


*Building an Adaptive Leadership Culture:
the Change Dimension*

Public Executive Leadership Academy 2021


John B. Stephens

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Learn about:

- What is involved in making any change?
- How do different people prefer to tackle change, and how can you maximize their contributions?
- Leading change: opportunities and challenges?
- How can this information help you influence and sustain successful change?

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**MAKING CHANGE HAPPEN:
Government Context**



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CHANGE IS GOOD.
You go first!

- Why is change so hard, especially in the public sector?

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Barriers to Managing Change

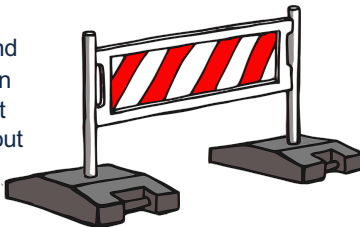
- Choice of leaders
- Short-time frame
- Rules governing decision-making
- Operating in a fishbowl
- Shifting political priorities and reforms
- Culture and democratic values
- Funding to manage change

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Resistance to Change

- Traditional bureaucratic forms of organization inhibit change
- The rule-oriented characteristics and the normal human tendency to resist change bring about resistance



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Resistance to Change

- Good reasons to resist change:
 - Some new ideas are simply bad
 - Many elected officials and political appointees initiate reforms but lack interest in implementation
 - Mandates can be ambiguous and their tenure short
- Dilemma about organizational change in government:
 - Successful change requires sustained support from higher levels, participative planning, and flexible implementation – elements that can be scarce

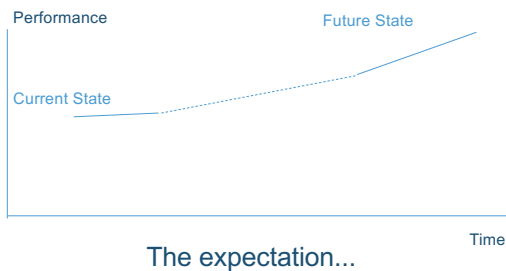
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How do you make change?

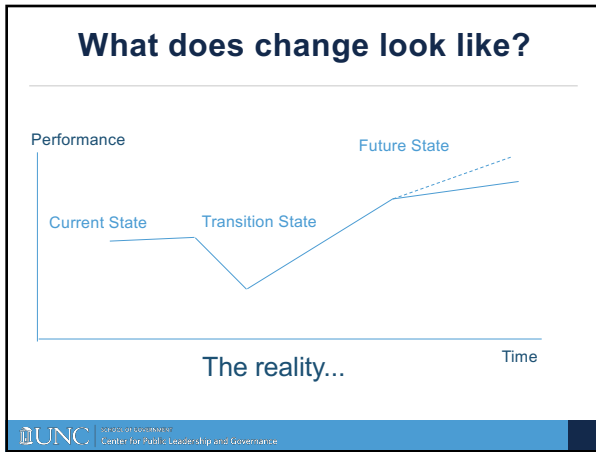
- Understand the four stages of transition
- Learn strategies for building your own and others' resilience during times of intense change
- Consider what you can do to lead others through your adaptive change project

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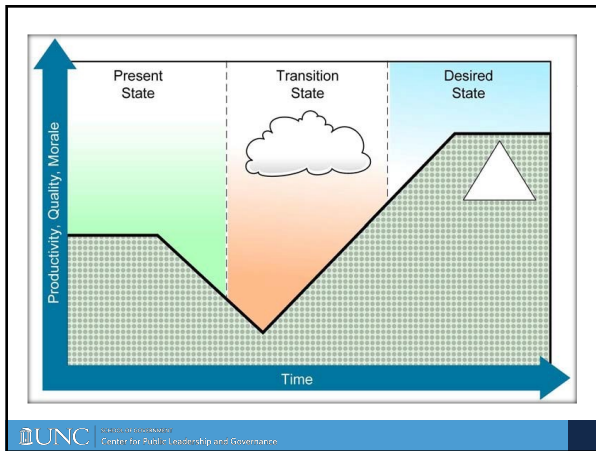
What does change look like?



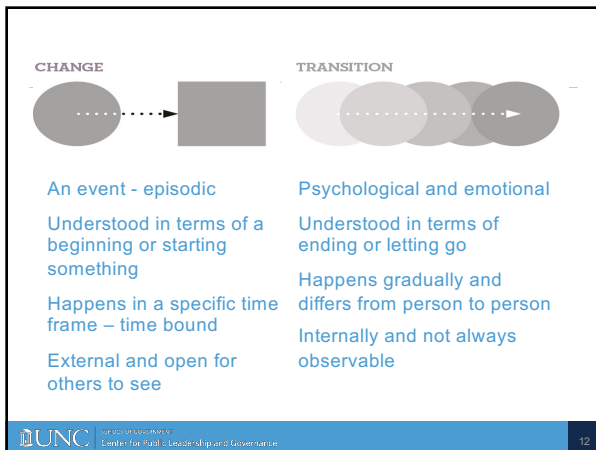
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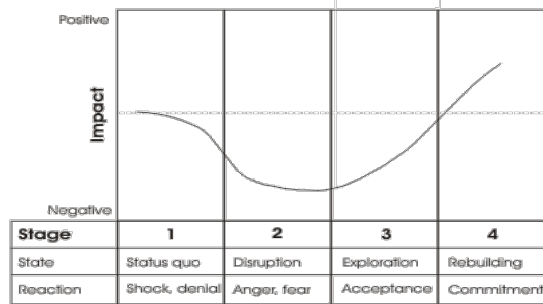
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Your experience: Examples of Change?



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PELA approach: Change Curve



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INDIVIDUALS and CHANGE



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Individual Preferences

Conservor	Pragmatists	Originators
<ul style="list-style-type: none"> • Accept the paradigm • Prefer incremental change 	<ul style="list-style-type: none"> • Explore the paradigm • Prefer functional change 	<ul style="list-style-type: none"> • Challenge the paradigm • Prefer expansive change
Evolution	Solution	Revolution

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Preferences for Structure

CONSERVERS	PRAGMATISTS	ORIGINATORS
Rules & policies provide order and thus have intrinsic value	Rules & policies are a fact of life. Be selective and prudent	Rules & policies are the problem and often have negative value

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Your Preference?

CONSERVER	PRAGMATIST	ORIGINATOR

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Working Collaboratively

	Conservers	Pragmatists	Originators
Process	Keep structure operating smoothly	Balanced inquiry	Challenge accepted structure
Focus	Task	Relationships	Outcomes
Encourage	Building on what is already working	Looking at current situation	Exploring new possibilities

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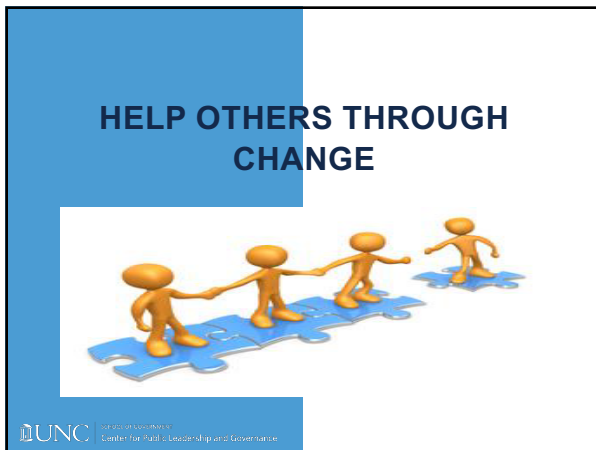
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Working Creatively

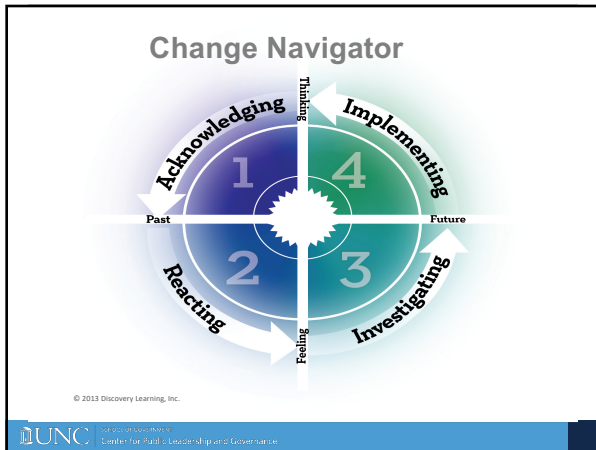
Conservers	Pragmatists	Originators
Verification	Perspiration	Inspiration
Refine	Concrete	Conceptual
Follow Through	Implement	Initiate

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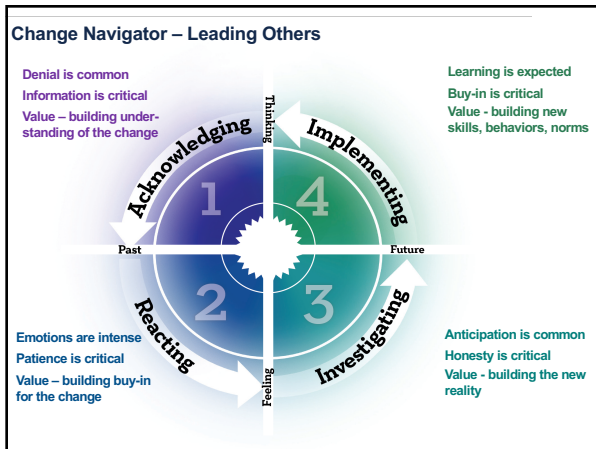
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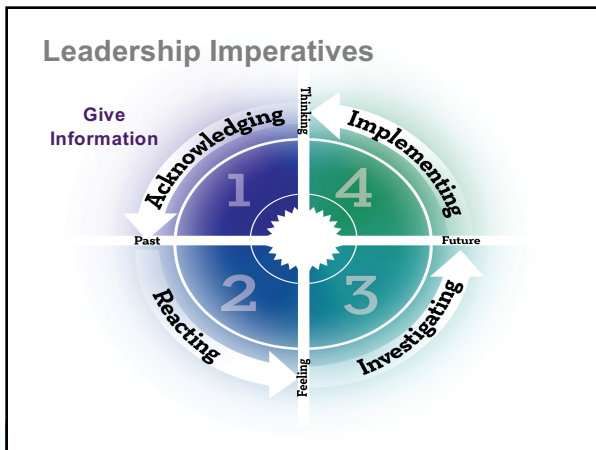
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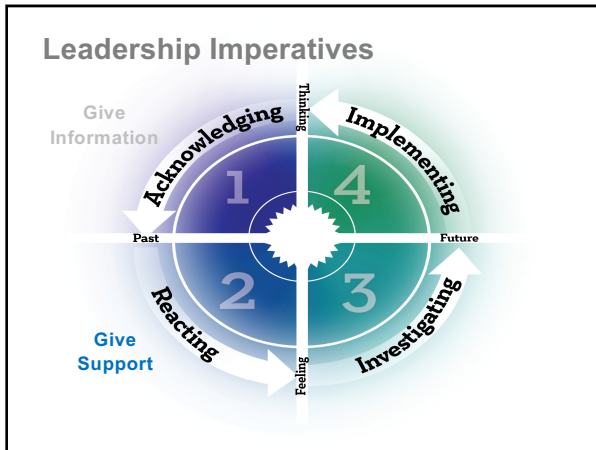
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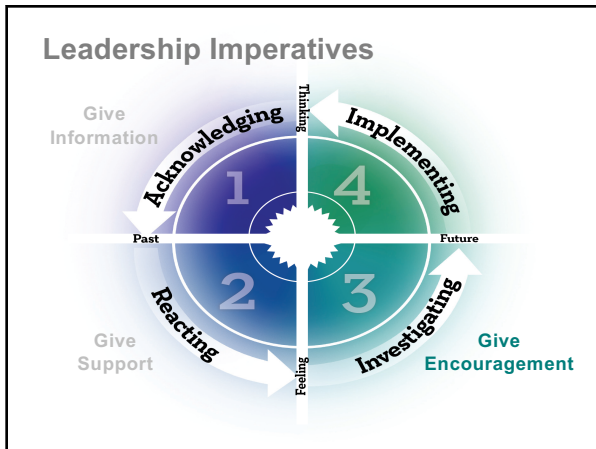
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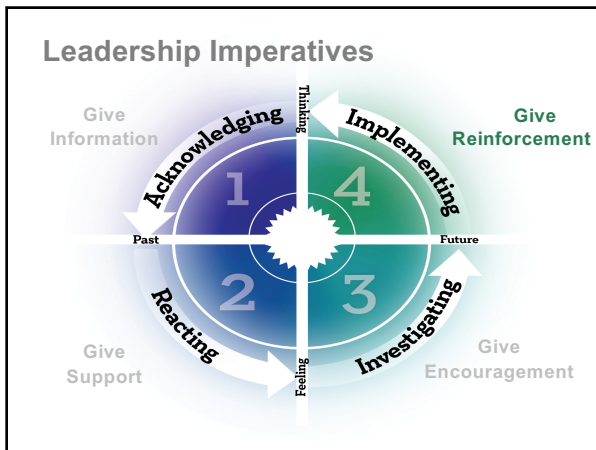
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Your Adaptive Change Project

- Considering the various stages of transition, where are you now?
- What challenges could present themselves?
- What might happen to hold you or your group back?
- What could you do to help the group move forward?


[SEE HANDOUT](#)

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End for Part 1:
Building an Adaptive Leadership Culture:
the Change Dimension

11:00 – 11:15 Break



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Part 2
Building an Adaptive Leadership Culture:
the Change Dimension

- Management vs. Leadership of Change
- Complex Change Matrix
- Addressing Resistance
- The Emotions of Change
- Application to your Adaptive Change Project

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CHANGE OF HEART

"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change"
- Charles Darwin

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Management vs. Leadership

Change management on a broad scale is a logical, transactional process. It's all about planning, structures, systems, broad communication and detailed organization.

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Complex Change Management Matrix

LEADERSHIP	SHARED VISION	SKILLS	RESOURCES	INCENTIVES	STRATEGY	GOVERNANCE	SUSTAINABLE CHANGE
	SHARED VISION	SKILLS	RESOURCES	INCENTIVES	STRATEGY	GOVERNANCE	CONFUSION
LEADERSHIP		SKILLS	RESOURCES	INCENTIVES	STRATEGY	GOVERNANCE	SABOTAGE
LEADERSHIP	SHARED VISION		RESOURCES	INCENTIVES	STRATEGY	GOVERNANCE	ANXIETY
LEADERSHIP	SHARED VISION	SKILLS		INCENTIVES	STRATEGY	GOVERNANCE	FRUSTRATION
LEADERSHIP	SHARED VISION	SKILLS	RESOURCES		STRATEGY	GOVERNANCE	RESISTANCE
LEADERSHIP	SHARED VISION	SKILLS	RESOURCES	INCENTIVES		GOVERNANCE	FALSE START
LEADERSHIP	SHARED VISION	SKILLS	RESOURCES	INCENTIVES	STRATEGY		CORRUPTION

SURGICAL DIAGNOSTIC TOOL FOR COMPLEX CHANGE MANAGEMENT - THILINA RAJAPAKSE @ThilinaRa

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Management vs. Leadership

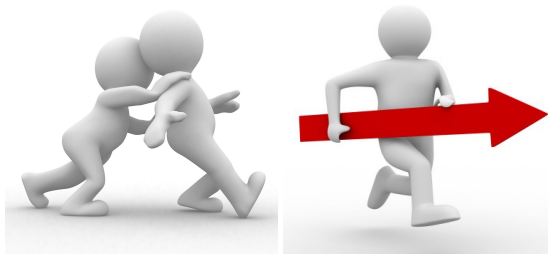
Change management on a broad scale is a logical, transactional process. It's all about planning, structures, systems, broad communication and detailed organization.

Change leadership on any scale is a psychological and emotional process. It's about trust, caring, and honest communications that underlie all successful human relationships.



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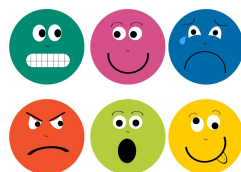
Resistance or resilience?



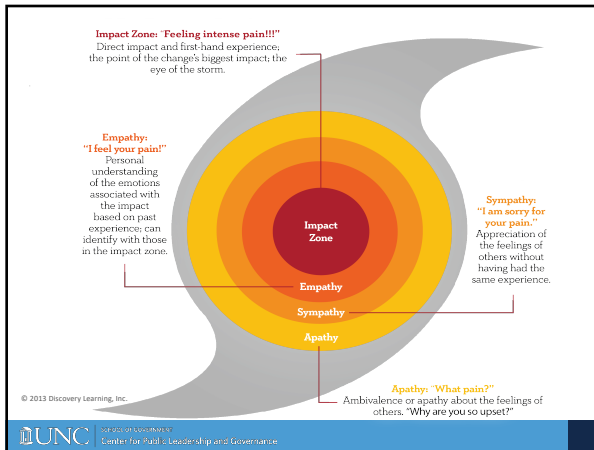
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The Emotions of Change

"The ability to be aware of, express and control our own emotions is an important part of navigating a change successfully, but so is our ability to understand, interpret, and respond to the emotions of others."



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Reflection and Learning Team Talk

- Think of people you know who are resilient--able to bounce back effectively from disruptive change without compromising the achievement of important personal or organizational goals.

What attributes do you believe contributed to their success?

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Emotions That Lead to Resistance	Emotions that Lead to Resilience
Anxiety	Purpose
Confusion	Enthusiasm
Frustration	Optimism
Fatigue	Hope
	Confidence

Source: McKinsey Quarterly

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Building Resiliency

- What can you do to build more resiliency amongst the people involved with your adaptive change project?

Purpose

Enthusiasm

Momentum

Hope

Confidence

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Moving forward

- What is one ah-hah moment you had about leading change?
- What lesson(s) will you take from today into the work ahead of you?
- What more would be helpful as you move forward?

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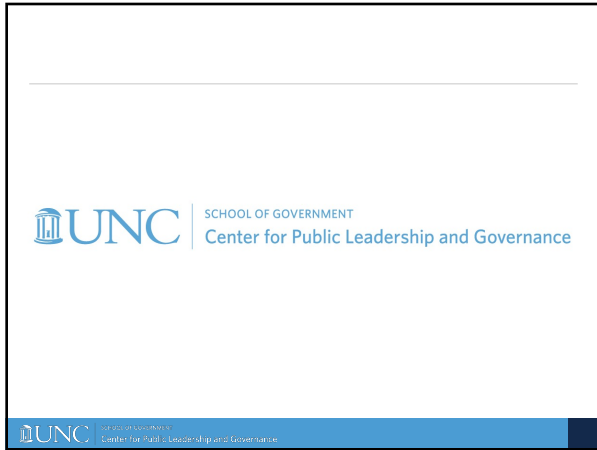
Moving forward

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Leadership Development Workbook
 Page 10 – Leading change
 “Leaders are change agents.” Change style and adaptive change project.

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