

Being First, Inc. Leading Transformation



Purpose

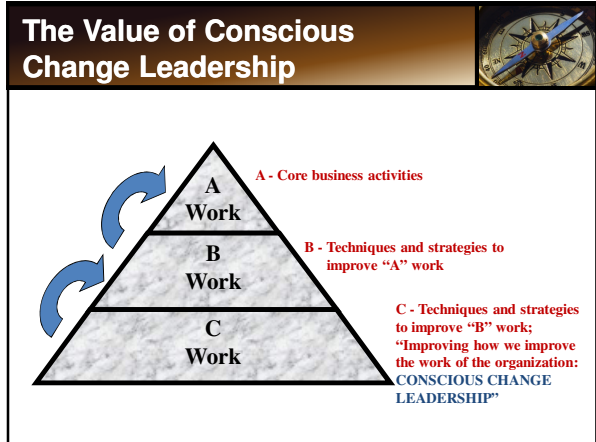
To increase your ability to lead transformation successfully by:

- Learning how to consciously set up your changes for success through addressing the people and process dynamics of transformation
- Developing an understanding of the CLR process model and how to apply it to further your change project
- Understanding the power of enterprise-level change leadership and its strategic disciplines
- Developing your mindset and skills as a change consultant and leader

Agenda Day One

- Introduction
- Foundations for Successful Change Leadership
 - Critical Focus Areas: Content, People, and Process
 - Three Types of Change
 - The Conscious Change Leader Accountability Model
- The Change Leader's Roadmap Methodology
- Enterprise level Strategic Disciplines for Change
- Influence of Mindset on the Success of Change
- Developing Yourself as a Powerful Agent of Change
- Closing

Being First, Inc. Leading Transformation

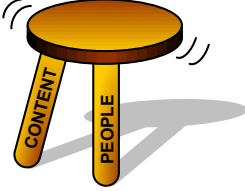







Being First, Inc. Leading Transformation

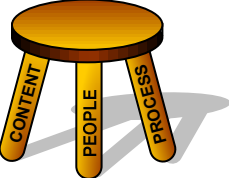
Critical Focus Areas of Leading Change



People in Change

Handling the human dynamics of change: people's mindsets, commitment to change; emotional reactions, behavior, engagement, relationships, politics; cultural dynamics impacting the change

Critical Focus Areas of Leading Change



Process of Change

The way in which change is planned, designed, and implemented; adjusting to how it unfolds; its A-Z roadmap, governance, integration strategy, and course corrections

Three Types of Change



- Developmental Change
- Transitional Change
- Transformational Change

Being First, Inc. Leading Transformation

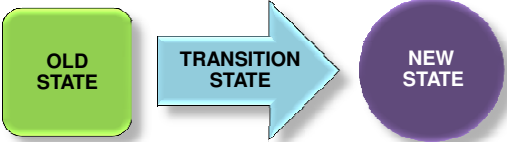
Three Types of Change

Developmental Change



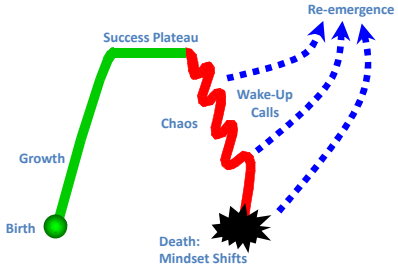
Three Types of Change

Transitional Change



Three Types of Change

Transformational Change



Being First, Inc. Leading Transformation



Worksheet

Determining the Type of Your Change Effort

Developmental, Transitional, or Transformational...which is your primary type of change?



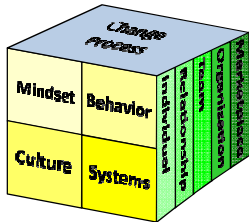
Being First, Inc. Leading Transformation

The Conscious Change Leader Accountability Model



- Your best strategy for success is awareness of all of the factors that need your attention and must be aligned to produce your results
 - For advance planning
 - While the change is unfolding
 - To ensure sustained results over time

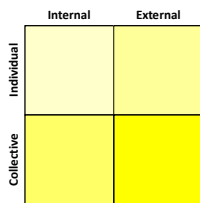
The Conscious Change Leader Accountability Model



The Conscious Change Leader Accountability Model



Four Quadrants



Being First, Inc. Leading Transformation

The Conscious Change Leader Accountability Model

Focus Areas

	Internal	External
Individual	Mindset	Behavior
Collective	Culture	Systems

The Conscious Change Leader Accountability Model

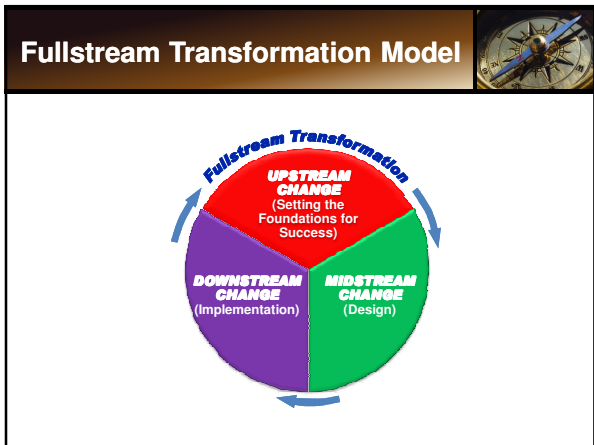
Five Levels of System

The Conscious Change Leader Accountability Model

Design your change process to address all quadrants and all levels

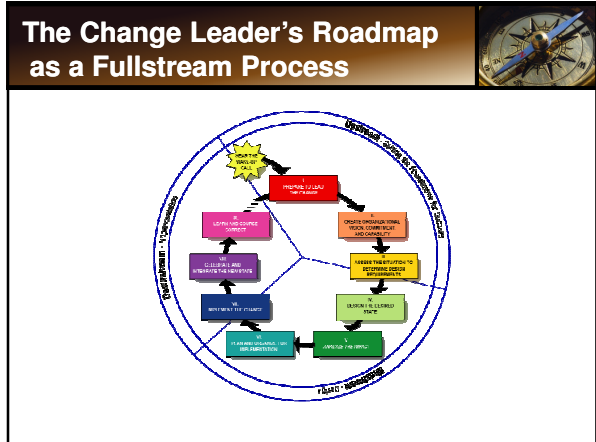
Being First, Inc. Leading Transformation







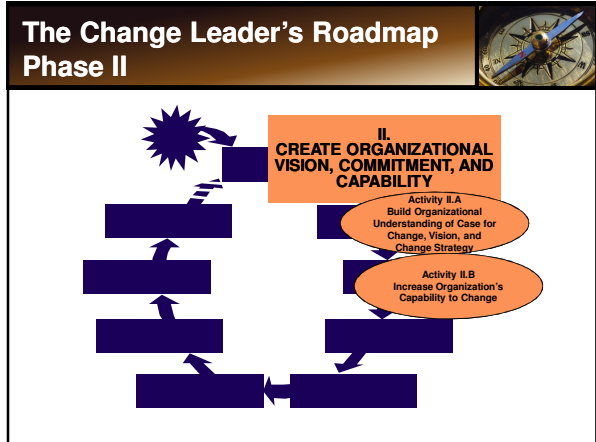
Being First, Inc. Leading Transformation

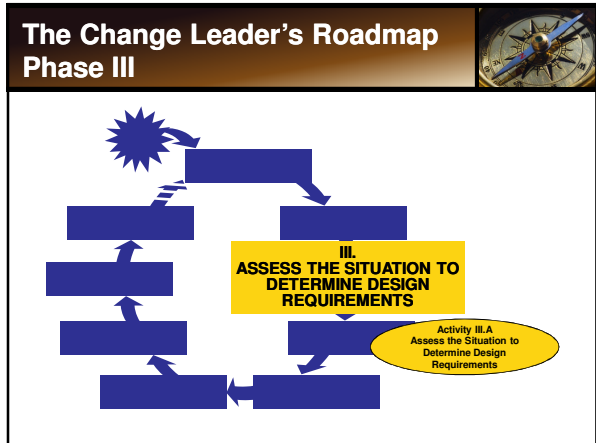


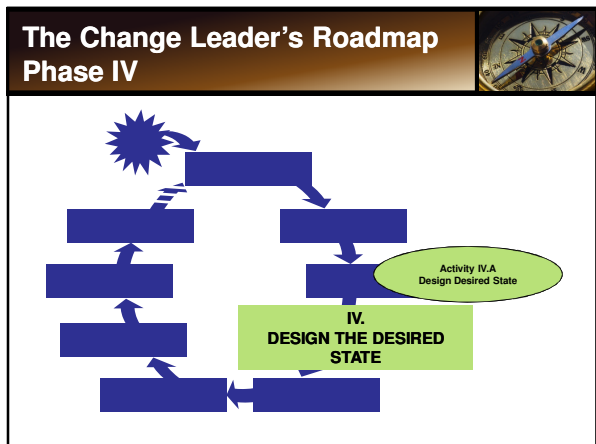




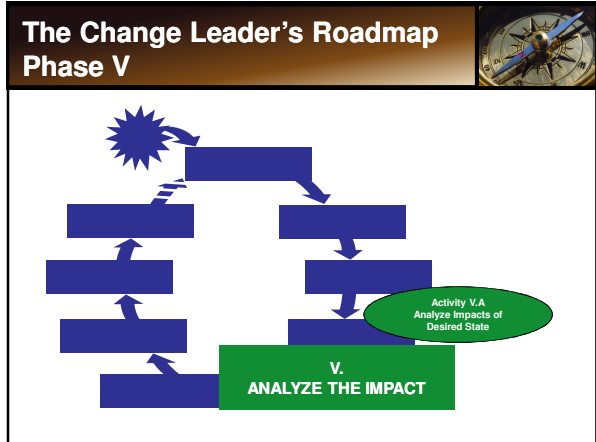
Being First, Inc. Leading Transformation

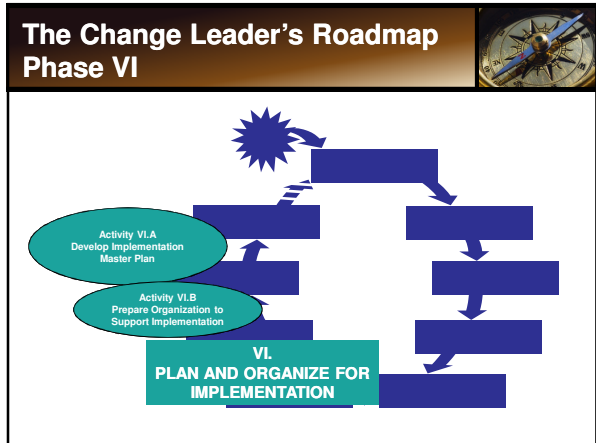


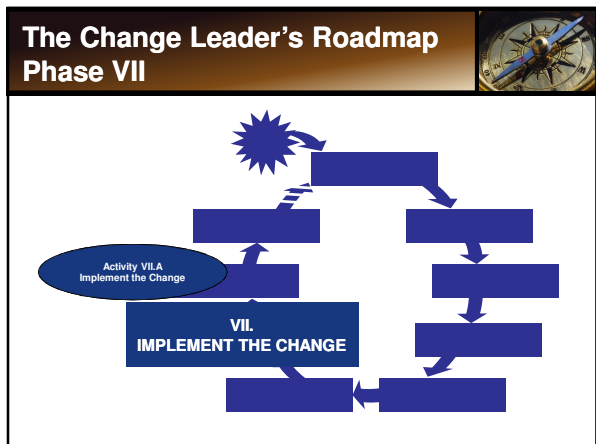




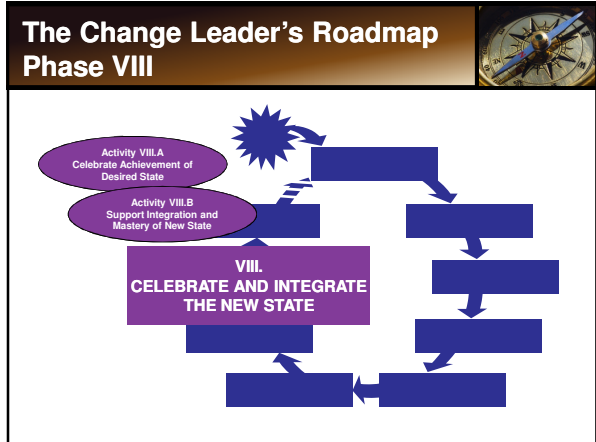
Being First, Inc. Leading Transformation

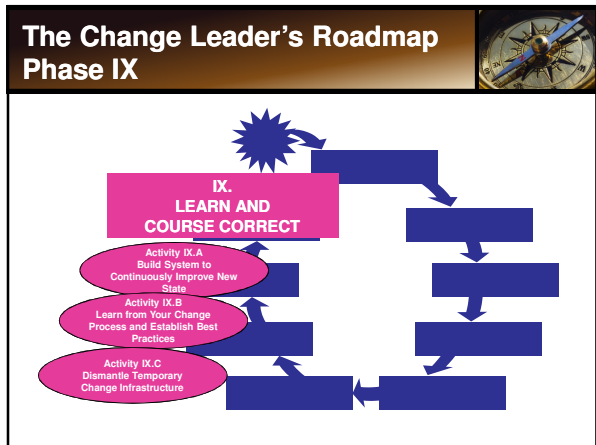


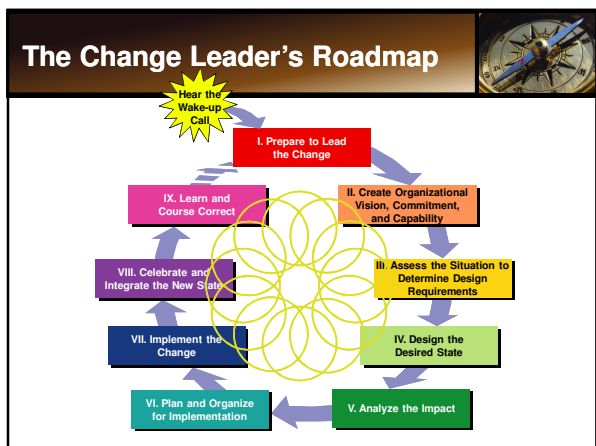





Being First, Inc. Leading Transformation







Being First, Inc. Leading Transformation


Worksheet 

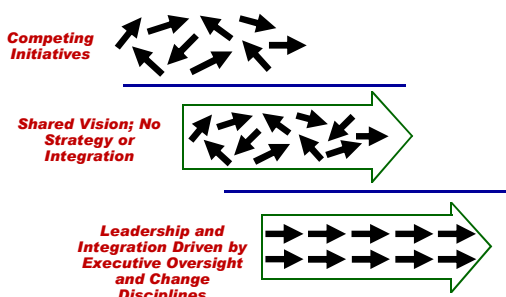
Assessing Your Change Process

- What phases or activities are you now in?
- What activities have you done well?
- What activities were overlooked or are incomplete?
- What activities come next?



LEADING CHANGE AS A STRATEGIC DISCIPLINE

The Importance of Leading Change Strategically 



Competing Initiatives

Shared Vision; No Strategy or Integration

Leadership and Integration Driven by Executive Oversight and Change Disciplines

Being First, Inc. Leading Transformation

Change as a Strategic Discipline



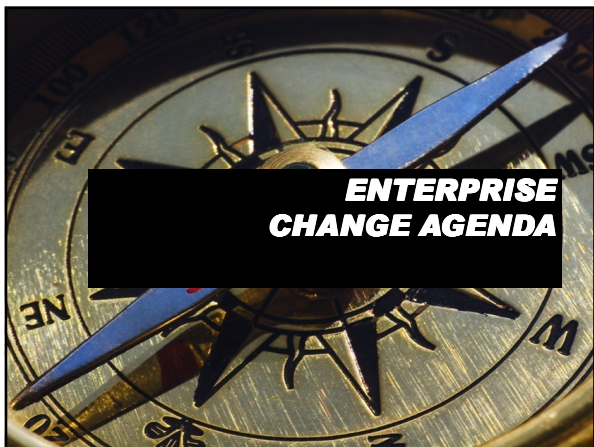
- All other key functions in the organization are designed as strategic disciplines
 - Finance
 - HR
 - IT
 - Supply Chain
 - Marketing...

THE SAME IS NEEDED FOR CHANGE!!!

Approaches to Change as a Strategic Discipline



- Enterprise Change Agenda
- Common Change Process Methodology
- Change Infrastructure and Best Practices
- Strategic Change Center of Excellence



Being First, Inc. Leading Transformation

Enterprise Change Agenda 

The enterprise change agenda ensures five critical success requirements:

1. Current change efforts are the **right** ones to execute and fulfill business strategy.
2. Efforts are prioritized, organized, assigned, and optimally paced.
3. Organization has the capacity, stamina, capability, and in-house change resources to succeed in change.

Enterprise Change Agenda 

The enterprise change agenda ensures five critical success requirements: (cont'd)

4. Ability to assess and drive required culture change in every major initiative.
5. The best coordination and leverage of all external consultants.

Enterprise Change Agenda 

- Follows Strategic Business Planning
- Precedes Operational Planning
- Is revisited throughout the year
- Is set up for each autonomous business unit
- Has one executive in charge of its process and value







Being First, Inc. Leading Transformation

Change Infrastructure Elements 

- **Standard practices: case for change and change strategy**
- **Governance: roles, charters, decision-making**
- **Recommended conditions for success and metrics**
- **Templates for communication and engagement**
- **Mechanisms to ensure adequate capacity**

Change Infrastructure Elements 

- **Mechanisms for rapid course correction**
- **Vehicles for multiple project integration ("air traffic control")**
- **Change leadership competencies: skills, knowledge, behaviors, mindsets**
- **Roster of best practices and tools**
- **Electronic information and knowledge management tools**



**STRATEGIC CHANGE
CENTER OF EXCELLENCE**

Being First, Inc. Leading Transformation

Strategic Change (SC) Center of Excellence



Your organization's vehicle for:

- Ensuring alignment on how to lead change
- Masterful SC consulting expertise
- Stewarding methodology and best practices
- Access to all change resources
- Supporting mission-critical change efforts
- Continuous professional development

Advancing Strategic Change Disciplines



- Which of the disciplines do you see as most important/needed/of value NOW?
- How can you raise the issue with your executive clients? How would you generate real data to demonstrate the value/need?
- White Paper from Being First for more details...



Worksheet



Personal Reactions to Change

What are your thoughts and feelings about the change effort you are **currently** engaged in?

What is Mindset?



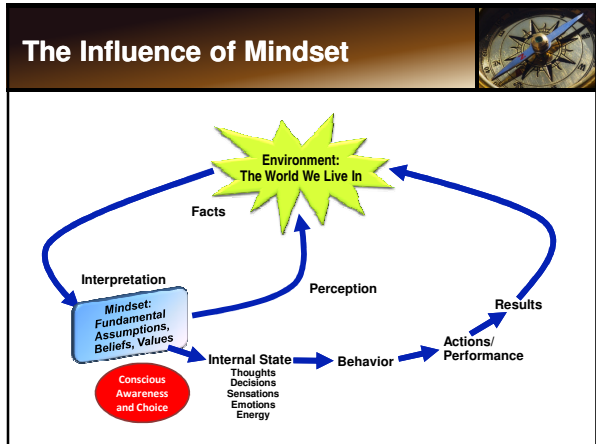
- Our worldview; the place or orientation from which we experience our reality and form our perceptions of it
- Fundamental assumptions about reality: core beliefs, values, mental models
- The source of our decisions, actions, and *results!*

Mindset Demonstration 1



Individual Muscle Test

Being First, Inc. Leading Transformation



Leverage Point for Change

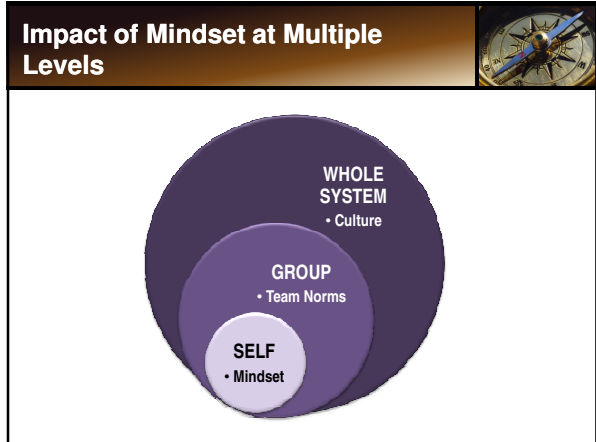
"If you continue to think the way you have always thought, you will continue to get what you have always gotten."

...Marilyn Ferguson

Mindset Demonstration 2

Group Muscle Test

Being First, Inc. Leading Transformation





Your Greatest Strengths

Context: Consulting to/Leading Change

- Knowledge and Skills
- Behavioral patterns
- Mindset/Beliefs/Values/Attitude
- Ways of interacting with others
- Your personal presence

Being First, Inc. Leading Transformation

Your Self-Limiting Patterns



• How do you respond when you are outside of your comfort zone?

(The Good, the Bad, and the Ugly...)

We respond and live in either an **expanded** state (our strengths and comfort zone) or a **contracted** state (reactive, defensive, etc.)

Self Reflection



<p><u>My EXPANDED Ways of Being</u></p> <ul style="list-style-type: none"> • Trusting • Open • Curious • Empowered • ... • ... • ... 	<p><u>My CONTRACTED Ways of Being</u></p> <ul style="list-style-type: none"> • Afraid • Doubting/suspicious • Self-Protective • Controlling • ... • ... • ...
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Self Reflection



<p><u>Triggers of My EXPANDED Ways of Being</u></p> <ul style="list-style-type: none"> • Being appreciated • Being given a new opportunity • Being asked to be creative • ... • ... • ... • ... 	<p><u>Triggers of My CONTRACTED Ways of Being</u></p> <ul style="list-style-type: none"> • Being confronted • Being blamed • Fear of failure • ... • ... • ... • ...
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Being First, Inc. Leading Transformation

Conscious Use of Self



Use contraction/breakdowns/challenges to trigger self-reflection. Notice:

- Your personal reactions
- Your mindset that is generating your reactions
- Your view of the issues/facts
- Your mindset that is causing you to see the issues/facts this way
- Other ways to interpret/see to enable a better outcome

Get to know your expanded self and choose expansion as your way of being!