Change Champions

Helping people thrive in times of change.

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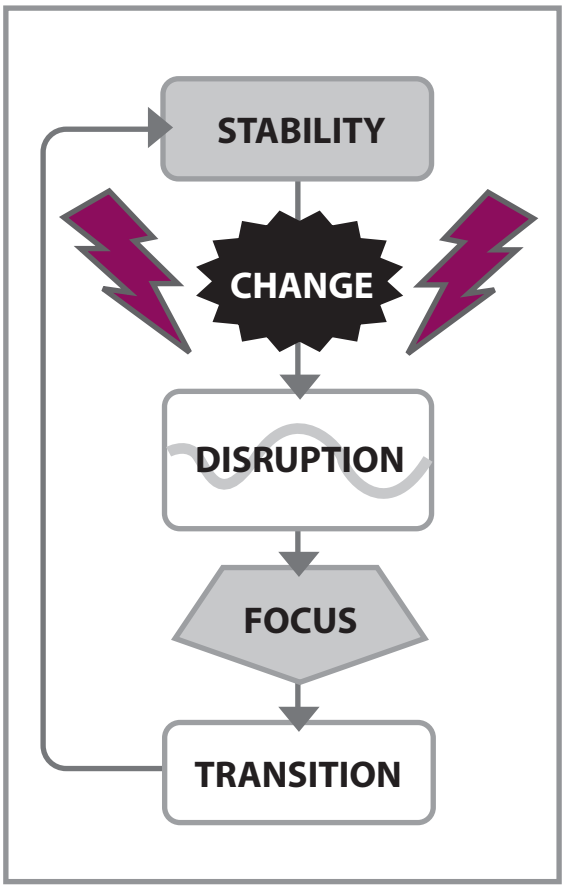
Lead Change

Let's Get Started!

Change requires leadership and leadership requires change. Leading through change is a team endeavor.

What key change or changes is your team/ organization facing?



So, what does it take to lead change? How comfortable are you in embracing change yourself and then leading others through challenging change? How well are you leading as a team?

Here are five key leadership actions:

1. Develop change readiness.
2. Clearly define the change.
3. Communicate effectively during times of change.
4. Identify and address resistance to change
5. Make change happen.

GOOD CHANGE	BAD CHANGE	MIXED CHANGE
What is one change you have experienced that was GREAT for you?	What is one change you have experienced that was BAD for you?	What is one change you have experienced that was a MIX for you?

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Lead Change

Individual Assessment

Change Leader Toolbox

How well am I personally leading change? What am I doing well? How can I improve?

Key Actions	What am I doing well?	How can I improve?
1 **Build Change Readiness** Effectively build change readiness in yourself and in those you lead. Low | 1 | 2 | 3 | 4 | 5 | High		
2 **Define Change** Clearly and accurately define change when it does occur. Low | 1 | 2 | 3 | 4 | 5 | High		
3 **Communicate During Change** Communicate continually and collaboratively with your team during change. Low | 1 | 2 | 3 | 4 | 5 | High		
4 **Address Resistance to Change** Effectively identify resistance to change when it occurs and apply tools to understand it and work through it. Low | 1 | 2 | 3 | 4 | 5 | High		
5 **Make Change Happen** Apply practical tools to Plan specific actions, Do what is on your plan, Check your progress, and Act to address opportunities and obstacles that arise. Low | 1 | 2 | 3 | 4 | 5 | High		

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1 Develop Change Readiness

Key Action

☐ Change Readiness Tool

Leading change begins by developing change readiness. Both you and your team must work to be ready for change when it occurs.

1. Use the 7 Key Readiness Factors to assess, discuss, and develop change readiness.
2. Use the Capacity for Change framework to also assess, discuss, and develop your team's capacity for change.

7 KEY READINESS FACTORS

CAPACITY FOR CHANGE

	Ability	Motivation
Individual	Skills, Knowledge, Experience Physical Requirements	Enthusiasm, Perspective Confidence, Value Alignment
Environment	Tools, Resources, Authority Information, Cooperation	Connection, Clarity, Collaboration Capacity, Consistency

What is the **ABILITY** of your people to successfully make the change?

What is the **MOTIVATION** of your people to make the change?

How conducive is your **ENVIRONMENT** to fostering both **ABILITY** and **MOTIVATION**?

"The best time to build change readiness is in the off-season, not during the heat of the change." – Mark Christensen

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2 Clearly Define Change

Key Action

☐ Change Definition Tool

When change is imminent, your job as a leader will be to clearly define the change in a way that is compelling and accurate for everyone involved.

Doing so helps to create focus and prevent misguided energy and speculation.

a. Define the gap between *current state* and desired *future state.*

b. Define what the change *is* and what the change *is not.*

c. Is the change *negotiable?*

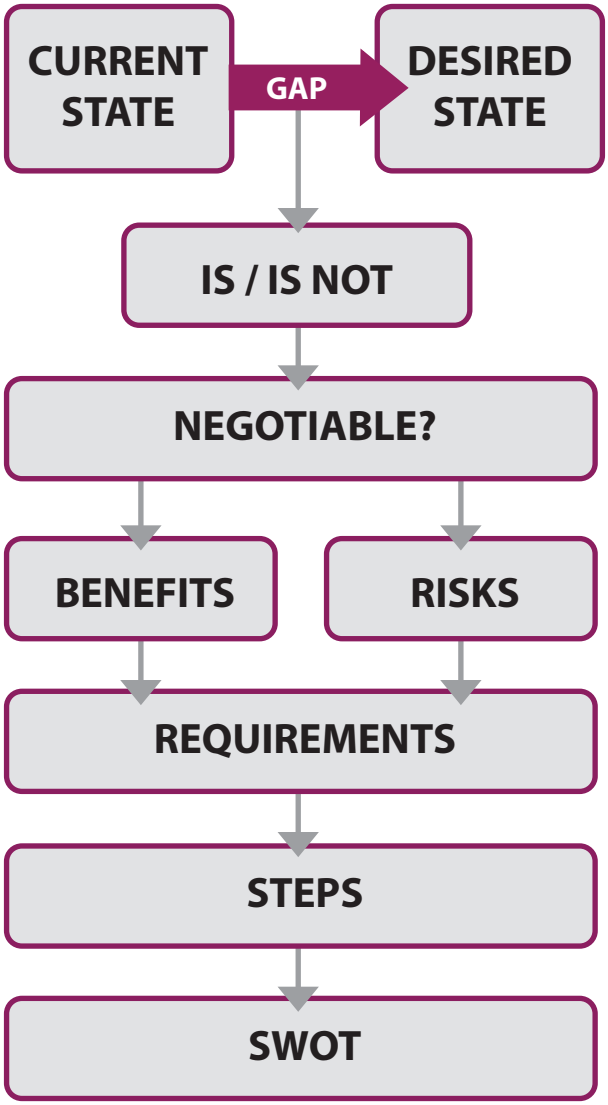
d. Define the *benefits* and *risks.*

e. Identify specific change requirements and actions – for the team as a whole and for individual team members.

f. Lay out the key *steps and actions* as you see them today.

g. Discuss, record, and act on relevant *strengths, weaknesses, opportunities,* and *threats.*

Involve others in this process. There are many valuable perspectives that can bring clarity, focus, and energy to the change.



"Clarity is perhaps the greatest gift you can provide as a leader." – Mark Christensen

Use the **CHANGE DEFINITION TOOL** to discuss and clarify WHAT, WHY, WHO, HOW, and WHEN, of the change.

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3 Communicate During Change

Key Action

☐ Change Communication Tool

"Double and triple the quality and quantity of your communication during change." – Mark Christensen

THE 4 P's (The Message)

PURPOSE	**PICTURE**
PLAN	**PART**

THE 4 C's (The Messenger / Leader)

CREDIBILITY	**CONCERN**
CONNECTION	**COMMITMENT**

LEVELS OF COMMUNICATION

	TOPICS (What we talk about)	**MINDSET** (How we talk about it)
4		
3		
2		
1		

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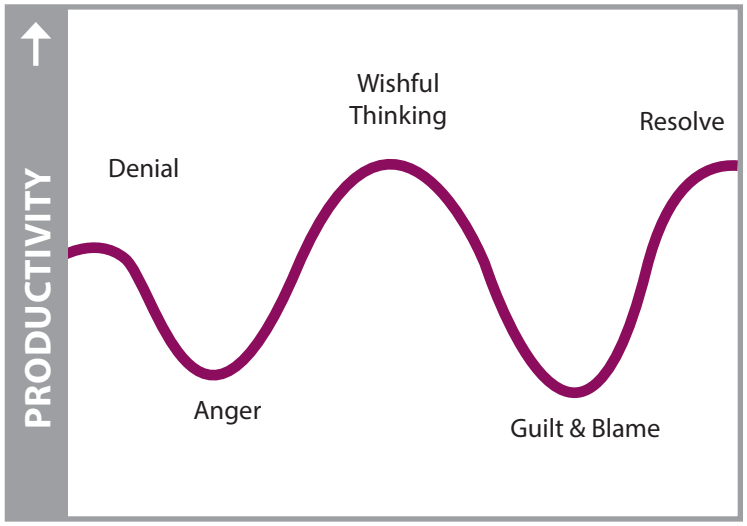
4 Address Resistance

Key Action

☐ Change Resistance Tool

"The most dangerous resistance is the resistance you don't know about." – Mark Christensen

CHANGE CURVE



REACH MODEL

- **R** Recognize
- **E** Explore
- **A** Affirm
- **C** Create
- **H** Honor

SHAPE SELF-TALK

Stop

Are you feeling negative energy? Do you know why?

What are you telling yourself regarding the change?

What assumptions are you making?

What do you feel is at risk or at stake for you?

Check

How can you verify the accuracy of what you are telling yourself?

How can you challenge your assumptions?

Affirm

What do you already know about yourself that will help you not only survive this change but also thrive during the change?

Act

What do you realistically want to have happen?

What practical steps can you take to make that happen?

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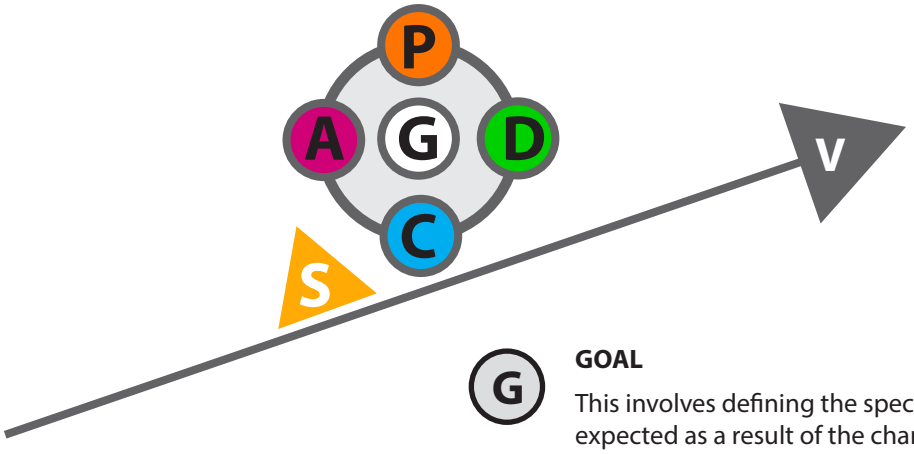
5 Make Change Happen

Key Action

☐ Make Change Happen Tool



VISION

The picture of success that you carry in your head and in your heart. Vision creates focus, direction, unity, and energy.

The PDCA (plan, do, check, act) model is a proven tool that provides a framework for executing change toward a clear future state vision.

Adding V (vision), G (goal), and S (standardize) provides a full framework for change leaders.

"Seek the best practice. Standardize that practice. Then, seek the next best practice"
– Mark Christensen

GOAL

This involves defining the specific goal or outcome that is expected as a result of the change. What is it specifically that is required of you and your team? Why is that requirement necessary? What is the expected outcome?

PLAN

This involves creating a specific blueprint for action. Action plans help determine HOW to best implement the change. The planned actions should specify what needs to be done, who will do it, and when it will be done.

DO

This involves doing what is on the plan. Plans are of no value unless they help us take meaningful action. When we are working to complete the plan, we should be sure to use a simple method to monitor our progress. Then, we'll have accurate data for checking progress.

CHECK

This involves assessing progress on actions to implement the change. This usually requires dedicated time to determine what has actually been accomplished versus what was planned.

ACT

This involves acting on issues and opportunities that arise while implementing the plan. Adjustments are made in order to address issues and capitalize on opportunities.

STANDARDIZE

An important part of ACT is to STANDARDIZE. That means making the practice permanent. Standards define the new method. Clarify the standard. Train to it. Coach to it. Reinforce it.

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Lead Change

Leadership Team - Assessment

Change Leader Toolbox

How well are WE leading change? What are WE doing well? How can WE improve?

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Insights, Ideas & Actions

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