

Developing Management Skills

Chapter 10: Leading Positive Change

Learning Objectives

- Learn how to create positive deviance in organizations
- Develop the capability to lead positive change
- Acquire the ability to mobilize the capabilities of others in achieving positive change

Leadership vs. Management

Characteristics of Leaders

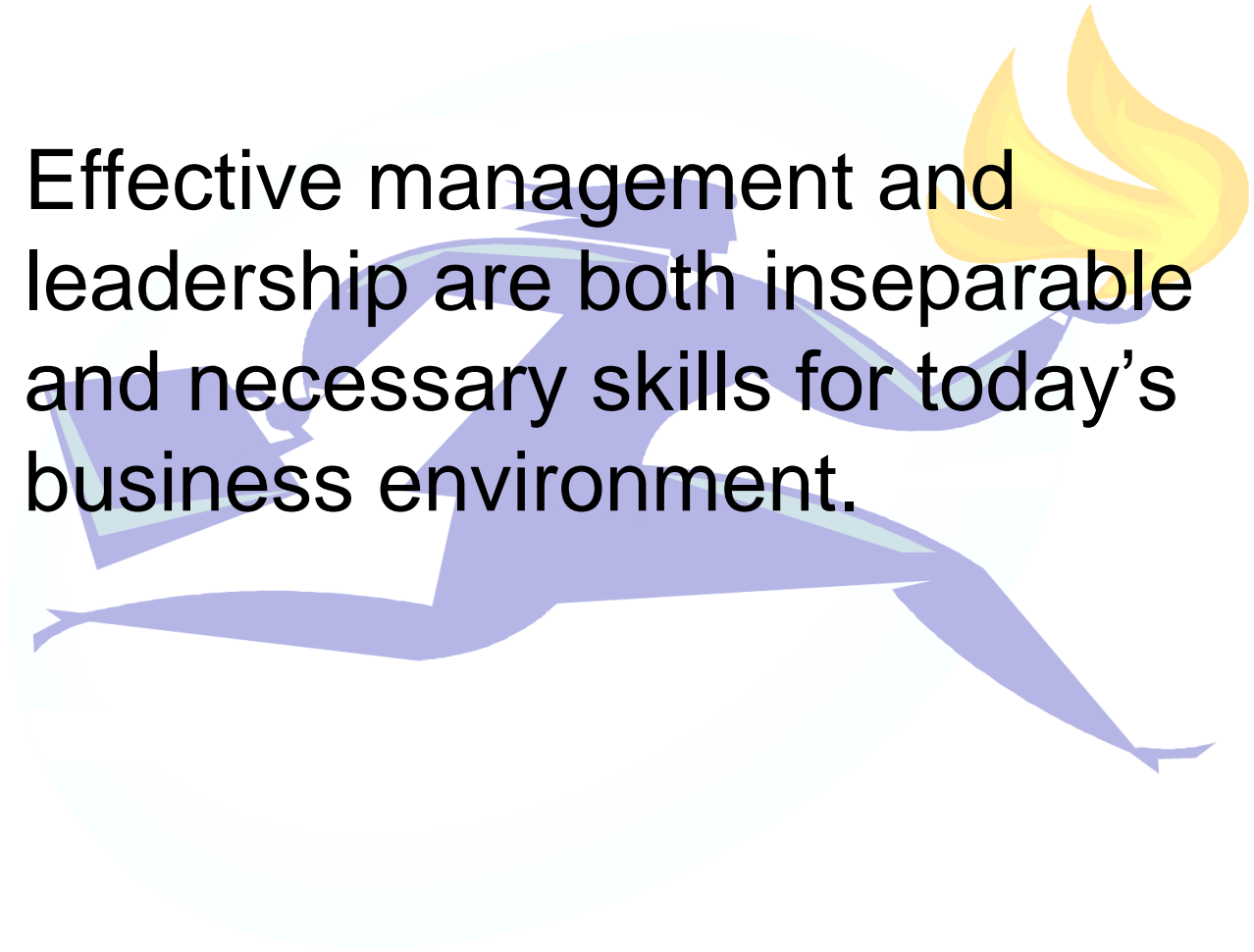
- Set direction
- Initiate change
- Create something new

Characteristics of Managers

- Maintaining steadiness
- Controlling variance
- Keep the status quo

Leader Effectiveness

Effective management and leadership are both inseparable and necessary skills for today's business environment.



Leadership and Change

Examples of the pace of change,

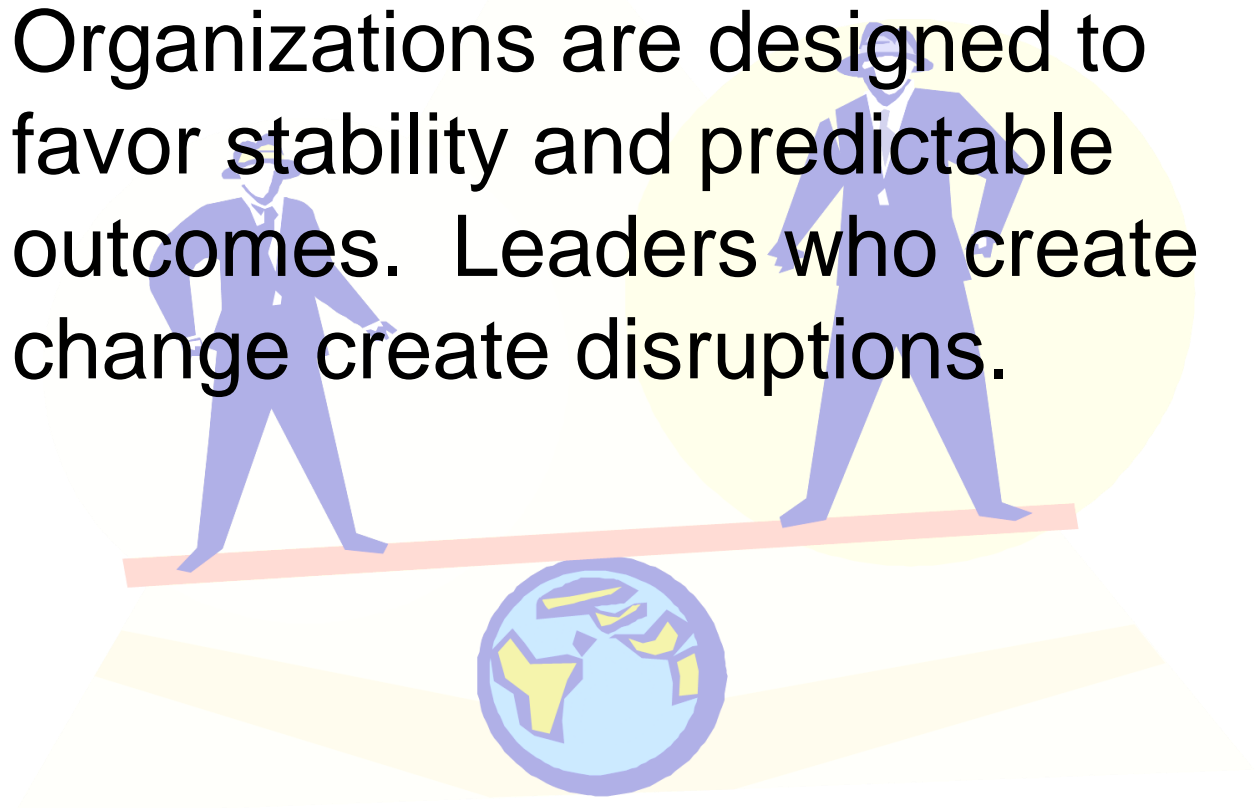
- Computer technology has a half-life of six months
- Human and animal genome projects are expanding exponentially

Frameworks

- Help clarify complex situations
- Help leaders not become overwhelmed by new information
- Help stabilize organizations

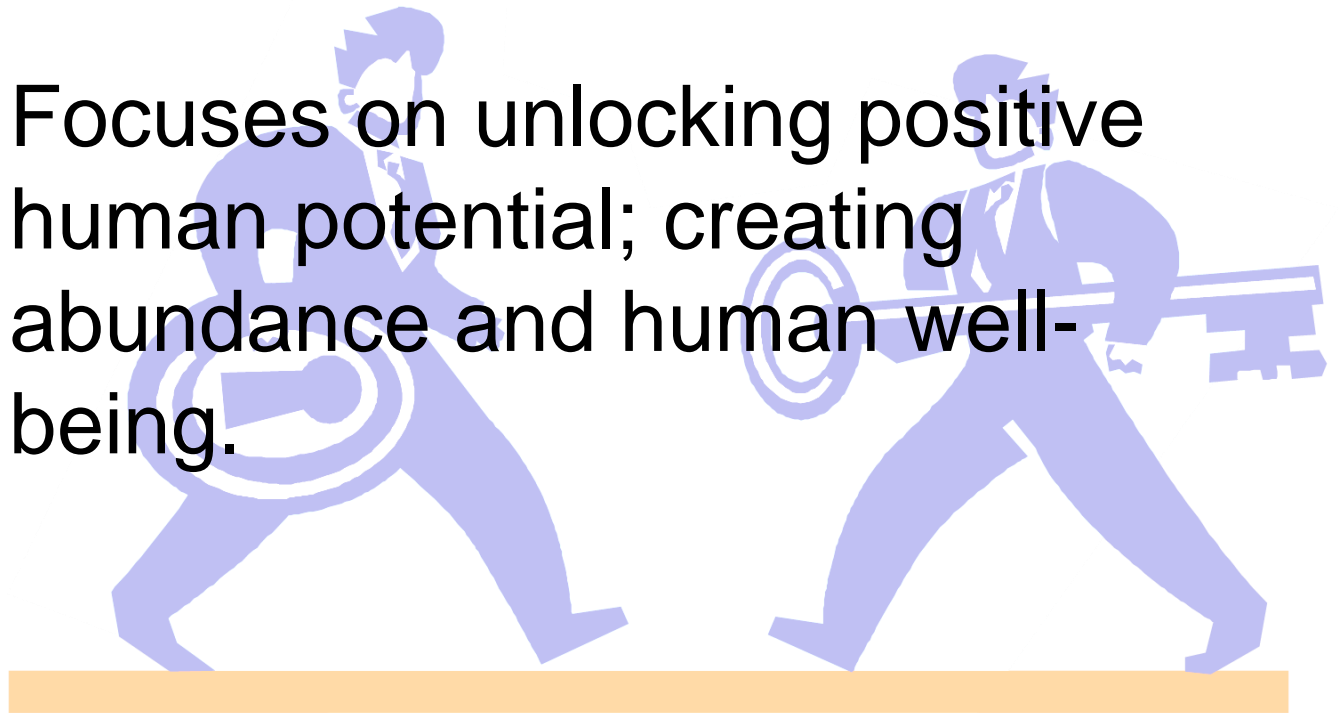
Tendencies Toward Stability

Organizations are designed to favor stability and predictable outcomes. Leaders who create change create disruptions.



Positive Change

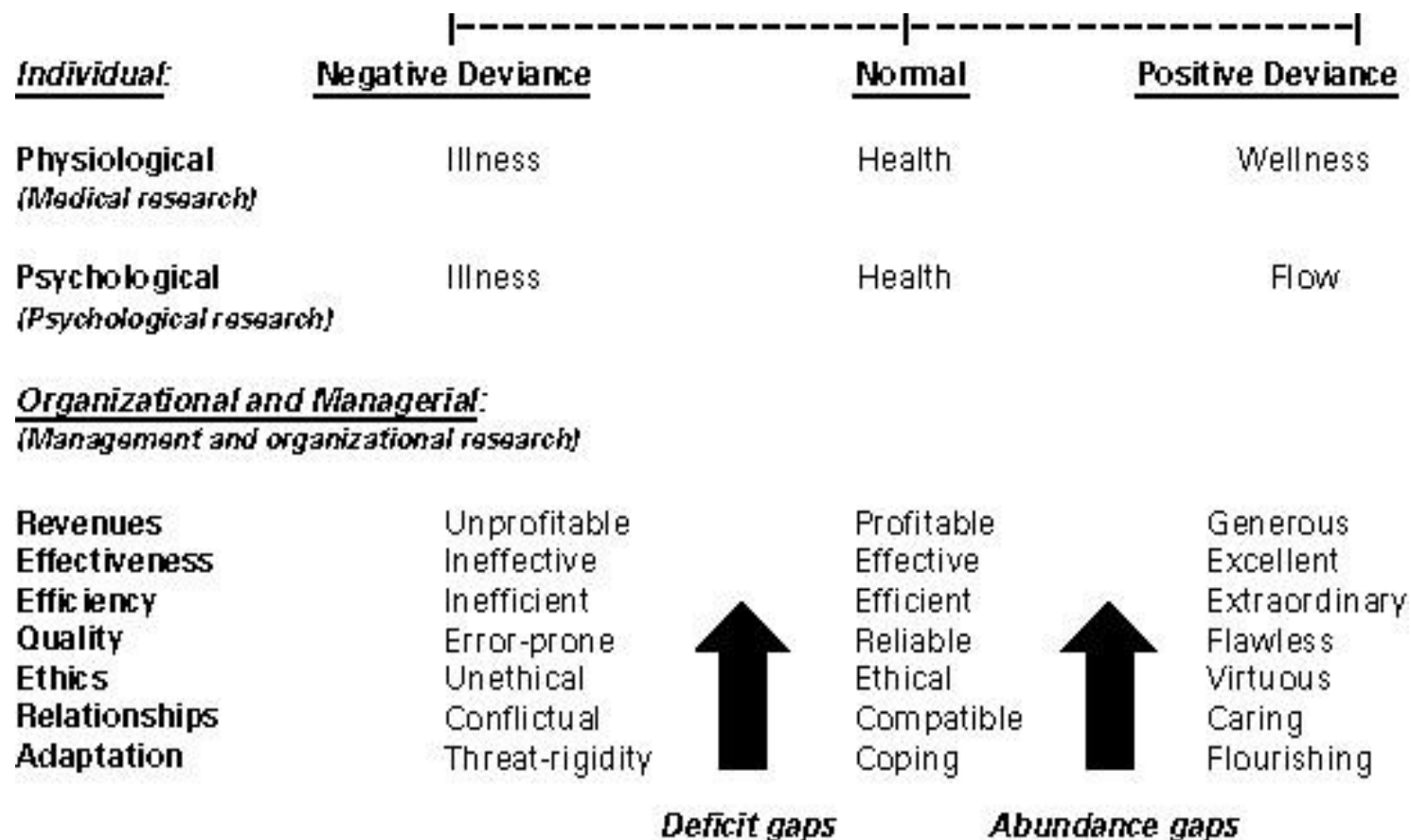
Focuses on unlocking positive human potential; creating abundance and human well-being.



A Continuum of Change

Positive Deviance: Healthy performance

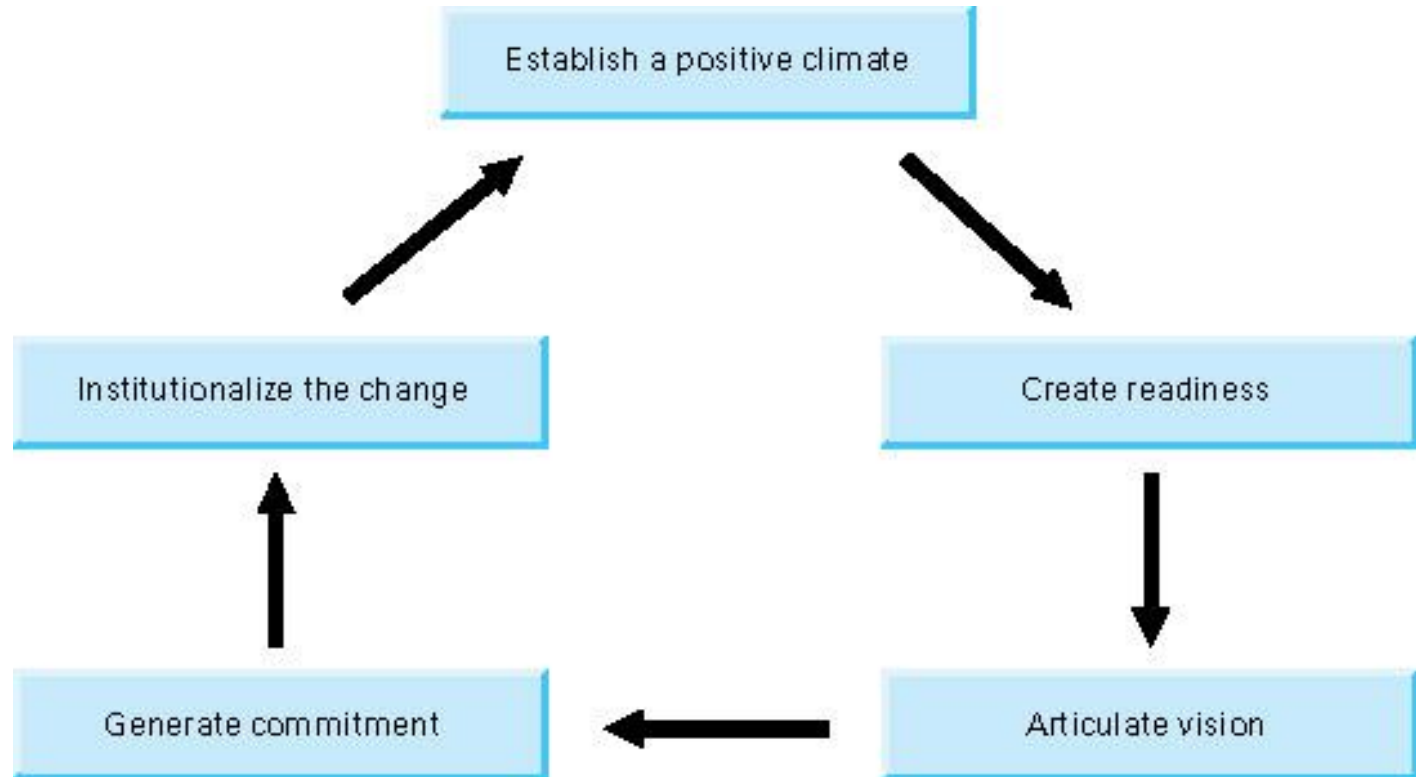
Negative Deviance:
Organizational illness



Positive Change

- Focuses on unlocking positive human potential
- Focuses on creating abundance and human well being
- Engages the heart as well as the mind

A Framework for Positive Change



A Positive Climate

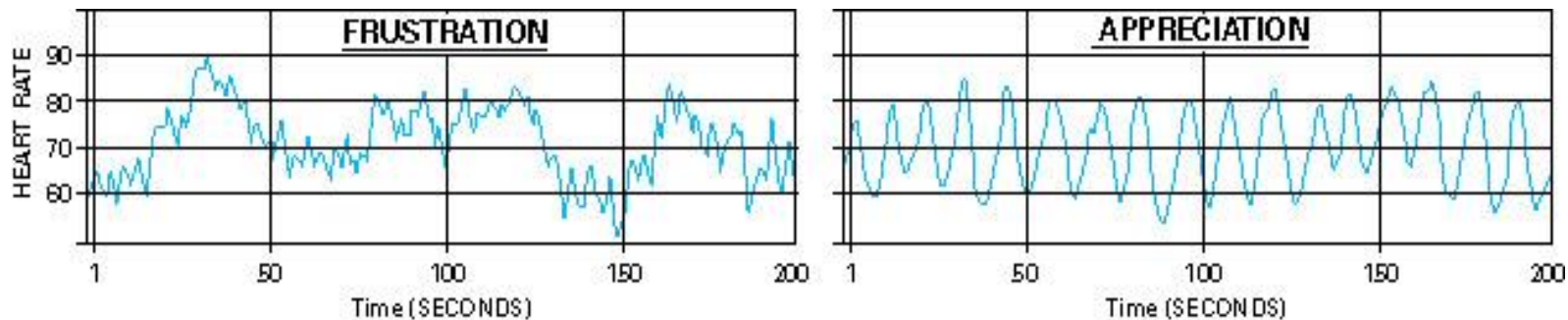
“Keep your thoughts positive, because your thoughts become your words. Keep your words positive because your words become your behavior. Keep your behavior positive, because your behavior becomes your habits. Keep your habits positive because your habits become your values. Keep your values positive because your values become your destiny.” **Mahatma Gandhi**

Gandhi

Establish a Positive Climate

- Create a positive energy network
- Ensure a climate of compassion, forgiveness, and gratitude
- Focus attention on strengths and the best self

Heart Rhythms in Frustration and in Gratitude Conditions

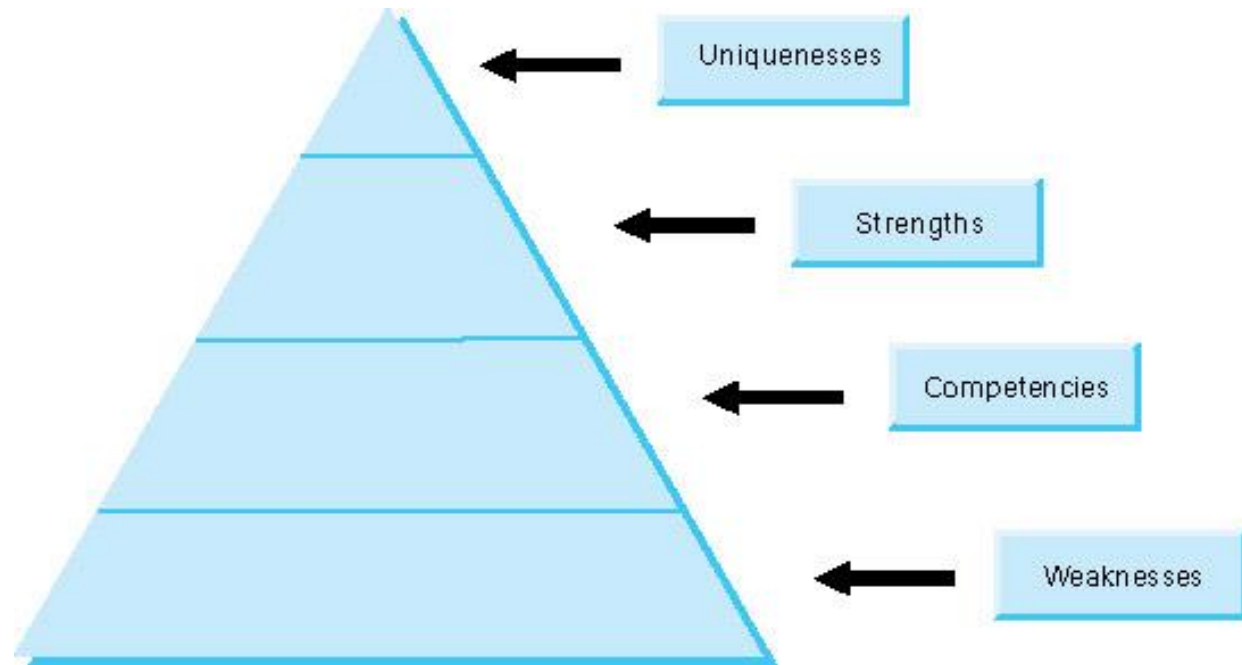


Reflected Best-Self Feedback

Designed to provide people with feedback on their strengths and capabilities.



Personal Weaknesses, Competencies, Strengths and Uniqueness



Creating Readiness for Change

Benchmark best practices

- Comparative standards
- Goal standards
- Improvement standards
- Ideal standards
- Stakeholder expectations

Creating Readiness for Change

Institute symbolic events: an event used to signify a new future.

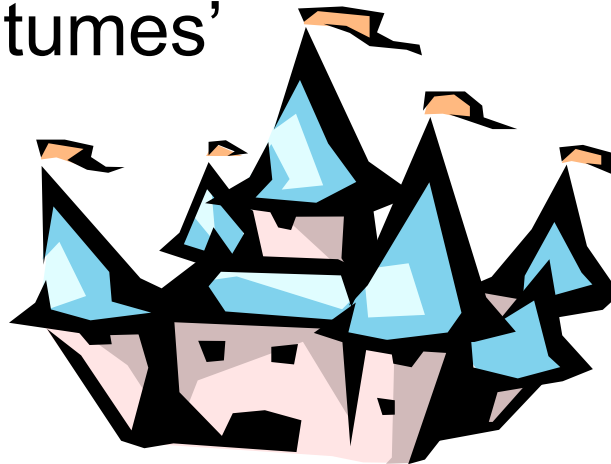
- i.e. Chrysler's and Iacocca's ceremony to inspire a 'new era'



Creating Readiness for Change

Create a new language: a new language to describe old realities.

- i.e. Disney employees are called ‘cast members,’ their uniforms are ‘costumes’

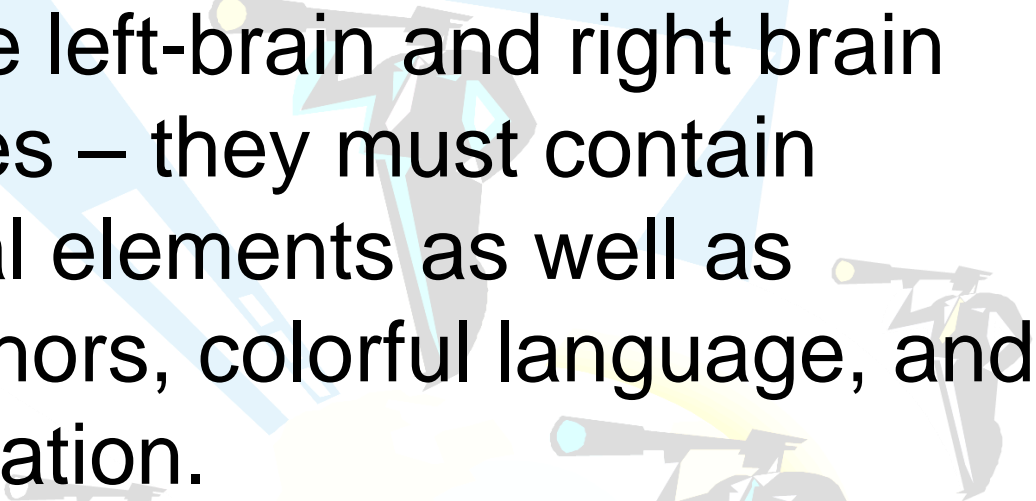


Visions

- Visions speak to the heart and the head.
- They include universal values
- They help identify the future
- They provide glimpses of possibilities
- They evoke deeper meaning
- They provide optimism

Articulating a Vision of Abundance

Include left-brain and right brain features – they must contain rational elements as well as metaphors, colorful language, and imagination.

A stylized illustration in the background shows three business figures in suits. Two of them are holding telescopes, looking towards the right. The figure in the foreground is holding a telescope with a yellow light beam emanating from it. The background features a large, light blue triangle and a yellow triangle, creating a sense of depth and focus.

Articulating a Vision of Abundance (con't)

Make a vision statement interesting – they are meant to capture attention and positive energy.



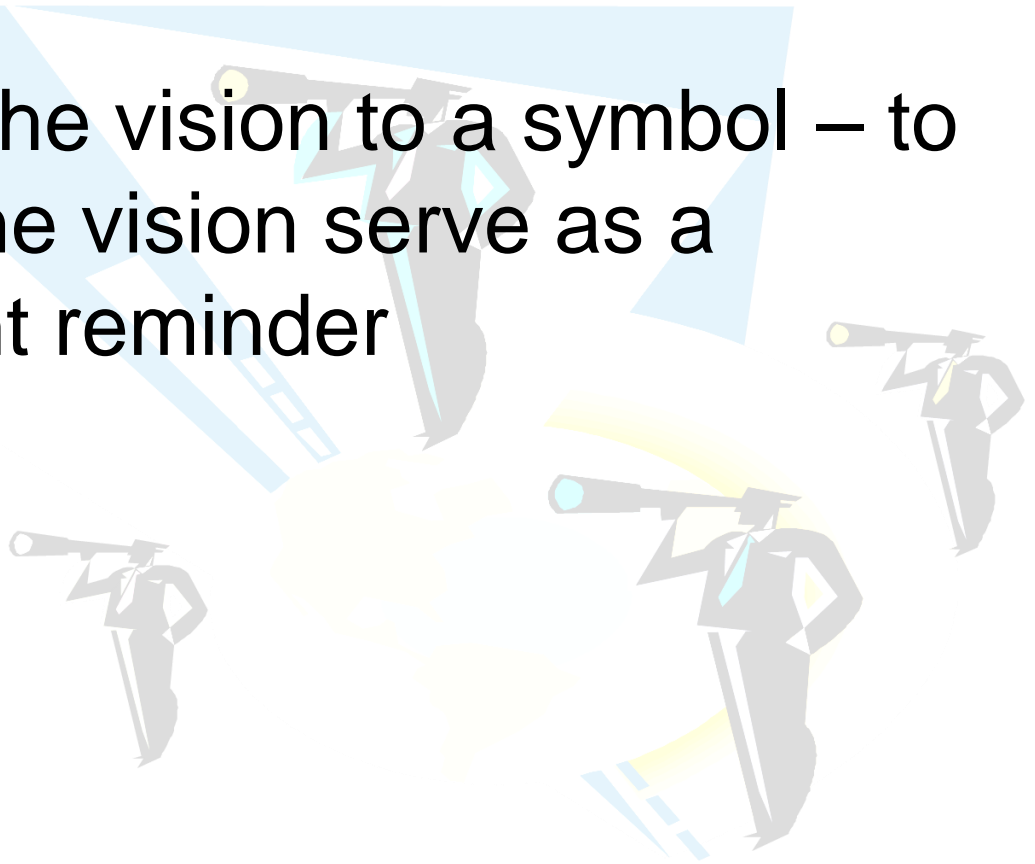
Articulating a Vision of Abundance (con't)

Include passion and principles –
they should reflect core values
and be straightforward



Articulating a Vision of Abundance (con't)

Attach the vision to a symbol – to make the vision serve as a constant reminder



Generating Commitment to the Vision

Apply principles of recreation

“People will pay for the privilege of working harder than they will work when they are paid.”

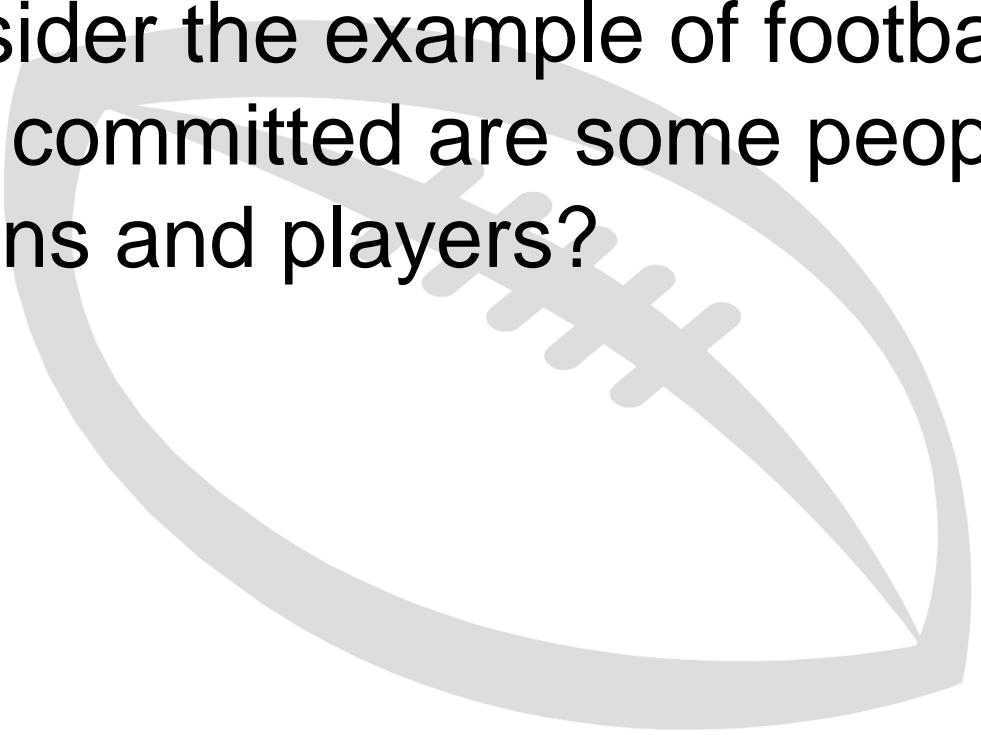
Chuck Coonradt

Recreational Work

- Goals are clearly defined
- Scorekeeping is objective, self-administered, peer-audit, and compared to past performance
- Feedback is frequent
- Personal choice is present
- A competitive environment

Competitiveness and Commitment

Consider the example of football.
How committed are some people
as fans and players?

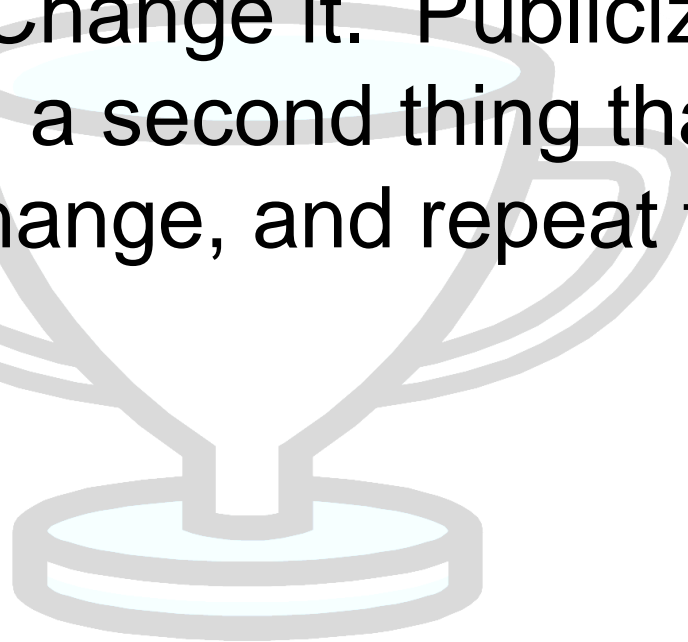


Generating Commitment to the Vision

- Ensure public commitments
- Communicate the vision
- Institute small wins
- Communicate the vision

Small Wins

Find something that is easy to change. Change it. Publicize it. Then, find a second thing that's easy to change, and repeat the process.



Communicating the Vision

- Public statements
- Newsletters
- Celebrations
- Speeches
- Memos
- Model behavior by CEO

Institutionalizing Positive Change

Creating irreversible momentum



Hints for Institutionalizing Change

- Turn students into teachers
- Build human capital
- Identify metrics, measures, and milestones

A Framework for Leading Positive Change

