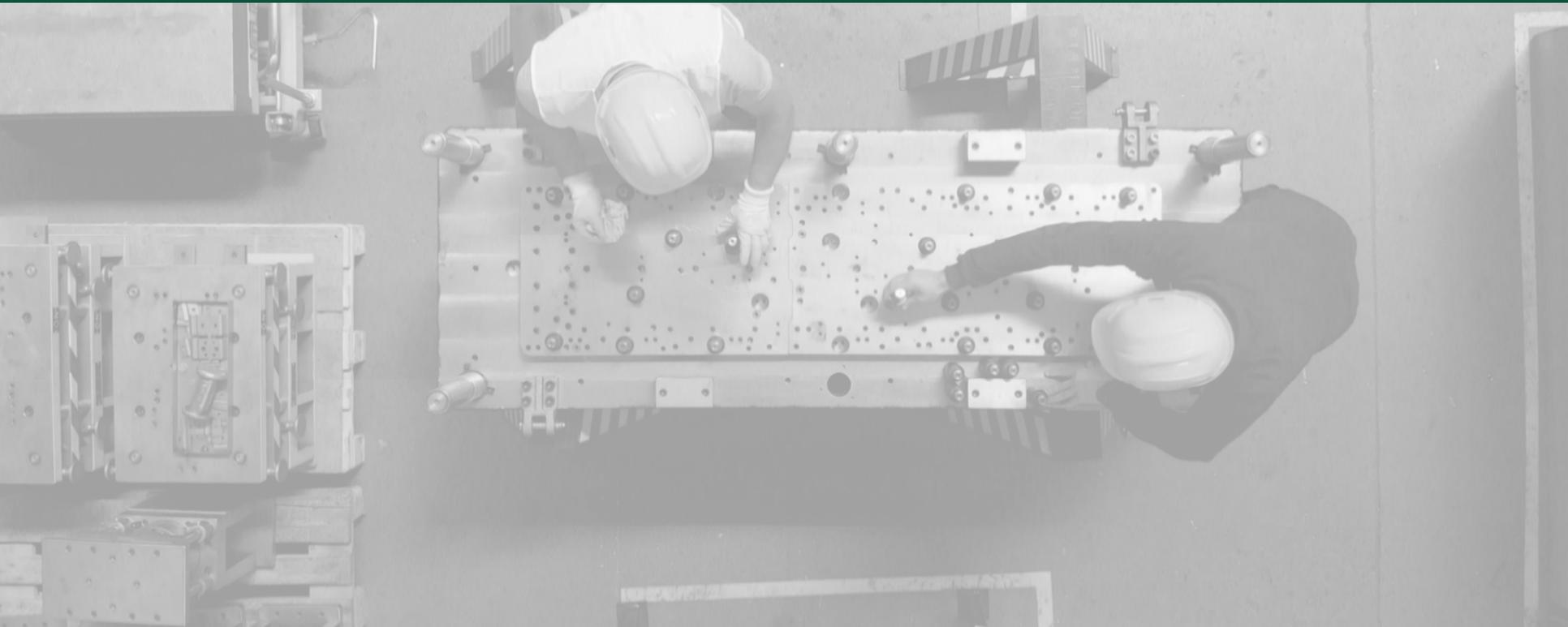




# Leadership strategy for change management

ASSP, January 2022

Minimize Risk. Maximize Potential.®



# Establish Perspective



- Your industry is not the only one facing change
- Define how this will impact your business
- Who will have input on selection of equipment, program, process, etc?
  - More importantly, who should?
- How will you communicate and resolve conflicts?
- How will you measure success

# The “Art of Leadership”



*“Leadership is the art of getting someone else to do something you want done because they want to do it.”*

Dwight D. Eisenhower

# Why is change so difficult?

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- Change involves feelings... where so much of safe work practices are driven by our employee's behaviors, nothing will change until our employee's behaviors change.
- In order to sustain our new direction, change must accommodate our employee's feelings. We must earn trust, inspire confidence, and ignite passion within our organization.



# Managing change

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- Change is stressful. Stress becomes resistance.
- Organization performance is a cumulative result, but how many times could performance be increased through integration and shared vision?
- Has the need for change been established?
  - Business as usual mentality, complacent attitude
  - Can it be perceived as an exercise in futility



# Management of Change

Understand that perspective will drive your level of success



Is the actual need and direction for change understood, not simply discussed.

Questions, obstacles, and set backs are common with any project.

The best way to have a good idea is to have lots of ideas. - *Linus Pauling*

Shared vision, common understanding and response to questions, developed communication and coaching skills

Eliminate the notion of overnight success WD-40

Do or do not: There is no try. - Yoda



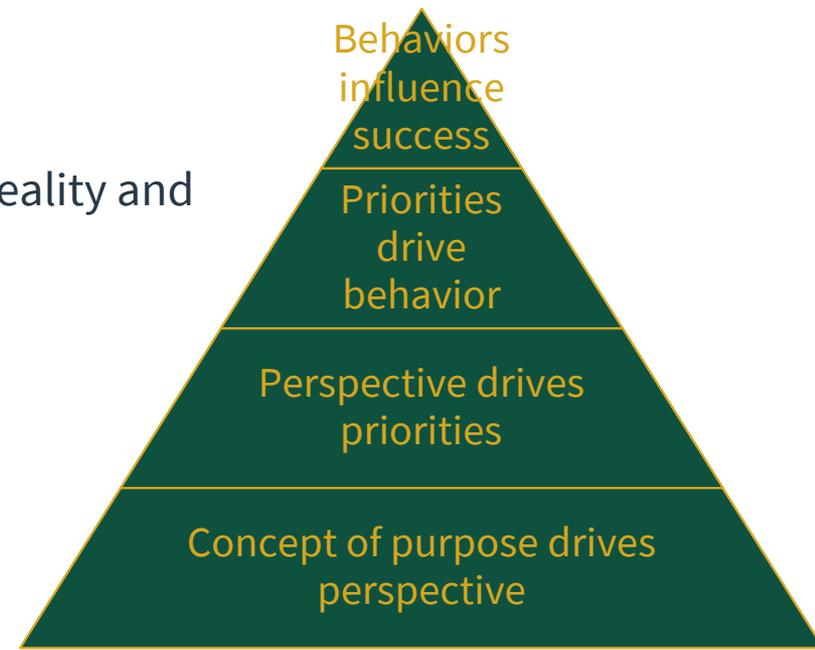
# Validate your journey

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- What is the desired outcome for this change?
  - Authenticity is crucial to acceptance, be true.
- Welcome resistance as a check and balance
  - Foster open dialogue and questioning
- Diagnose the issues before prescribing the remedy...
  - This is not the time to operate on assumptions or ego

# Establish your platform

- Identify your area of concern: Be specific
  - You are launching a campaign, vague focus won't drive measurable change
  - Lose the notion of overnight success; WD-40
- Investigate level of engagement
  - How does your workforce view the issue, benchmark the gap between employee reality and management assumption



# Focus Point - Change Friendly Leadership

- Think Friendly
  - Be Curious, adopt a growth mindset
- Talk Friendly
  - Appreciative Inquiry, Listen to learn rather than rebut.  
Exercising influence rather than authority
- Trust Friendly
  - Consistently be able to earn trust and extend trust
- Team Friendly
  - Work together to establish genuine collaboration

# Empathetic Accountability

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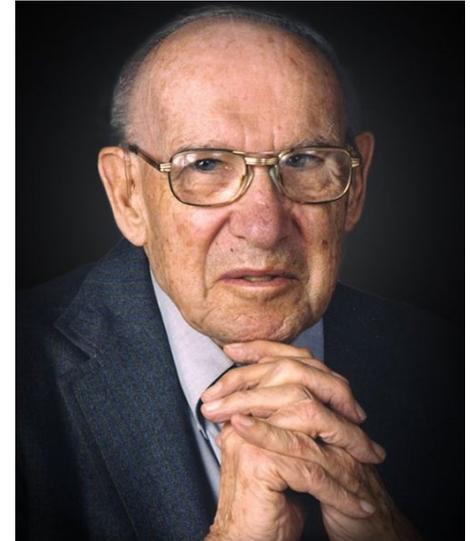
- Effective, friendly change is about harnessing human interaction
- Be willing to understand other's points of view and priorities
- Help connect the dots between personal values and aspirations and the strategic goal of the organization

*“Change is about people, it’s not a linear sequence, but an organic process that requires cultivating”*

- Joseph Kopko MS, CSP

# Supervisory Critical Behavior

- Treat each interaction with your employees as a pivotal moment to influence positive behavior
- Engage with employees in a way that allows them to talk with you, not be talked at. This could be topic, delivery of message, location, or time
- Act upon information received in real time, this is an opportune way to provide feedback, and exercise empathetic accountability
- Demonstrate integrity by managing the outcome to the necessary level, not simply the acceptable threshold



The greatest **danger** in times of turbulence is not the turbulence; it is to **act with yesterday's logic.**

— Peter Drucker

# Breaches in accountability

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- Feedback
  - Direction
  - Clarity
  - Supervision
  - Support
  - Buy-in
  - Wrongfully rewarding
  - Lack of compelling situations
- Did we equip them with an excuse
  - Opportunity to use an excuse



# 7 ways to build accountable organizations

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1. Clear roles, team leadership, and individual ownership
2. A sense of ownership for team results
3. Freedom, support, and control to navigate competing priorities
4. It's not about punishment
5. It's about evolving, not just improving
6. The expectation of evaluation
7. Integrity counts

# What is at stake?

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- It's vital to have a developed understand of the impact of failing to change...
- It's always a bad time to change
  - Priorities, short sighted goals, and personal wants interfere
  - Persevere and create shared vision
- Take small bites of the issue, and focus on everyday wins rather than long term success.
- Results are obtained by exploiting opportunities, get close to the issue and look for small wins and opportunities to engage.

# Thank you!

