Keepmoat Homes

Leading Change – Adding Value

Module 3: RESULTS

Learner Guide

Contents

Introduction & module objectives	**Page 3**
What have we done so far?	**Page 4**
Celebrating success	**Page 5**
Enabling future success	**Page 7**
Get comfortable with the uncomfortable	**Page 12**
Action planning	**Page 14**

Introduction & Module Objectives

Welcome to the final module in the "Leading Change- Adding Value" programme. This module is based on RESULTS and will provide you with the opportunity to demonstrate the difference that you have managed to make in your role, to your teams and the wider business.

At the start of the programme, we stated that the module would focus on the following 3 areas:

- People
- Outputs
- High Performance

Each of these represent the different areas you can make a difference within when utilising the skills, we have worked through as part of each of the training modules.

The objectives for this final module in the programme are:

- To celebrate the success you have achieved using the techniques and methods we have discussed through each of the training modules
- Review how we can now embed the change within our teams and acknowledge the skills gaps we still need to address
- Planning for the future for both ourselves and our teams to deliver consistent high-performance results
- Get comfortable with the uncomfortable and be ready to move to the next big plan as soon as a change cycle is completed

Before starting the session, use the space below to capture your own key learning aims from this module.

What have we done so far?

Before we start to celebrate the successes achieved, it is important to take a moment and think about the different areas we have learned about throughout the previous modules. As a reminder, the key elements from each of these modules has been listed here for you.

MODULE 1: YOU

- **Identifying the need for change**
- **The Kurt Lewin model**
- **Transitions**
- **Solutions focused approach**
- **5 Whys**
- **Adaptive communication**

MODULE 2

- **Lean principles and management**
- **High performing teams**
- **Situational leadership**

Capture any notes regarding the conversation here and think about:

- Which has had the biggest impact for you?
- Which has had the biggest impact for your team?

Celebrating Success

One of the best aspects about learning any new skills is when you get to review the success you have gained as a result. Each of you will now get the opportunity to present your achievements from the programme and detail the difference that you have made to the business.

Capture notes relating the presentations you will observe during this session. This is not to provide feedback for the presentation. These notes can be utilised to help you in the future as you approach different change programmes.

Consider the following when observing:

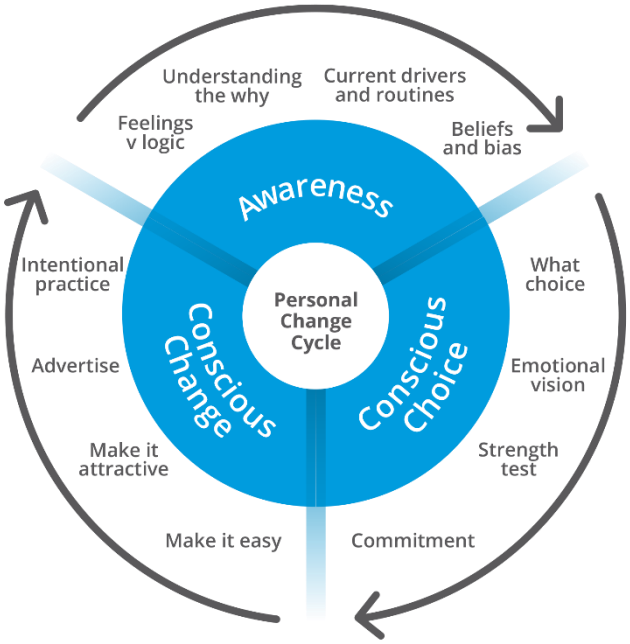
- What models and techniques have been used?
- What barriers did your colleague encounter and how did they overcome these?
- What would you have done differently?
- How can you use what you have seen to your advantage in your own role?

Use the space provided below to capture your notes.

Enabling Future Success

As discussed during the session, achieving success from this project should not mean that you can sit back and think "job done". In fact, if we are to be successful in creating long lasting change within the business, we need to consider how we can set ourselves up to continually evolve our own performance and that of our team.

The image shown below demonstrates that change is a continuous cycle and should not be viewed as something that we will eventually reach the end of and be able to cease looking for advancement.



When viewing this model, think about the following stages.

1. **Awareness:**
This is about focusing on what we know about the world in which we are operating. Understanding the why and the driver for change is by far one of the most powerful steps that we can take.

2. **Conscious Choice:**
As we make conscious choices to change, we need to ensure that we have analysed the way forward and chosen the right course of action. Once we commit to making change work for us, it will become possible to deliver a long lasting result that will have positive outcomes for our teams and the business.

3. **Conscious Change:**

Making change conscious means that we are following through on what we have set out to do. If we utilise the different tools and techniques discussed in this programme, we will be able to create change that is easy for our people to adapt to which leads it to being the attractive choice.

However, we need to recognise that whilst the cycle and descriptors here can make change sound easy, there are often a variety of different challenges that we need to work hard to overcome. Some of these could be external factors within the organisation that may affect us whilst others could be hidden from view and may be more related to our own personal approach.

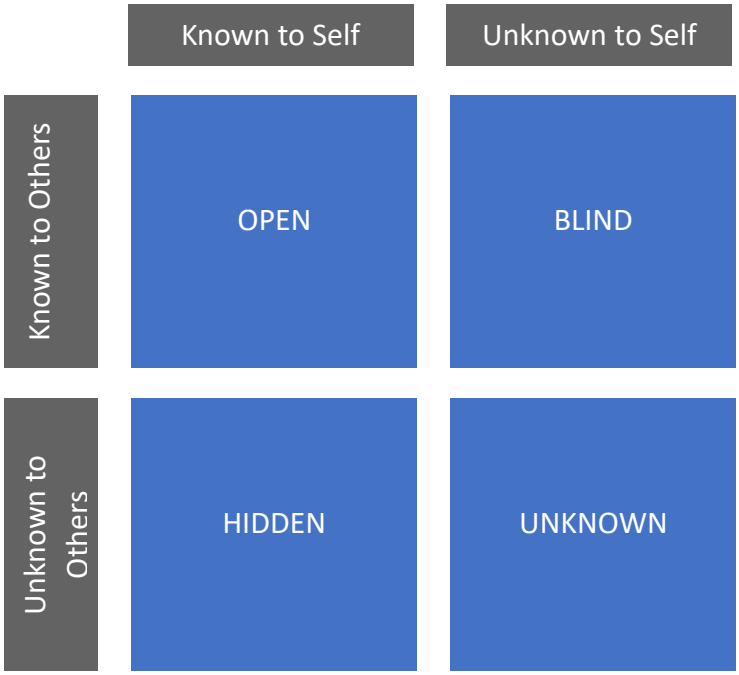
Fortunately, there are tools that you can utilise to help with this process. In this session you will view the "Johari Window" and work to understand how you can use this tool to create a greater level of understanding of yourself and increase the levels of teamwork and effective communication within your own area.

The Johari Window

What is the "Johari Window"?

The Johari Window is a simple and effective tool that can be used for:

- Increasing levels of self-awareness
- Personal development
- Improving communications
- Increasing interpersonal relationship effectiveness
- Creating higher levels of team development



As you can see from the model above, there are 4 main quadrants in the model. These have been described below for you.

1. Open

This "open" area refers to what is known by the person about themselves and is also known by others

2. Blind

The blind area or "blindspot" is what is unknown by the person about themselves, but which others know

3. Hidden

The hidden area refers to what the person knows about themselves that others do not know

4. Unknown

The final quadrant named "unknown" refers to what is unknown by the individual and is also unknown by others

Further information on how each of these quadrants work within the model has been provided on the following pages for you.

The Open Area

Working with others in a team becomes increasingly more effective when good communication takes place free from any distractions, mistrust, confusion, conflict and misunderstanding.

It is possible to increase the size of the open area by:

- Giving and receiving feedback
- Facilitating open discussion
- Sharing knowledge

Working across these 3 areas can help you to push the open area wider reducing size of any perceived blindspots and can also expand vertically as we disclose more information. This reduces the "hidden" section further positively impacting on experiences within the team.

The Blind Area

The more open we can be regarding our own performance or development gaps, the greater the opportunity we have to drive increased levels of success and change. To reduce this area, we can:

- Solicit feedback from our team and peer groups
- Utilise active listening skills
- Encourage open communication within the wider team

As a leader within the business, we need to ensure that we are focusing on creating an environment within the team that allows for communication such as the areas listed above to take effect.

The Hidden Area

It is natural to keep certain aspects of our personal self hidden from others. When discussing the hidden area there is no suggestion that we suddenly need to reveal all of our personal information but instead we should be clear about what information we should share with others.

The disclosure of "hidden" information can be challenging and working to create an open and honest atmosphere within a team can help to motivate people to share. The sharing of information here should only ever be at the discretion of the individual and we cannot push this. Instead, focus on creating a work environment that is free of blame and mistrust.

The Unknown Area

Exploration of the unknown area will require you as individual to get curious about your own personal self. As with other areas of this model you will need to think about how you can solicit feedback from others to help identify hidden skills and talents as well as any potential weaknesses in your own approach. As previously mentioned, the creation of an open and honest working environment can enable people to share information, ideas and so help others to grow.

The Johari Window and Change Management

When looking at how we can utilise the model when working within a change management activity, there are clear links that can be identified as shown here.

Feedback – Regular feedback and communication is critical to the success of any change activity. The more we can focus on creating an atmosphere that allows people to openly express their opinions, the greater the chance we have of increasing innovative suggestions in the future.

Communication – Development across each stage of the model here requires some element of clear communication. Whenever we are working through change activities, communication is vital in order to maintain

engagement with the project and ensure a successful outcome. The usage of the Johari Window within our own team environment will enable you to create a culture within your team that allows for this clear communication at all times which will ease the workload within any project.

Embedding Change – The crucial factor of any change programme is to ensure that change does not occur as a one off event or becomes something that people can forget about. Increasing awareness levels within a team will enable you to embed change and ensure that

Using the model

Considering the model and the different elements within it, you should now take some time to consider how you can use this drive increased levels of communication and feedback within your teams. Throughout your own recently completed change project, think about the challenges you have faced and how you could use the model to assist. Use the space provided to capture your next steps using the Johari Window.

Get Comfortable with The Uncomfortable

Change is not a process that we should view as an isolated incident. When we utilise continuous improvement methodologies, we can constantly drive change and increase the operational effectiveness of the business. Have a look at the steps below.

- Start
- Don't quit
- Push yourself past the norm
- Embrace the "suck"
- Be around like-minded people
- Recognise your improvements
- Rinse and repeat

Capture any notes you have in relation to this in the space provided.

Action Planning

What will you do?	
How will you maintain motivation?	
What support will you need?	
What will success look like?	