Leading Change Adding Value

Module 1: You

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We don’t want managers to manage our change. We want leaders to lead our PROGRESS.”

Dean Lindsay

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WHY ARE WE HERE & SESSION OBJECTIVES

Delivering Benefits Across 3 Core Areas

PEOPLE
- Increasing capability
- Supporting career development
- Increasing engagement

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COMMERCIAL
- Reducing waste
- Generating consistency
- Reducing & avoiding costs

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HIGH PERFORMANCE
- Productivity & Results
- Quality Improvements
- Business Priorities

- Preparing self for change events and considering the personal impact to allow you to lead more effectively
- Identifying the need for change and recognising the different elements YOU are responsible for in order to engage effectively with teams
- Recognising the need for a positive mindset and how to focus on solutions rather than problems
- Utilising root cause analysis to drive sustained change activity and incremental performance improvements both personally and for the wider business
- Listening to and responding to teams & tailoring communication to maintain engagement

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BEFORE WE BEGIN

How do you prepare for change?

What motivates you?

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IDENTIFYING THE NEED FOR CHANGE

Questions we need to answer first include:

1. How do we identify the need for change?
2. Why is it important?
3. What should **we** do to lead?

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IDENTIFYING THE NEED FOR CHANGE – KURT LEWIN MODEL

Preparing for change:

- **Unfreeze –** ensure you prepare employees for the change
- **Change –** execute the intended change with your employees
- **Refreeze –** support your employees to embed the change

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IDENTIFYING THE NEED FOR CHANGE – KURT LEWIN MODEL

Unfreeze

- Determines what needs to change
- Ensure there is strong support from management
- Create the need for change
- Manage and understand the doubts and concerns

Change

- Communicate often
- Dispel rumours
- Empower action
- Involve people in the process

Refreeze

- Anchor the changes into the culture
- Develop ways to sustain the change
- Provide support and training
- Celebrate successes

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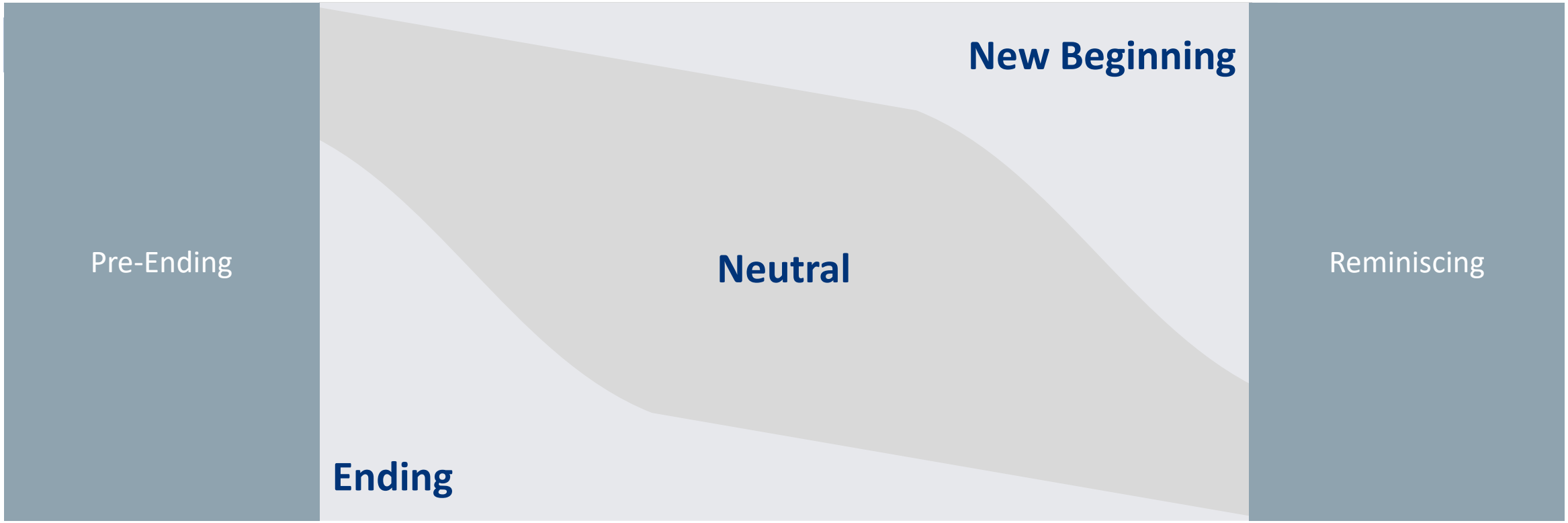

What people say…

- Give it time the problem will pass
- This is another false dawn
- We are fine as we are
- In reality nothing will change

- I feel like I've lost control
- I don't want to talk or think about the new process
- I'm angry with the people who put me in this position

- Whose idea was this?
- I feel lost and scared of doing the wrong thing
- Does anybody around here know what they are doing?
- I'm excited but a bit overwhelmed with all this new stuff

- This isn't as bad as I thought it would be
- I'm ready to make this work
- When I think about the old ways I don't get as upset as I used to
- I'm not as worried as I used to be

- Do you remember when?
- We've come a long way
- I knew it would work

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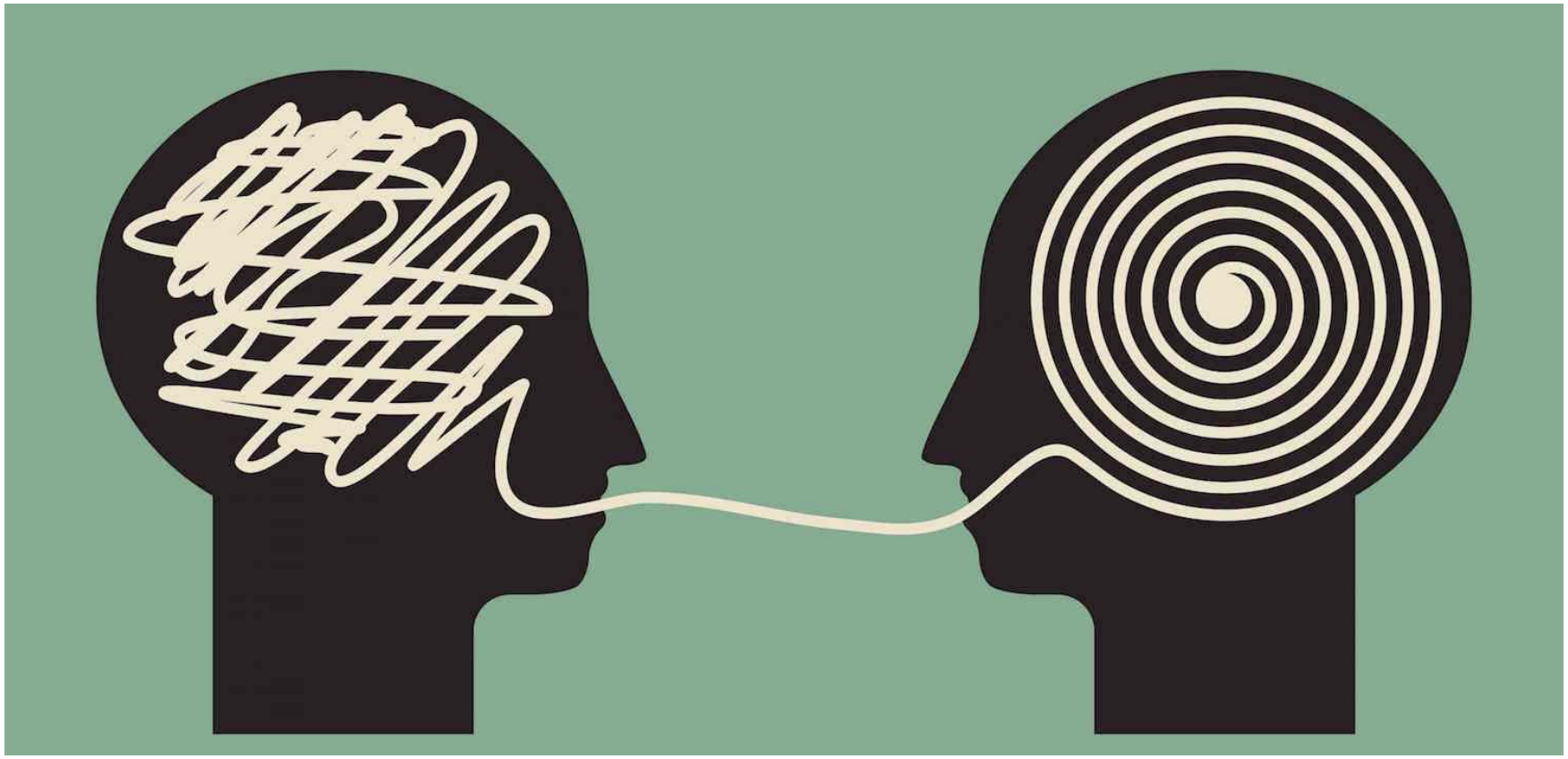
SOLUTIONS FOCUSED APPROACH



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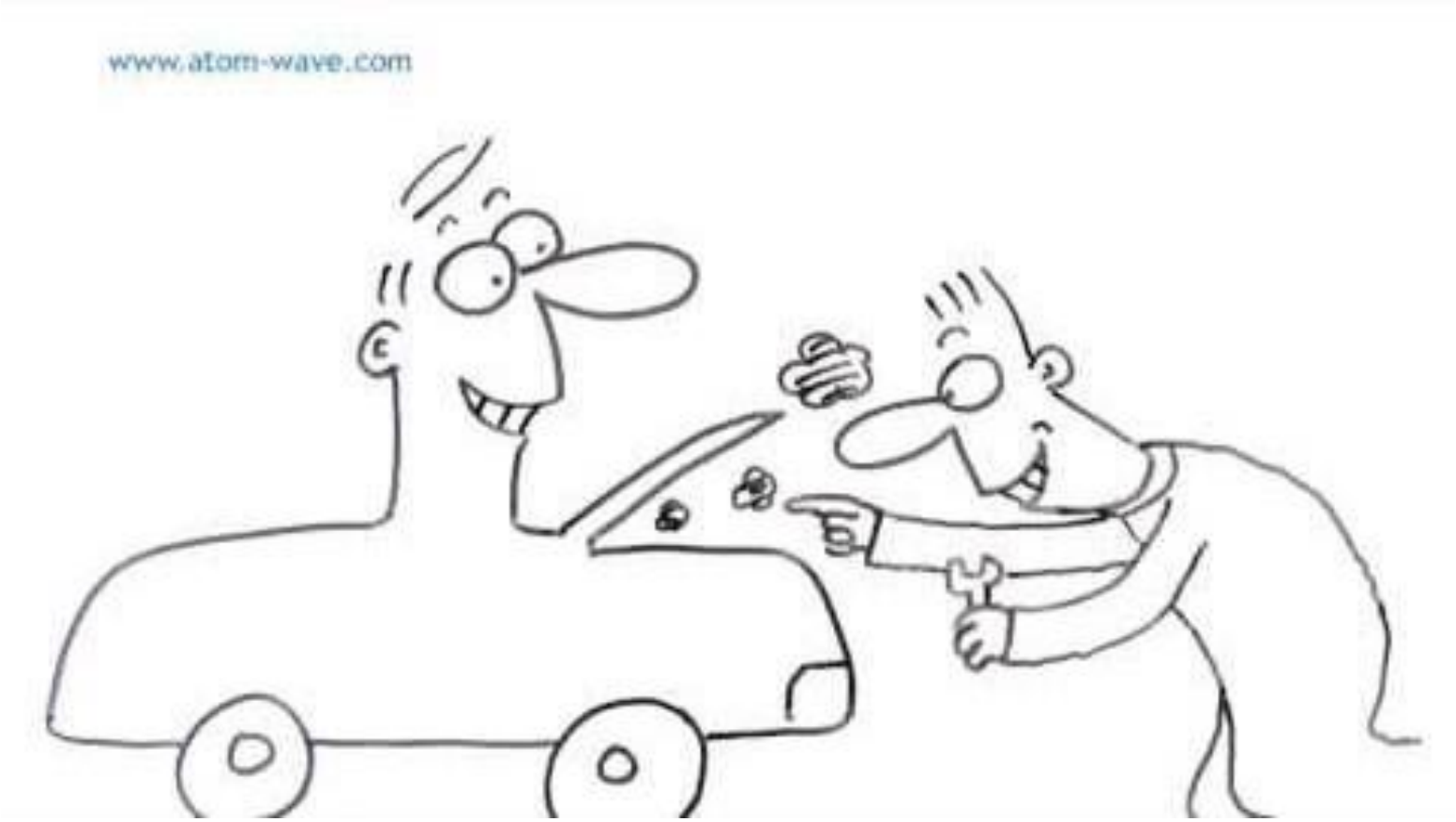
SOLUTIONS FOCUSED ACTIVITY



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WHAT'S YOUR SOLUTION

Keep it simple: Become a solutions focused thinker

Shift your perspective

Explore the possibilities

Build on what's working well

Don't go too deep

Take small steps forward

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GET CURIOUS: 5 WHYS

Use the following for quick root cause analysis:

Problem: Speeding ticket on the way to work

- Why • Late for work
- Why • Woke up late
- Why • Alarm didn't go off
- Why • Hadn't changed the battery
- Why • Forgot to do it

What could have been the real problem – was it actually the speed camera?

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5 WHYS: IMPACT

What could be the impact to:

PRODUCTIVITY

SUCCESS RATES / LEVELS

PERSONAL RESILIENCE

MOTIVATION & ENGAGEMENT

Are you ready to take on the “5 Whys” challenge?

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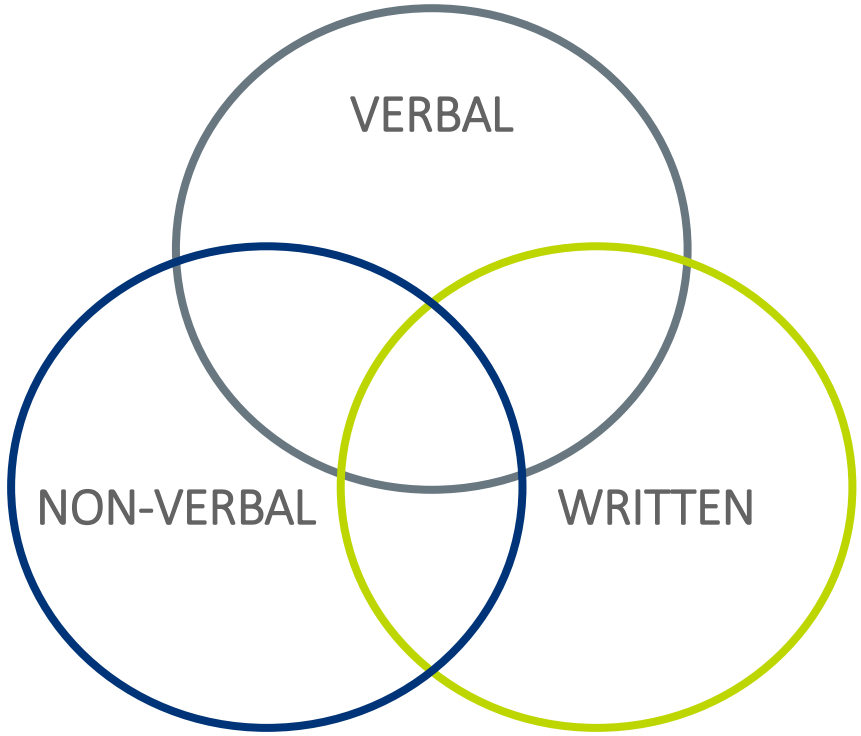
COMMUNICATION



When we get it right, what are the benefits to:

- You as an individual
- You as a manager
- The team
- The business

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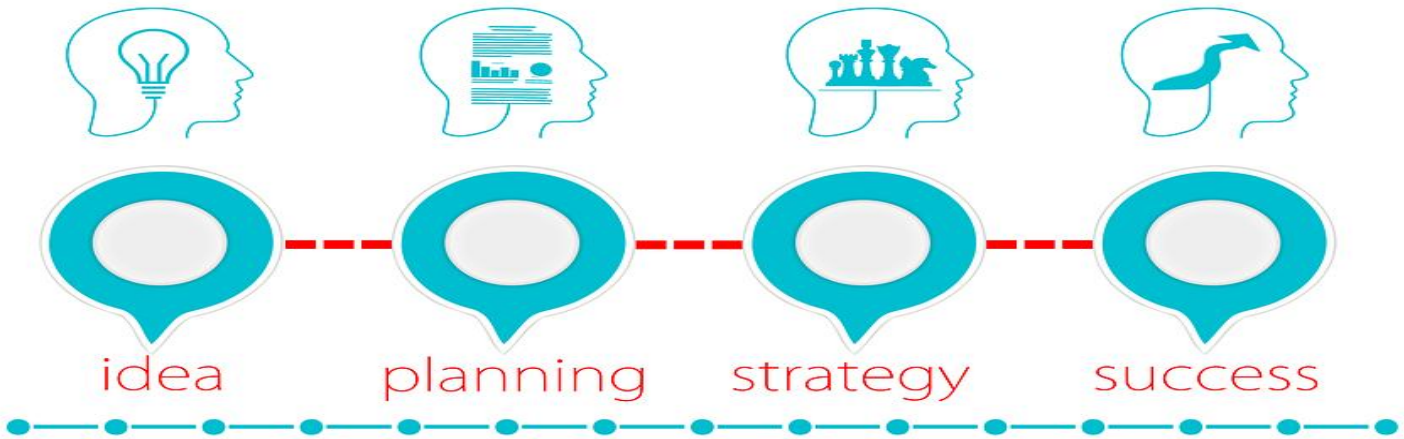
ADAPTIVE COMMUNICATION

Adaptive communication means switching between different communication styles based on contextual demands, drawing on a broad range of approaches to broaden and deepen your influence on others.



Do you consider the mindset of others?

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ACTION PLANNING

- Focus your actions on YOU and how you can generate increased performance and benefit for yourself
- What are the key elements you will work on ahead of the next module?
- What impact do you expect to see for yourself?

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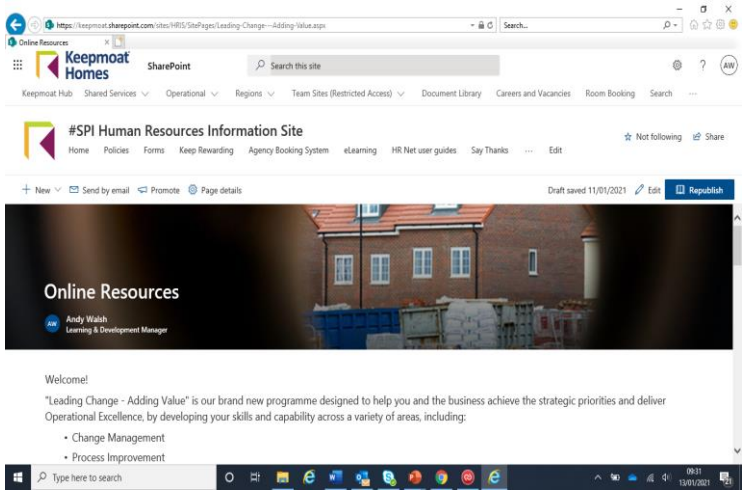
NEXT STEPS AND FURTHER SUPPORT