Leading Change

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30%

"What if we don't change at all ...
and something magical just happens?"

Why does change not meet intended outcomes?

- ● Poor Leadership
- ● Weak Communication Strategy
- ● Resistance to Change - 37%
- ● Lack of clear goals

Research shows that 83% of employees experiencing change fatigue lack the necessary tools and resources to adapt, leaving them unprepared and overwhelmed (Capterra, 2022)

Similarly, 39% of employees feel resistant due to a lack of understanding about why the change is happening (Oak Engage, 2023). This hints at a critical gap in communication.

McKinsey Research -2023

- Mental Health: Investing in a Portfolio of Interventions
- True Hybrid: The New Balance of in Person and Remote Work
- New Rules of Attraction, Retention, and Attrition
- Leadership that is Self-Aware and Inspiring
- Making Way for Applied AI
- Increasing Speed, Strengthening Resilience
- Closing the Capability Chasm
- Walking the Talent Tightrope
- Making Meaningful Progress on D, E & I
- Efficiency Re-loaded

McKinsey Shifts 2026

- Unlocking the AI –enabled organization
- Humans and AI agents
- Leveraging AI to rewrite the future of shared services
- Finding value in a new geopolitical context
- Reaching the next productivity frontier
- Focusing on the core
- Aiming higher with a new performance edge
- Sharpening the focus on diversity and inclusion
- Leadership reinvented: Leading from the inside out

70% / 37% - Why Resistance?
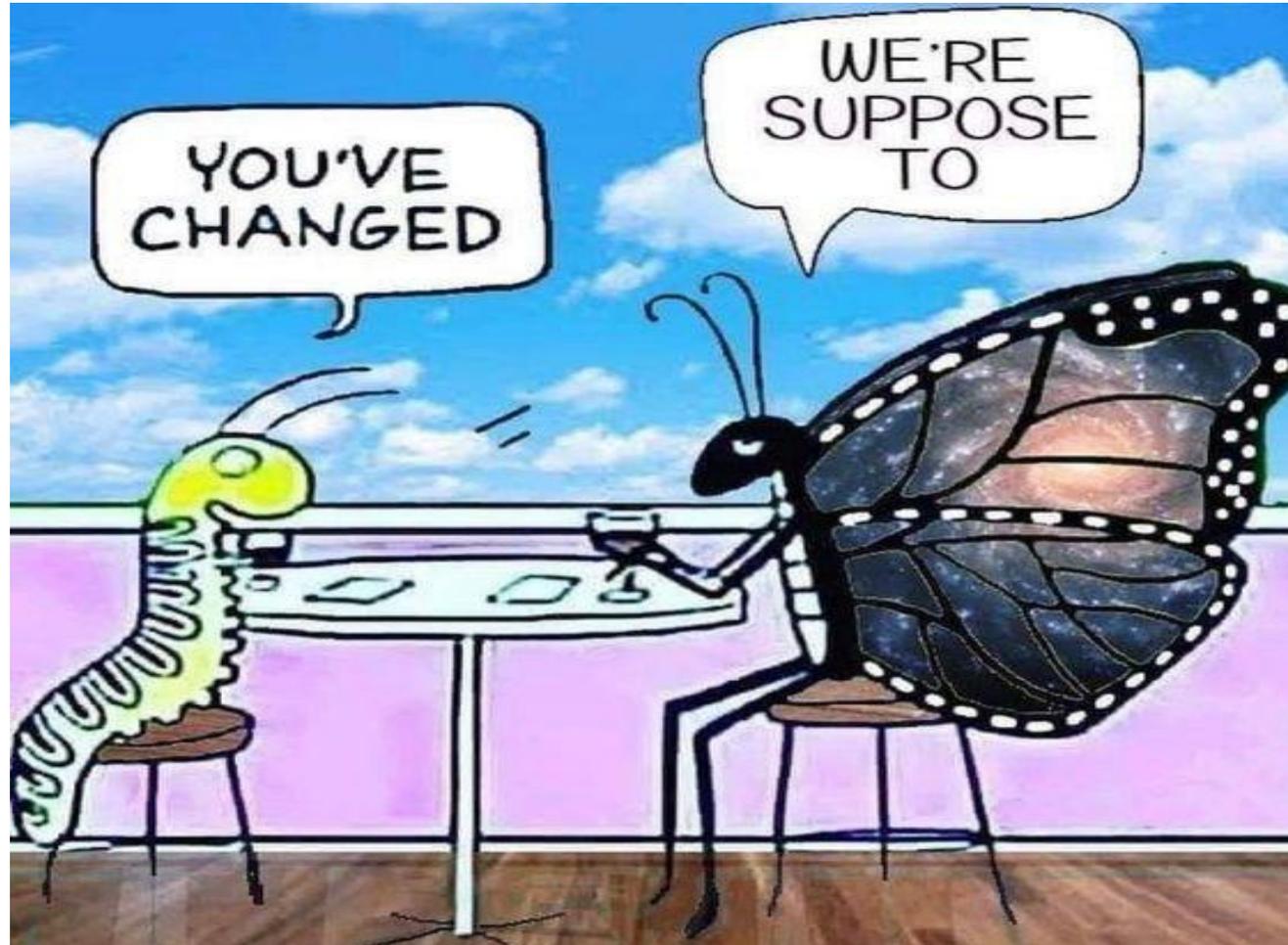
DISC Styles and Change…

Styles in Change…

Cautious
Let's make calculated change
Let's see how the numbers look
Let's keep risk low
Feelings of people are least important
I will create a process for change
We need to get it right

Dominant
Let's make decisive change
Let's start now and get it done
We will do whatever it takes
Risk and people are least important
I will lead the change
Let's deliver on the results

Supportive
Let's make slow and steady change
Let's see how everyone feels about it
Let's keep as much as possible the same
Reality and facts are least important
I will support it if I feel safe
I want peace and harmony

Inspiring
Let's make inspiring change
Let's talk about it and get excited
Let's think outside the box
Risk and facts are least important
I will inspire the change
Let's celebrate our success

https://www.discoveryreport.com/schnieder-model-change-management.html

www.insights2improvement.com

The Neuroscience of Change

Anxiety

Turns the fear system up

Turns the calming and reasoning system down

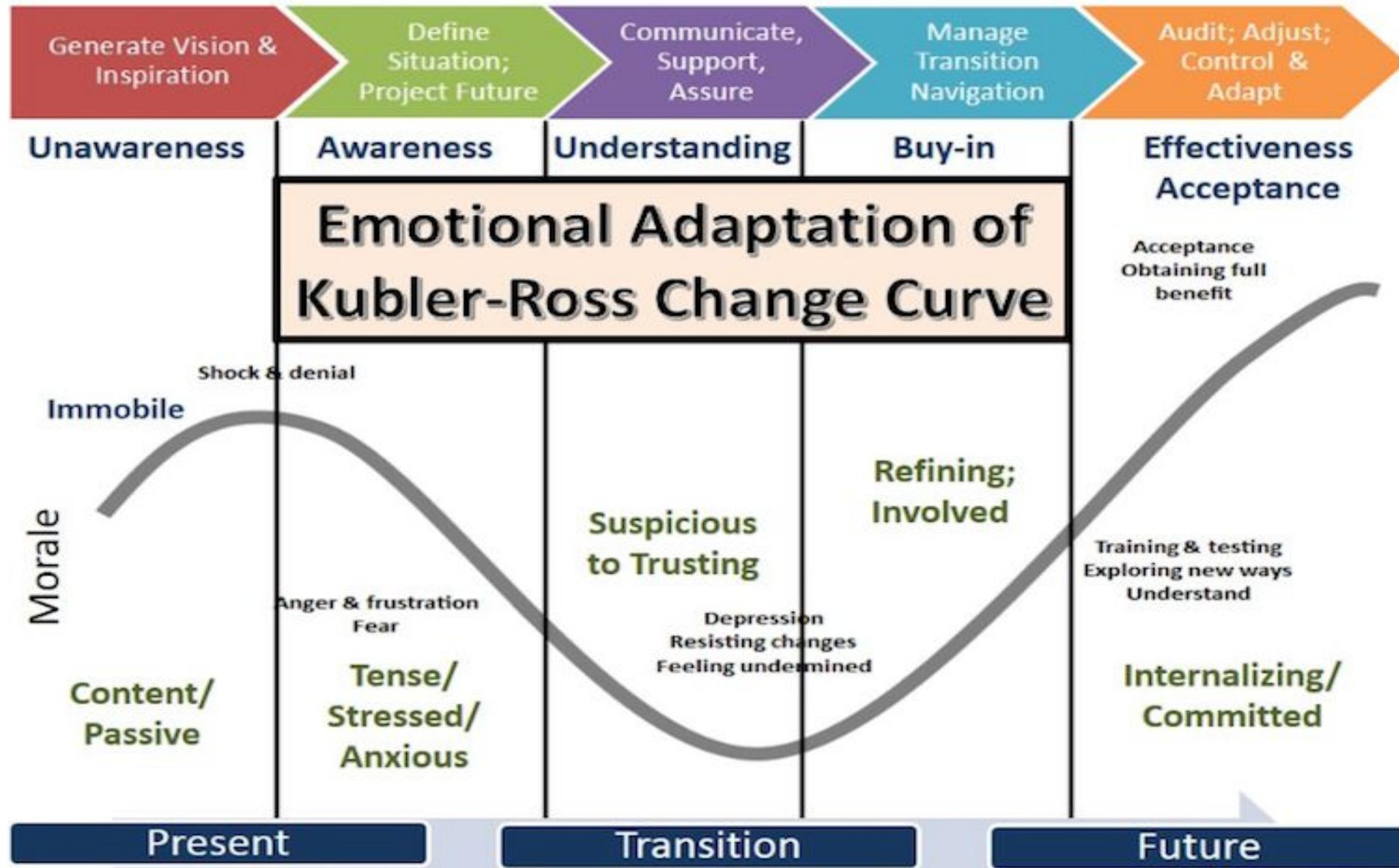*Keeps the brain and body preparing for danger*

What are the costs?

Costs:

- ❖ Change Fatigue
- ❖ Mental Health Issues - anxiety, stress, depression
- ❖ Financial Loss
- ❖ Turnover

Strategies

- ❖ Reduce unnecessary uncertainty
- ❖ Protect dignity and identity
- ❖ Preserve choice and fairness
- ❖ Normalize emotion
- ❖ Strengthen connection
- ❖ Pace demand realistically
- ❖ Leaders need to self-regulate

Emotional Adaptation of Kubler-Ross Change Curve

The Appreciative Inquiry Process

1. Discovery — Identifying and appreciating "the best of what exists"

2. Dream — Imagining "what could be"; creating a vision

Appreciative Topic

4. Destiny — Sustaining "what will be" for the future

3. Design — Formulating action plans to achieve "what should be"

Source: Based on Gabriella Giglio, Silvia Michalcova, and Chris Yates, "Instilling a Culture of Winning at American Express," *Organization Development Journal* 25, no. 4 (Winter 2007): 33–37.

The Eight Stages of Planned Organizational Change


Source: Based on John P. Kotter, *Leading Change* (Boston: Harvard Business School Press, 1996), p. 21.

Key Change Roles

Sponsor: Legitimizes the change, provides resources

Agent: Responsible for making the change

Target: Individual or group who must actually change

Source: Based on Daryl R. Conner, *Managing at the Speed of Change* (New York: Villard Books, 1992), pp. 108–109.

Leverage Both the Hard and Soft Sides of Change
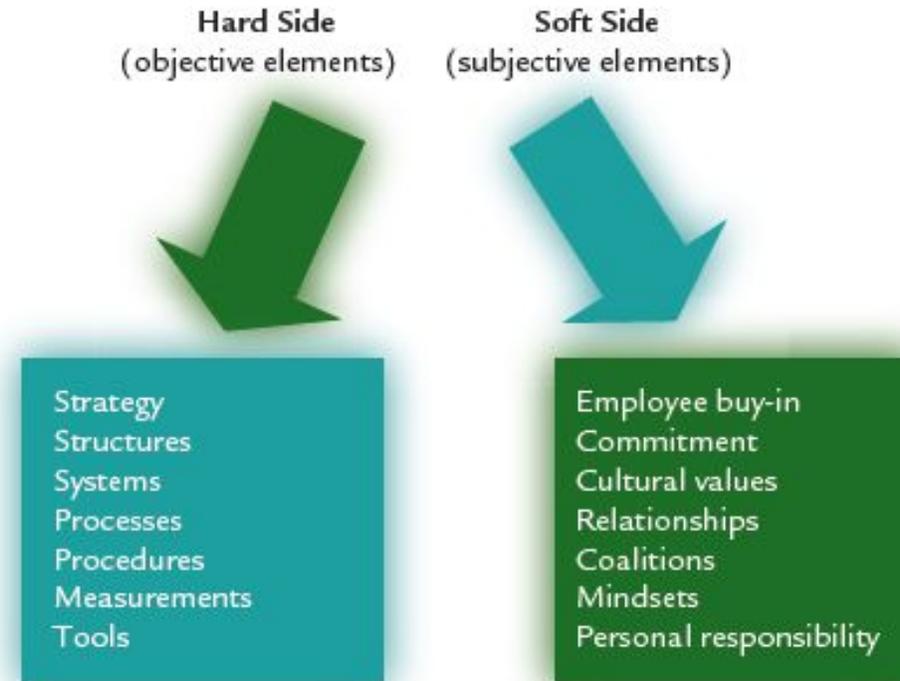
Source: Based on Ed Oakley and Doug Krug, *Enlightened Leadership: Getting to the Heart of Change* (New York: Simon & Schuster, 1993), pp. 44–48.

Prosci – 3 Phase Process

Phase 1 — Prepare Approach
- Define Success — What are we trying to achieve?
- Define Impact — Who has to do their jobs differently and how?
- Define Approach — What will it take to achieve success?
- Change Management Strategy

Phase 2 — Manage Change
- Plan and Act — What will we do to prepare, equip and support people?
- Track Performance — How are we doing?
- Adapt Actions — What adjustments do we need to make?
- Master Change Management Plan

Phase 3 — Sustain Outcomes
- Review Performance — Now, where are we? Are we done yet?
- Activate Sustainment — What is needed to ensure the change sticks?
- Transfer Ownership — Who will assume ownership and sustain outcomes?
- Change Management Closeout

Change Plan – Why, What, Who, How

1. Create the vision - define the why, and what can be, light the

2. Describe the What

3. Identify the WHO -the stakeholders, build buy in, communicate the why, what, how

4. Design the How – the plan – the hard & soft sides, the support, sustainability, the small wins

5. Plan the Celebration!

Summary Challenging the Process

- People are often at their best when dealing with significant change, difficulties, problems, adversity and other challenges.

- No one gets it perfect the first time they try something new. The best leaders are the best learners-and the best creators of a learning environment.

- "A desk is a dangerous place from which to watch the world" John Le Carre

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