler or inhibitor
- Emotional rollercoaster underlies the process

# Model



# You have 5 Minutes



Name other uses for this instrument

# Observation of Our Process



- The External Force
- The Goal
- The Environment
- The Risk
- The Experience
- The Leader
- The Outcome

# Diving Deeper

- External Forces
  - Markets
  - Technology
  - Competition
  - Economy
  - Governments



# Diving Deeper



- The Goal
  - Clear
  - Specific
  - Relevant
  - Tie to a Vision
  - Understandable

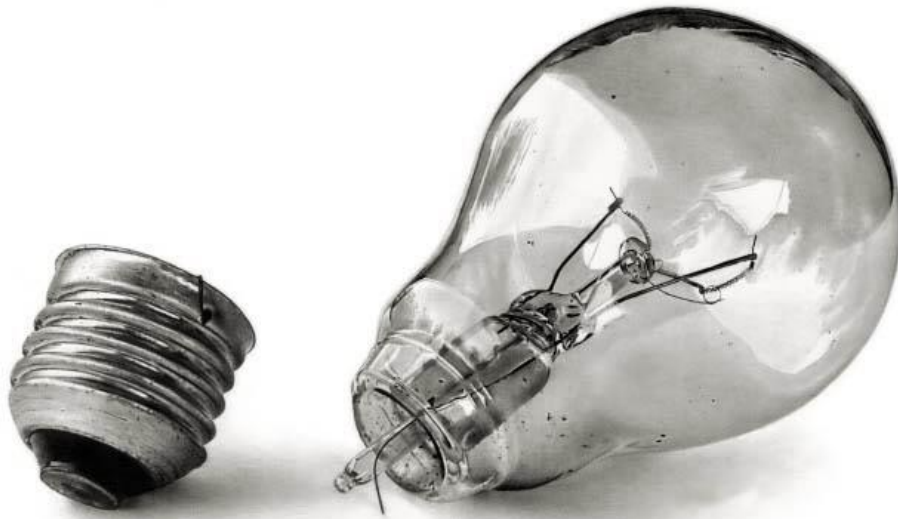
# Diving Deeper

- The Environment
  - Pressure Filled vs. Relaxed
  - Risk Adverse vs. Risk Tolerant
  - Failure vs. Success Orientation
  - Old vs. New
  - Collaboration vs. Competitive





# Diving Deeper



- The Risk
  - Low vs. High
  - Financial loss
  - Market loss
  - Personal loss
  - Reputation loss

# Diving Deeper



- The Experience
  - Exciting
  - Fun
  - Energizing
  - Purposeful
  - Personally rewarding
  - Managing Emotions

# Diving Deeper

- The Leader
  - Shared
  - Visionary
  - Models
  - Supportive
  - Emotionally Stable and Predictable
  - Inclusive
  - Problem solver
  - Change Manager
  - Humor



# Diving Deeper



- The Outcome
  - New ideas
  - Undiscovered thoughts
  - Innovations
  - New revenue streams
  - Partnerships
  - Culture shifts
  - Work is Fun

# Trends in 2011



# The Point

- The world is ever changing
- Silly things might not be so silly
- What is old can be new again
- What is new can be old quickly
- Revenue generation coming from odd places
- Personal judgment could be holding you back



# Putting it Together



- Build a Bridge
- Resources
  - 20 pieces of paper
  - A box of paper clips
  - A car
- You have 20 minutes
- Goal - travel the longest possible distance on the bridge
- Observe your process

# Debrief



- The External Force
- The Goal
- The Environment
- The Risk
- The Experience
- The Leader
- The Outcome



# What inspires people?

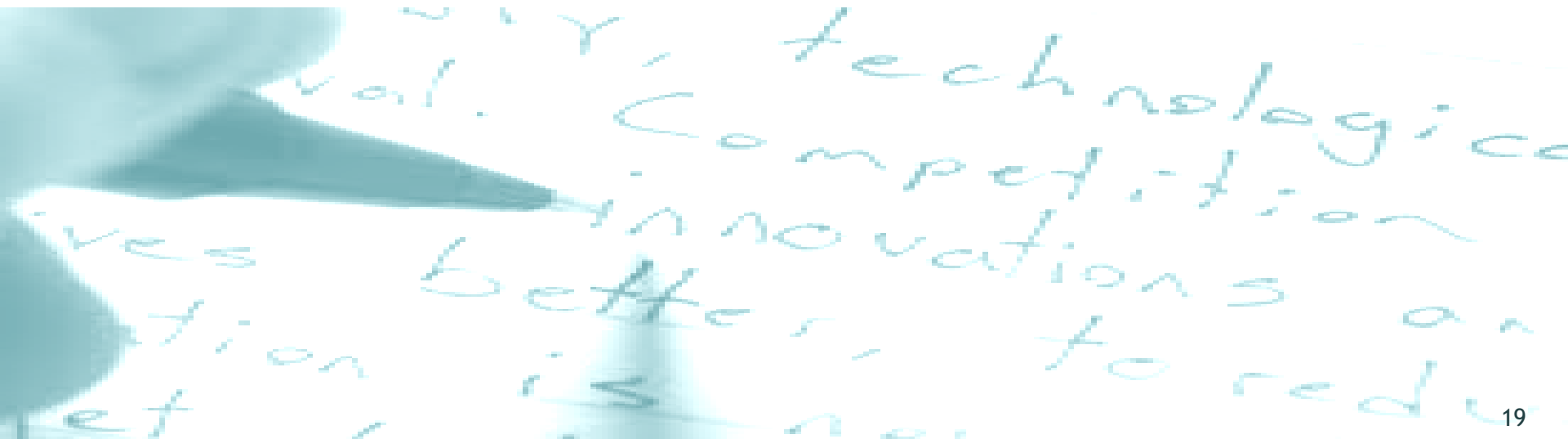
# Leadership and Inspiration



# The Point

## Leaders Inspire Others to Achieve the Impossible

- Describe what you saw?
- What did you feel?



# Change Management



- Models of Change
- Managing Emotions
- Communications
- Managing Resistance
- Assessing Ourselves

# Models for Managing Change

Step	Lewin's Model	Gilley's 7-step Model	Ulrich's 7-step Model	Kotter's 8-step Model
1	Unfreeze	Communicate the Urgency for Change	Lead Change	Establish a Sense of Urgency
2	Movement	Provide Leadership	Create a Shared Need	Form a Powerful Guiding Coalition
3	Refreeze	Create Ownership and Support	Shape a Vision	Create a Vision
4		Create a Shared Vision	Mobilize Commitment	Communicate the Vision
5		Implement and Manage Change	Change Systems and Structures	Empower Others to Act on the Vision
6		Integrate Change into the Culture	Monitor Progress	Plan for and Create Short-term Wins
7		Measure and Monitor Change	Make Change Last	Consolidate and Produce Still More Change
8				Institutionalize New Approaches

# Managing Emotions

- Seek first to Understand, then to be Understood
- Listen with Your Eyes
- Awareness of your own feelings
- Primary Emotion = Fear



# Communications

Healthy organizations align their employees around organizational clarity by communicating key messages through...

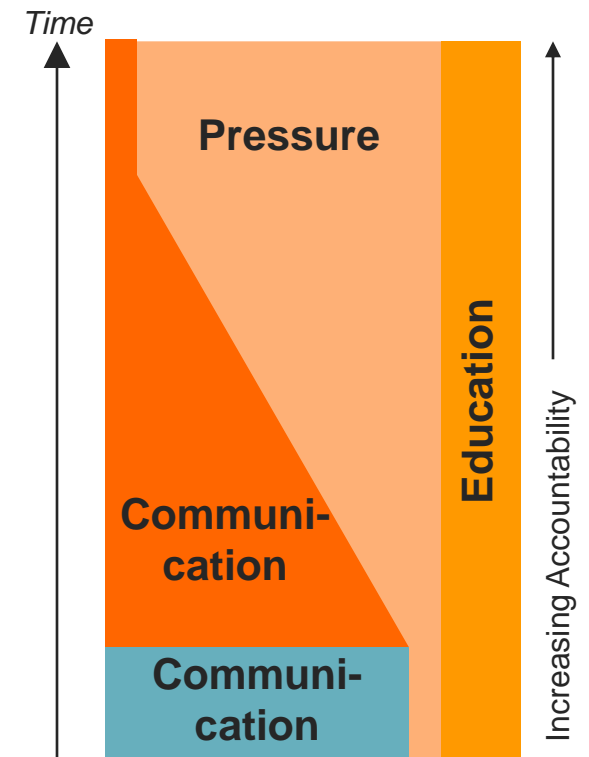
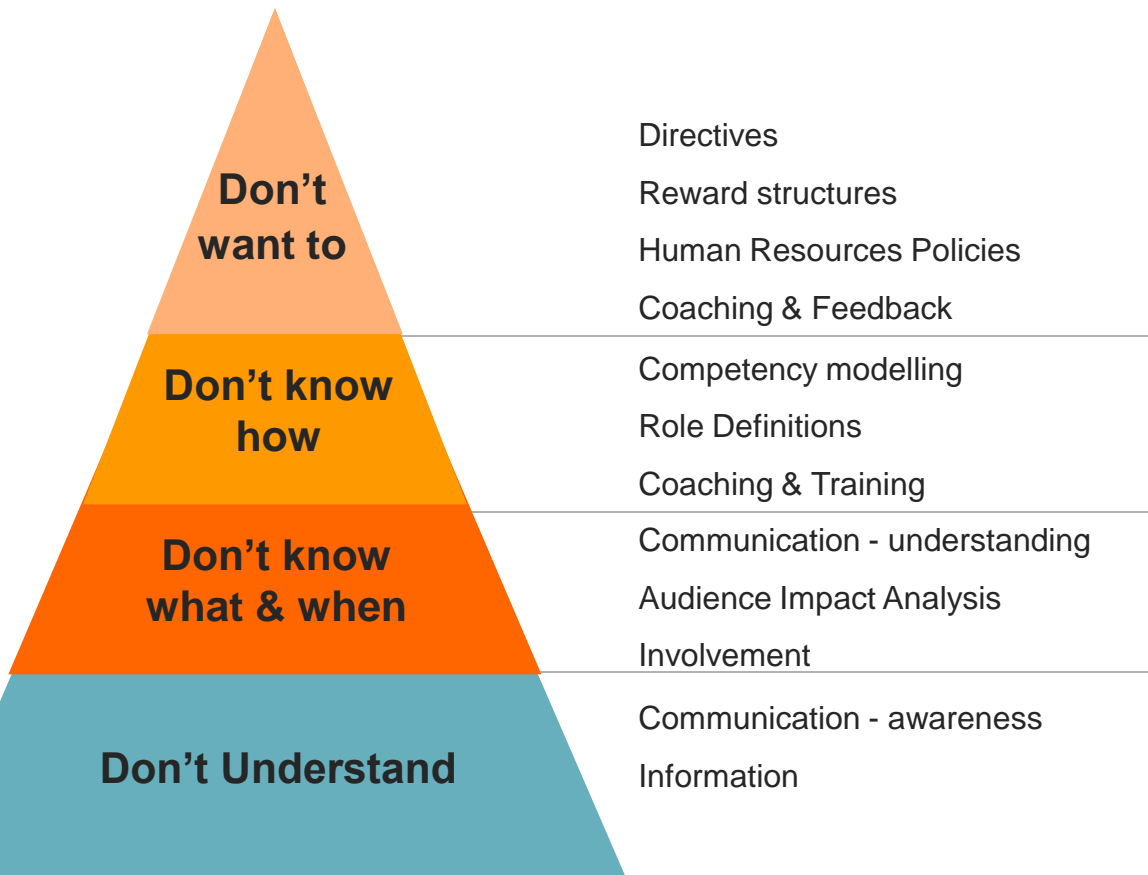
- Repetition: Don't be afraid to repeat the same message, again and again
- Simplicity: The more complicated the message, the more potential for confusion and inconsistency
- Multiple Mediums: People react to information in different ways; use a variety of mediums
- Cascading messages: Leaders communicate key messages to direct reports; the cycle repeats itself until the message is heard by all

# Managing Resistance

## 1. Identify Resistance Type

## 2. Implement Appropriate Action

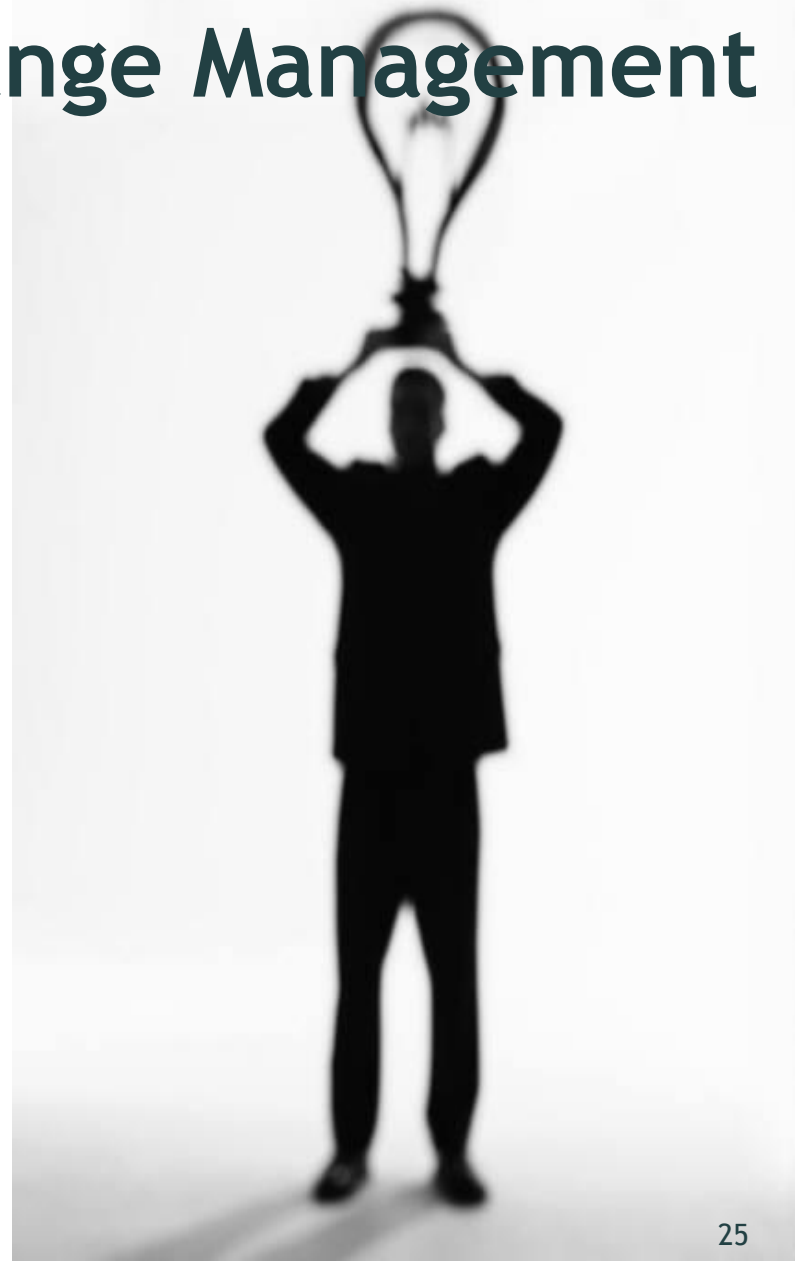
## 3. Consider Timing



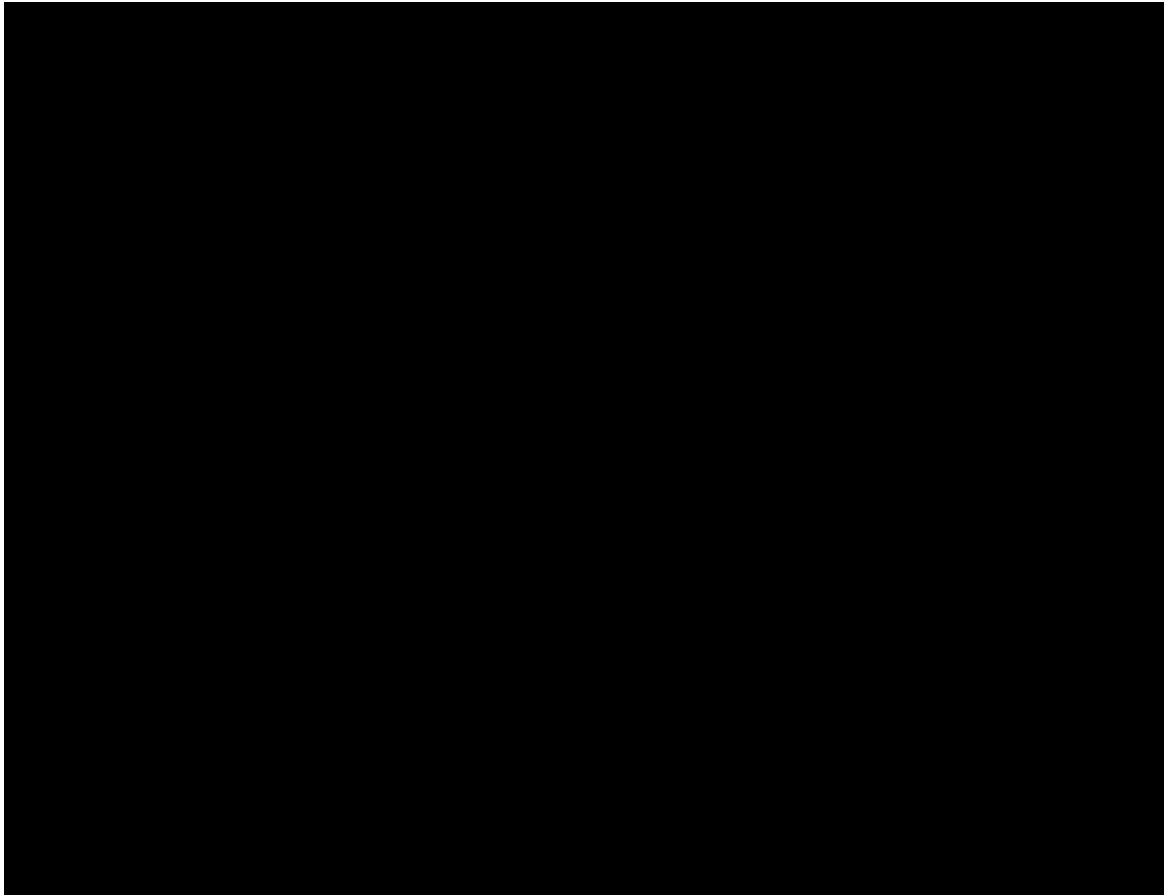


# The Leaders Role in Change Management

- Vision
- Holding People Accountable
- Communications
- Listening
- Adjusting
- Problem Solver
- Political Savvy



# People Who Change the World



# Wrap Up

- One person can make the difference
- Change does not have to be complex
- Leaders create environments where innovation thrives
- Change happens because of innovation
- Sometimes the silliest ideas aren't so silly
- Judgment, history, and doubt must be suspended





**Thank You**