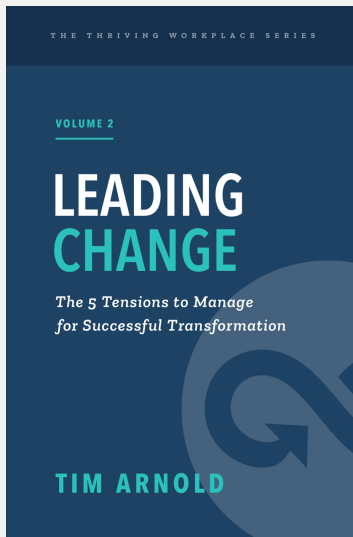


LEADERS FOR LEADERS

Leading Change

The 5 Tensions to Manage for Successful Transformation.





Leading Change 5 Unavoidable Tensions

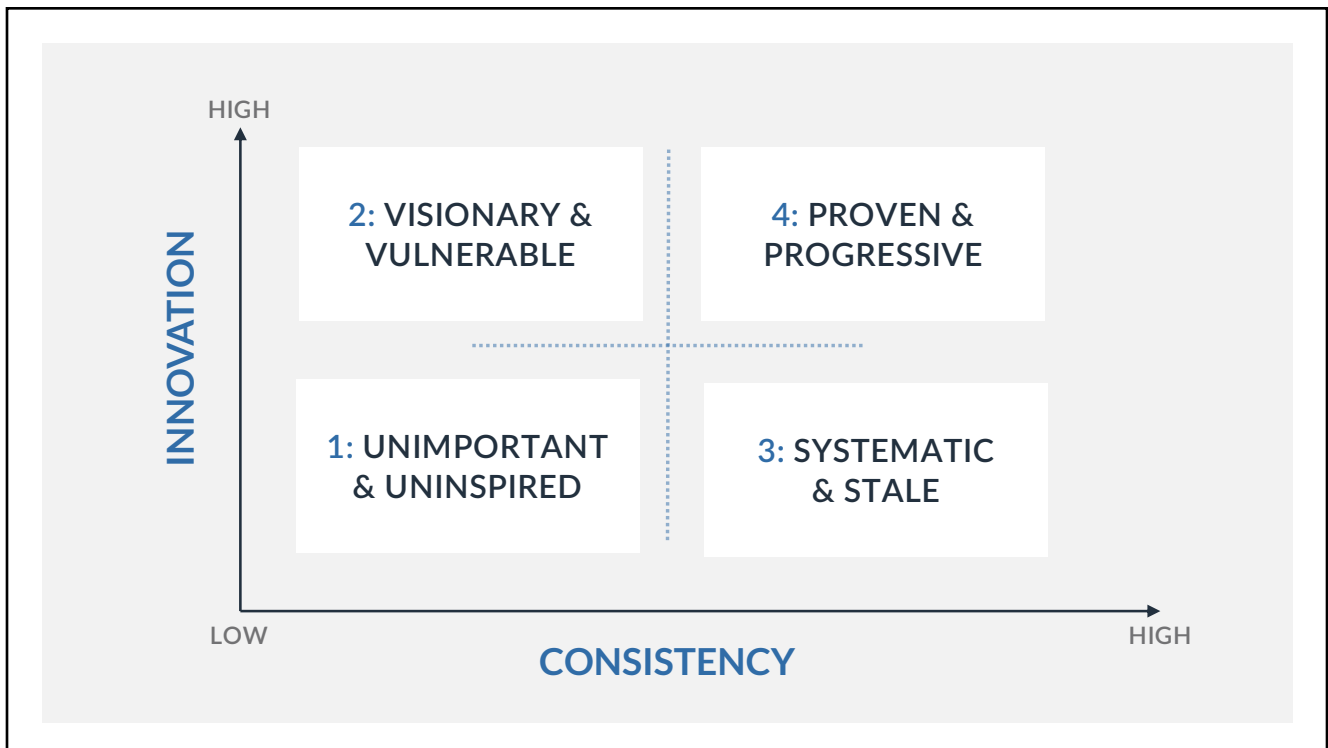
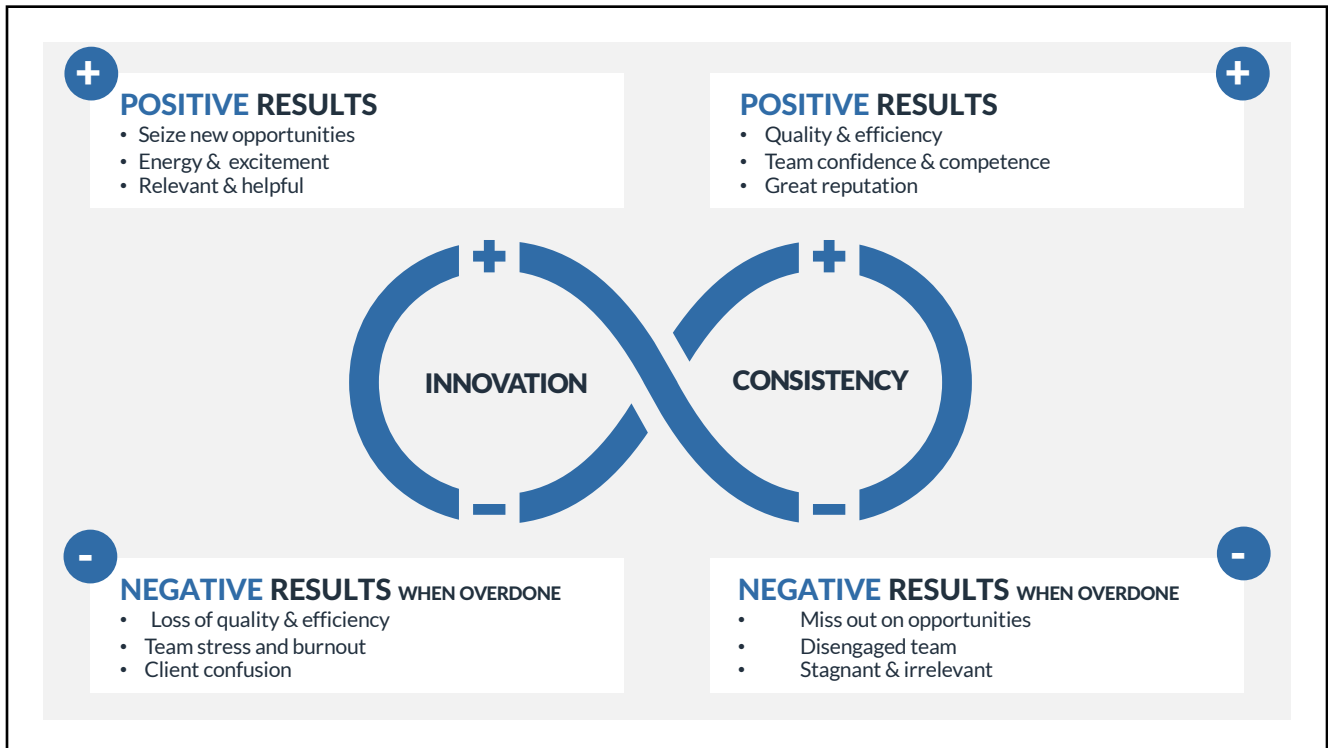
1. Embracing Innovation **AND** Consistency
2. Validating Facts **AND** Feelings
3. Focusing on the Short Term **AND** the Long Term
4. Promoting Planning **AND** Action
5. Valuing Complexity **AND** Simplicity

Problem to Solve

- + Requires “Either/Or” thinking
- + Assumes there is one right answer
- + Critical for kicking off a change management process

Tension to Manage

- + Requires “AND” thinking
- + Acknowledges and embraces “conflicting values”
- + Critical for navigating the change management journey



HOW TO EMBRACE INNOVATION:

1. Discuss the deltas
2. Make good mistakes

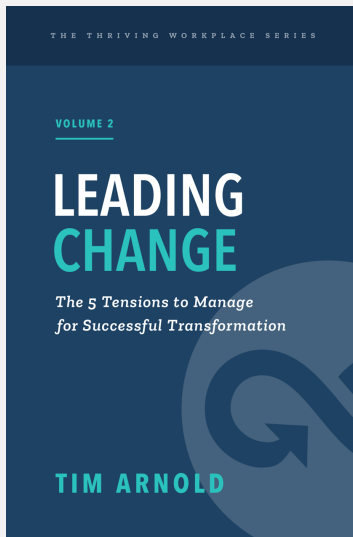
HOW TO EMBRACE CONSISTENCY:

1. Focus on what works
2. Look away!



SMALL GROUP DISCUSSION

1. How well are you currently managing the tension between **INNOVATION** and **CONSISTENCY**? Explain?
2. From the list of 4 ideas (above), which one would serve you and your organization the best right now?



FACTS - Information, evidence, and strategy that paint a clear picture of the why, how, and when, legitimizing the need for change and instilling confidence moving forward.

FEELINGS - The emotional rollercoaster individuals ride when navigating change, regardless of their understanding of the change.



Disgruntled Dana

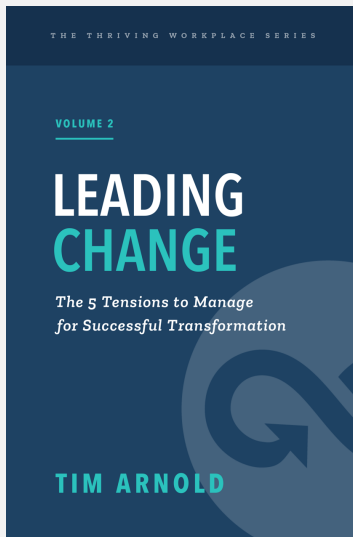


Resistant Raj

“Resistance towards change isn’t just a case of people being difficult—it’s a natural psychological response towards the unknown.

More than being tolerated, resistance should be expected and planned for.”

WILLIAM BRIDGES
Author, *Managing Transitions*



SHORT TERM - Immediate goals, actions, and innovations driven by taking advantage of real-time opportunities and avoiding imminent threats.

LONG TERM - Strategies guided and aligned with vision and core values and aimed at fostering sustained growth and securing organizational success over the long haul.

HEALTHY FOCUS ON THE SHORT TERM

1. Are we flexible?

- Is our long-term vision and strategic plan flexible enough to accommodate short-term opportunities and adaptations?

2. Are we aware?

- Are we regularly scanning the environment for emerging trends, threats, and opportunities that require immediate action?

3. Are we supportive?

- Are we fostering a culture that encourages and rewards agility and responsiveness to changing circumstances?

HEALTHY FOCUS ON THE LONG TERM

1. Do we have mission alignment?

- Do current changes align with our organization's long-term vision and strategic plan?

2. Are we creating capacity issues?

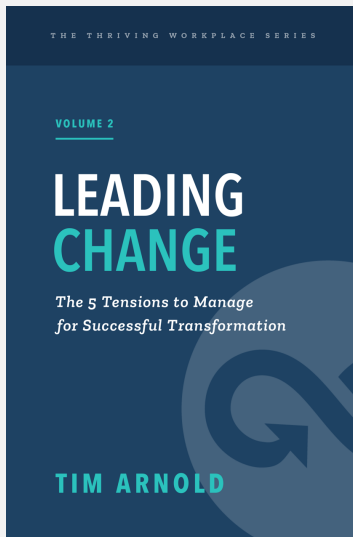
- Are we adequately prepared to sustain the success of current changes in the long term, considering the ongoing time, energy, and staffing commitments it may require?

3. Are we creating chaos and confusion?

- Are current changes leading to internal confusion regarding organizational priorities and values?

SMALL GROUP DISCUSSION

1. How well are you currently managing the tension between **SHORT TERM** and **LONG TERM**? Explain?
2. Based on your responses to the six questions, discuss which ones need the most attention at this time?



PLANNING – Processing and preparing a clear and confident strategy for change. It involves analyzing scenarios, setting objectives, and ensuring alignment.

ACTION – The dynamic process of putting plans into motion with adaptability and agility. It involves aligning the idealistic with the realistic.

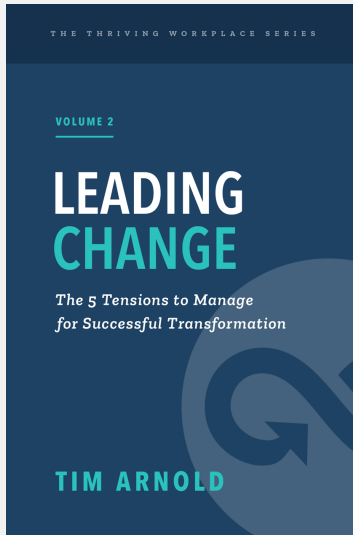
HOW TO EMBRACE **PLANNING**:

1. Plan for confidence
2. Go slow to go fast
3. Anticipate learning curves

HOW TO EMBRACE **ACTION**:

1. State the date
2. Let experience be your guide





COMPLEXITY – A thorough analysis and deep understanding of the system or situation that lead to a comprehensive and detailed change management strategy.

SIMPLICITY – The art of distilling complex ideas, processes, and strategies into clear, understandable, and actionable concepts.



Confused Chris

EXPERIMENTERS – These are people who learn best by doing.

IMITATORS – These are people who learn best by seeing it done well and then replicating it.

ANALYZERS – These are people who love information and need to know all the facts and details to be confident.

SMALL GROUP DISCUSSION

1. What is a change or innovation you're currently navigating?
2. Try to explain it to your partner in three simple steps.
3. No ideas? Try any of these...
 - You are merging with another company/department
 - You are changing your CRM or main software system
 - You are committing to eating healthy in the season ahead

LEADING CHANGE

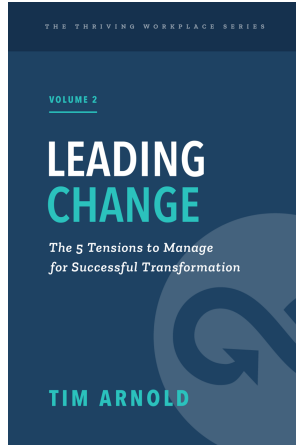
Learning Application & Commitment

1. What is the main thing I want to remember from this workshop?
2. What can I start, stop, or continue doing in the next 30 days to put my learning into action?
3. What do I feel might get in the way of helping me achieve this commitment?
4. Bonus: Who will hold me accountable?



NEXT STEPS

timarnold.ca/resources



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SLIDES & RESOURCES

02 **SIGN UP**
FOR NEWSLETTER

03 **STAY**
IN TOUCH

