



Leading to Drive Change

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CHANGE

A bend in the road isn't the end of the road...unless you fail to make the turn



First Things First:
MANAGING SELF



The Hardest Person To Lead Is...Yourself

**If you can't lead yourself,
how can you lead others?**

HARD LESSONS



**LEADERSHIP IS NOT A
POSITION OR A TITLE,
IT IS ACTION AND
EXAMPLE**

- Unknown

Change Readiness Questionnaire

(Taken from *Sacred Cows Make the Best Burgers* by Robert Kriegel and David Brandt)

Focus on your performance at work. Answer each question honestly. Circle the number that most accurately describes your beliefs and your behaviors as they actually are, not as you would like them to be or think they should be.

Change Readiness Scale:

	1 = Strongly Disagree	2	3	4	5	6 = Strongly Agree
1. I prefer the familiar to the unknown.	1	2	3	4	5	6
2. I rarely second guess myself.	1	2	3	4	5	6
3. I'm unlikely to change plans once they're set.	1	2	3	4	5	6
4. I can't wait for the day to get started.	1	2	3	4	5	6
5. I believe in not getting your hopes too high.	1	2	3	4	5	6
6. If something's broken, I'll find a way to fix it.	1	2	3	4	5	6
7. I get impatient when there are not clear answers.	1	2	3	4	5	6
8. I'm inclined to establish routines and stay with them.	1	2	3	4	5	6
9. I can make any situation work for me.	1	2	3	4	5	6
10. When something important doesn't work out, it takes me time to adjust.	1	2	3	4	5	6
11. I have a hard time relaxing and doing nothing.	1	2	3	4	5	6
12. If something can go wrong, it usually does.	1	2	3	4	5	6
13. When I get stuck I'm inclined to improvise solutions.	1	2	3	4	5	6
14. I get frustrated when I can't get a grip on something.	1	2	3	4	5	6
15. I prefer work that is familiar and within my comfort zone.	1	2	3	4	5	6

Taken from
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by Robert Kriegel and David Brandt

Personal Change-Ready Traits



Resourcefulness

Optimism

Adventurousness

Passion / Drive

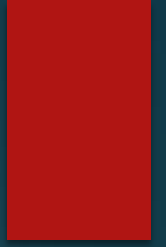
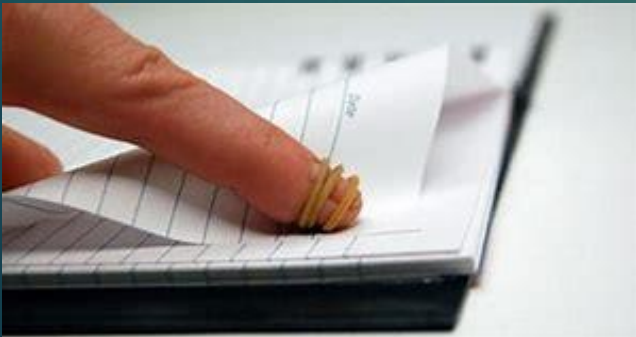
Adaptability

Confidence

Tolerance for Ambiguity

Exercise 1





Exercise 2





Exercise 3



Exercise 4



NO RISK NO FUN !!!

Allow Me To Introduce Myself...

- ▶ Myers-Briggs: ENFJ (Work Label - “Mentor”)
 - ▶ dependable, persuasive, cooperative, considerate
 - ▶ receptive to dissent, as long as it remains constructive
- ▶ Enneagram: Type 1 (“Reformer”)
 - ▶ conscientious with strong sense of right and wrong
 - ▶ “mission” to improve the world (can be overly idealistic)
- ▶ Hartman’s Color Code: Red (“Power Wielder”)
 - ▶ responsible, decisive, proactive, and assertive
 - ▶ can be intimidating, demanding, and aggressive
- ▶ My Team:
 - ▶ rule follower with high expectations for self and others



To My Team:

What Would You Be Surprised to See Me Do?

- ▶ wear something inappropriate
- ▶ “let your hair down” in a professional setting
- ▶ sing or dance the can-can in public





Next:
MANAGING INDIVIDUALS



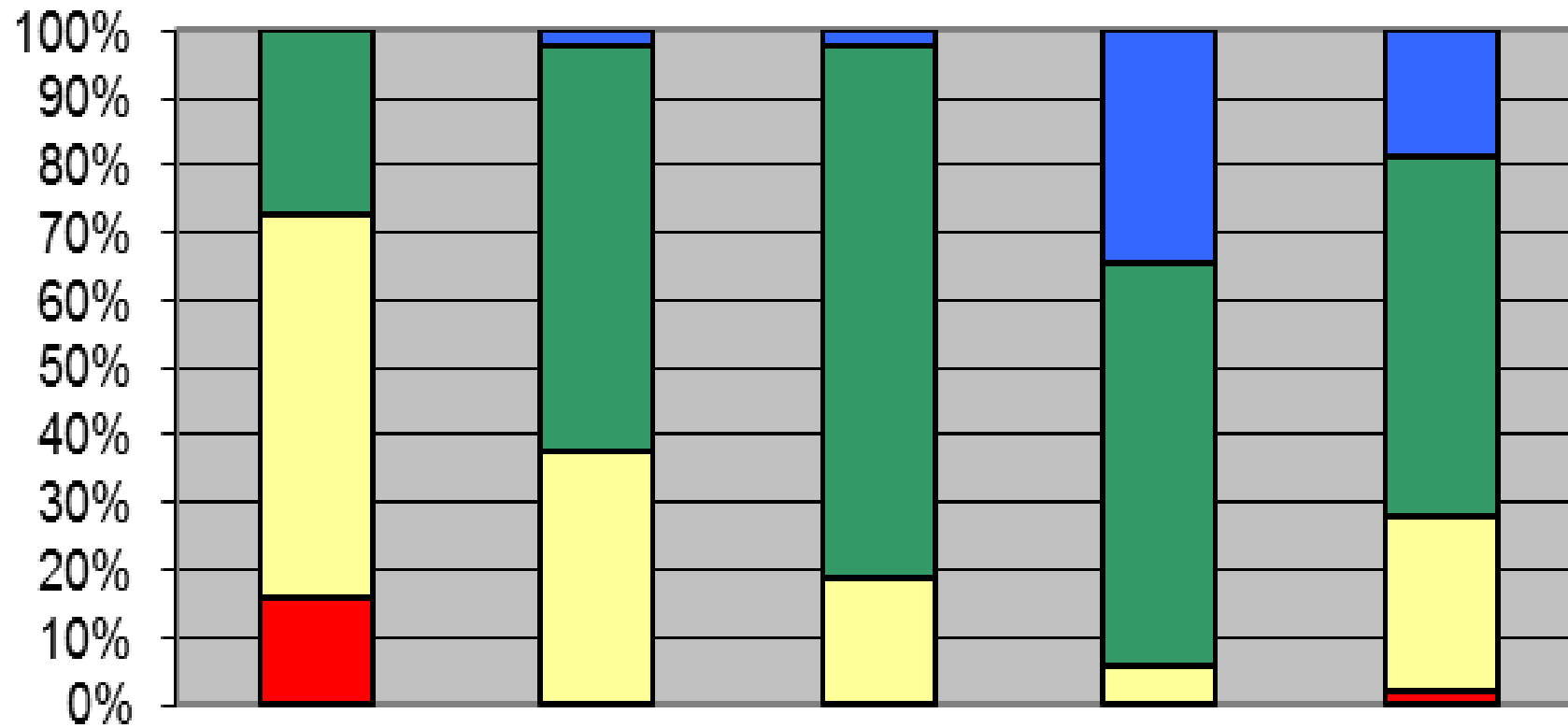
The daydreams of cat herders

Assess Your People

- ▶ Ideally done before implementing change
- ▶ Explicit or implicit personal criteria (competence, energy, etc)
- ▶ Consider using tool to track progress over time
 - ▶ Personal Change-Readiness Assessment
 - ▶ 360° Team Feedback

	Courtesy / Friendliness / Respect						Quality of Work						Overall Teamwork				
Joe Public, RN	1	2	3	4	5		1	2	3	4	5		1	2	3	4	5
Comments / Improvements																	
Joe Public, RN	1	2	3	4	5		1	2	3	4	5		1	2	3	4	5
Comments / Improvements																	
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Comments / Improvements																	

5-Year Trend in 360 Results



Level of Performers

HIGH

- COME TO WORK ON TIME
- GOOD ATTITUDE
- SOLVE PROBLEMS
- YOU RELAX KNOWING HE/SHE IS ON THE JOB
- GOOD INFLUENCE
- USE FOR PEER INTERVIEWS

MIDDLE

- GOOD EMPLOYEES
- NEED LITTLE DEVELOPMENT
- MAKE OR BREAK YOUR TEAM
- BEHAVE LIKE HPs, BUT NOT AS CONSISTENTLY

LOW

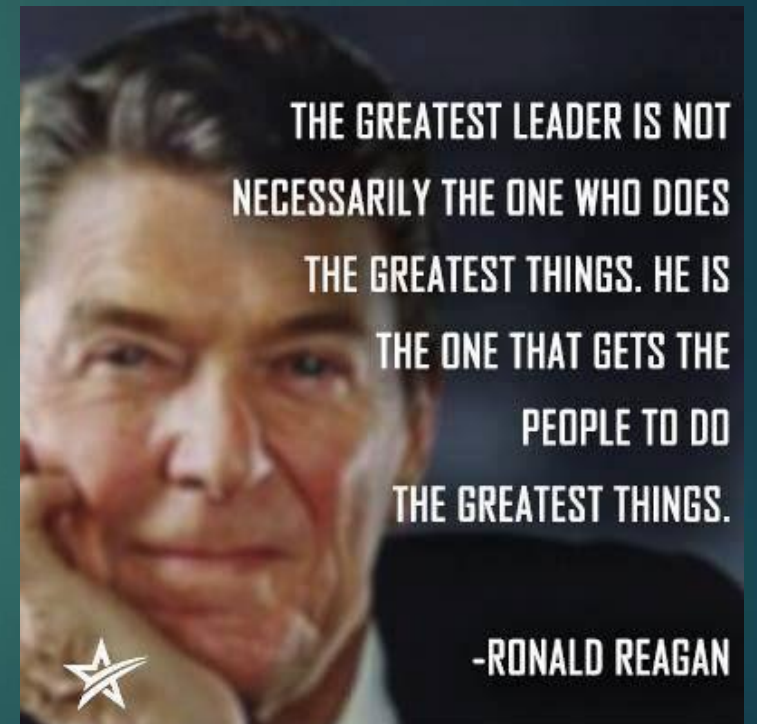
- NEGATIVE INFLUENCE
- TAKE UP LOTS OF YOUR TIME
- ARE OFTEN “SACRED COW” EMPLOYEES
- REFUSE TO ADAPT TO CHANGE
- CAN APPEAR AS INFORMAL LEADER

**SKILL
SET**

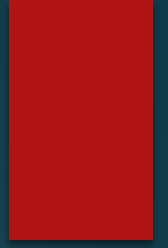
MIND SET

Motivating Your People

- ▶ Check your assumptions
- ▶ Personalize your approach
 - ▶ Unique to needs / wants of each individual
 - ▶ Groups: must understand common drive
- ▶ Transform your leadership
 - ▶ Become an inspirational coach (trust, care, respect)
 - ▶ Expect great things from your team
 - ▶ Create and share your vision of a meaningful future



Are You Inhibiting Your People???



- ▶ Allow attention to shift to a lesser priority
- ▶ Avoid productive conflict about change
- ▶ Engage in turf wars & silo mentality



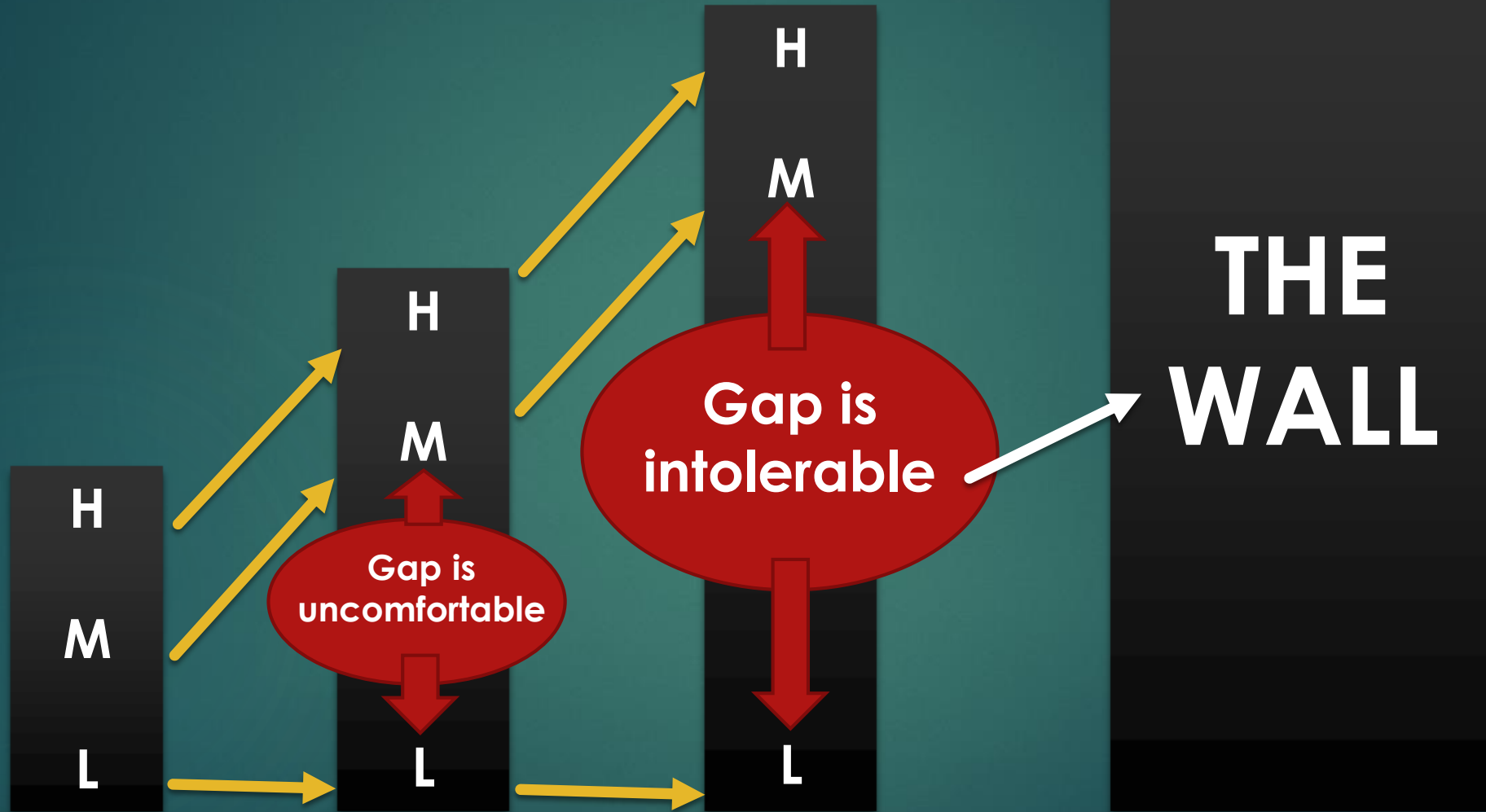
Then BAM!

THE WALL

Studer's Five Phases of Organizational Change

1. Honeymoon
2. Reality
3. Gap
4. Consistency
5. Results

The Gap



Results of **THE WALL**

High Performers

- ▶ Leave
- ▶ If cannot exit, they find way to fill desire externally
- ▶ Performance declines

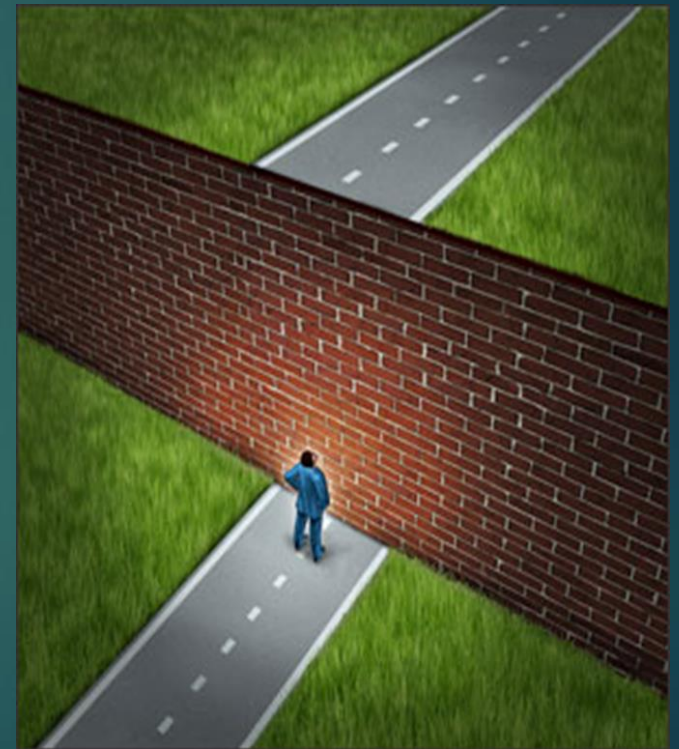
Middle Performers

- ▶ Performance further declines

Low Performers

- ▶ Well-rested & confident knowing they would outlast the latest “fad”

Your Reaction... **I NEED A NEW STRATEGY!**

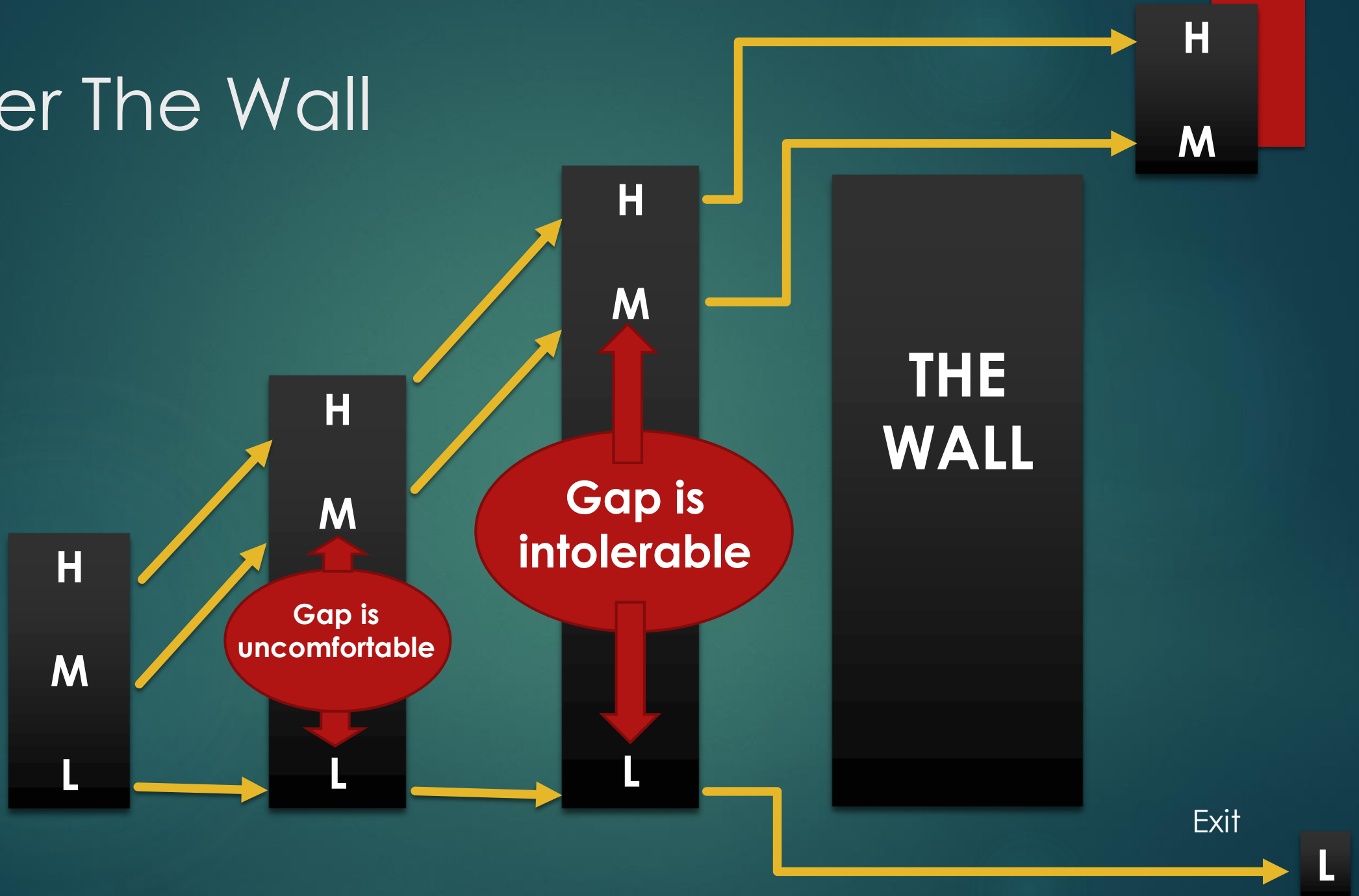




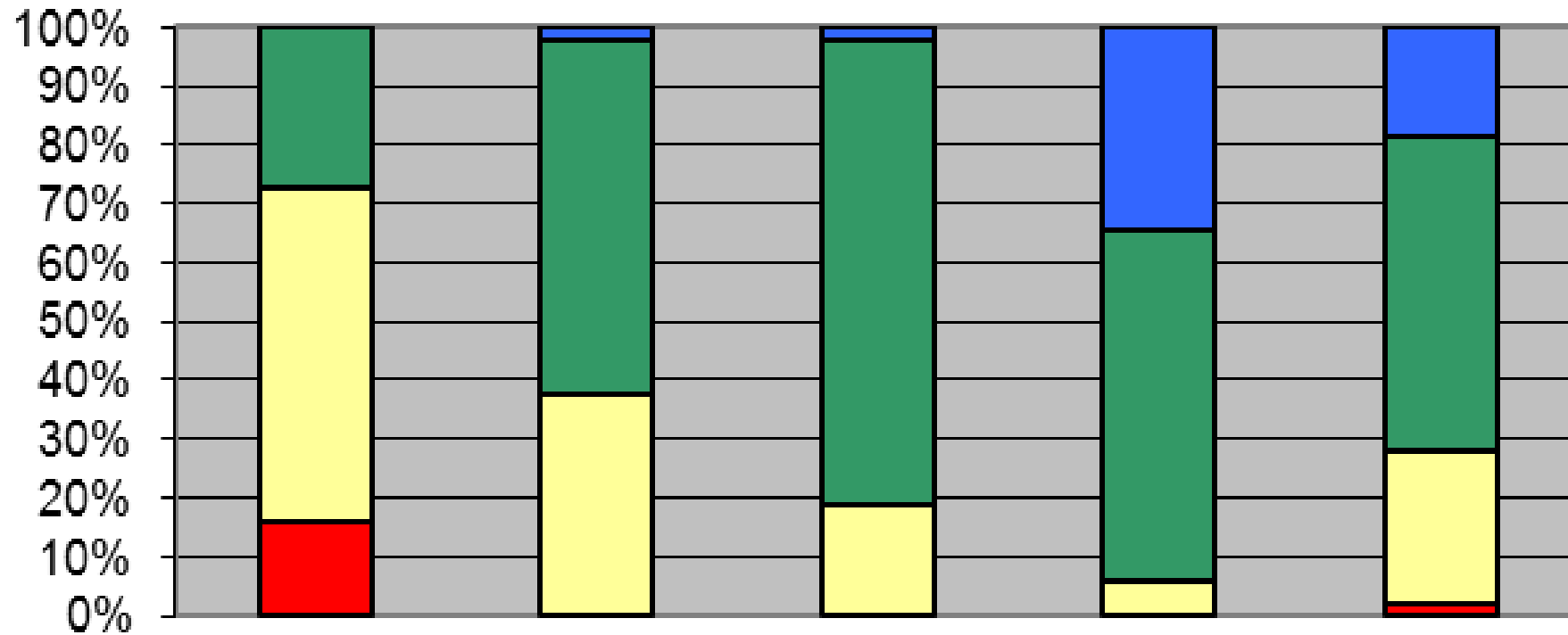
“**CHANGE THE PEOPLE OR
CHANGE THE PEOPLE.**”


- QUINT STUDER

Over The Wall



5-Year Trend in 360 Results



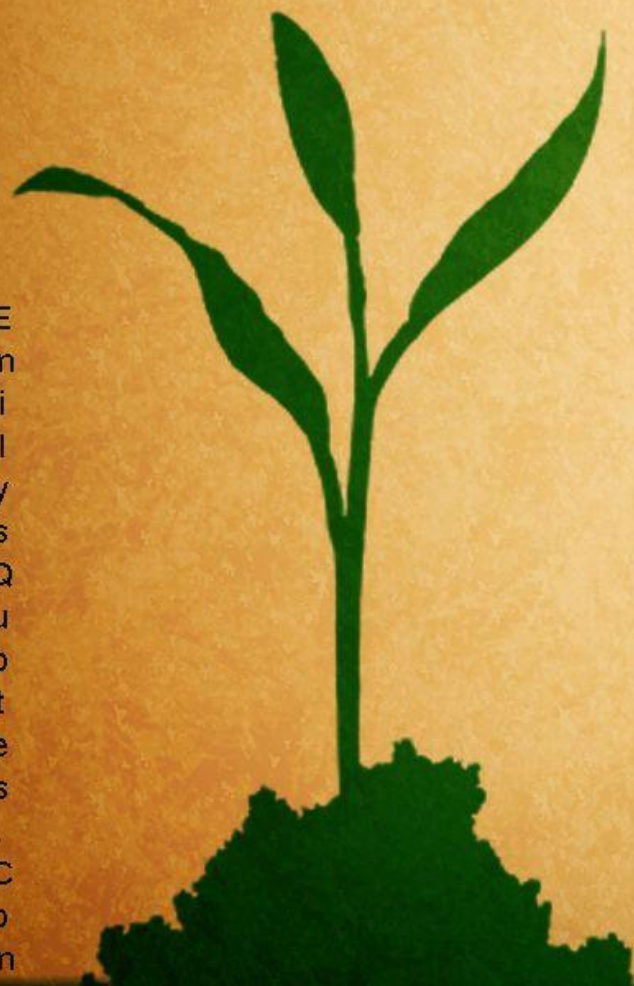


“People are the
gatekeepers of change.
They will open the door or
shut it completely.”

Robert Kriegel from *Sacred Cows Make the Best Burgers*

Whatever makes
you uncomfortable
is your biggest
opportunity for
growth.

~Bryant McGill





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