

# Leading Change

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Change is the only constant in life. One's ability to adapt to those changes will determine your success in life  
- *Benjamin Franklin*

## Change in Today's World

- Rapid-- need to have speed, agility and flexibility
- Surrounded in uncertainty
- Forward shorter
  - Leaders can't drag their feet too long or take too long making assessments
  - Have to constantly change, re-read the situation and adjust

## Top 3 Leadership Qualities Important in Years Ahead:

1. Ability to motivate staff (35%)
2. Ability to work well across cultures (34%)
3. **Ability to facilitate change (32%)**

91% of future recruiting in the workplace will be based on one's ability to deal with change and uncertainty without losing focus

*From Study Economist  
Intelligence Unit*

# Emotional Intelligence

## Personal Competence: How Well We Manage Ourselves

### Self-Awareness

- **Emotional self-awareness:** Reading one's own emotions & recognizing their impact; using "gut sense" to guide decisions
- **Accurate self-assessment:** Knowing one's strengths and limits
- **Self-confidence:** A sound sense of one's self-worth and capabilities

### Self-Management

- **Emotional Self-Control:** Keeping disruptive emotions and impulses under control
- **Transparency:** Displaying honesty & integrity; Trustworthiness
- **Adaptability:** Flexibility in adapting to changing situations or overcoming obstacles
- **Achievement:** The drive to improve performance to meet inner standards of excellence
- **Initiative:** Readiness to act and seize opportunities
- **Optimism:** Seeing the up side in events

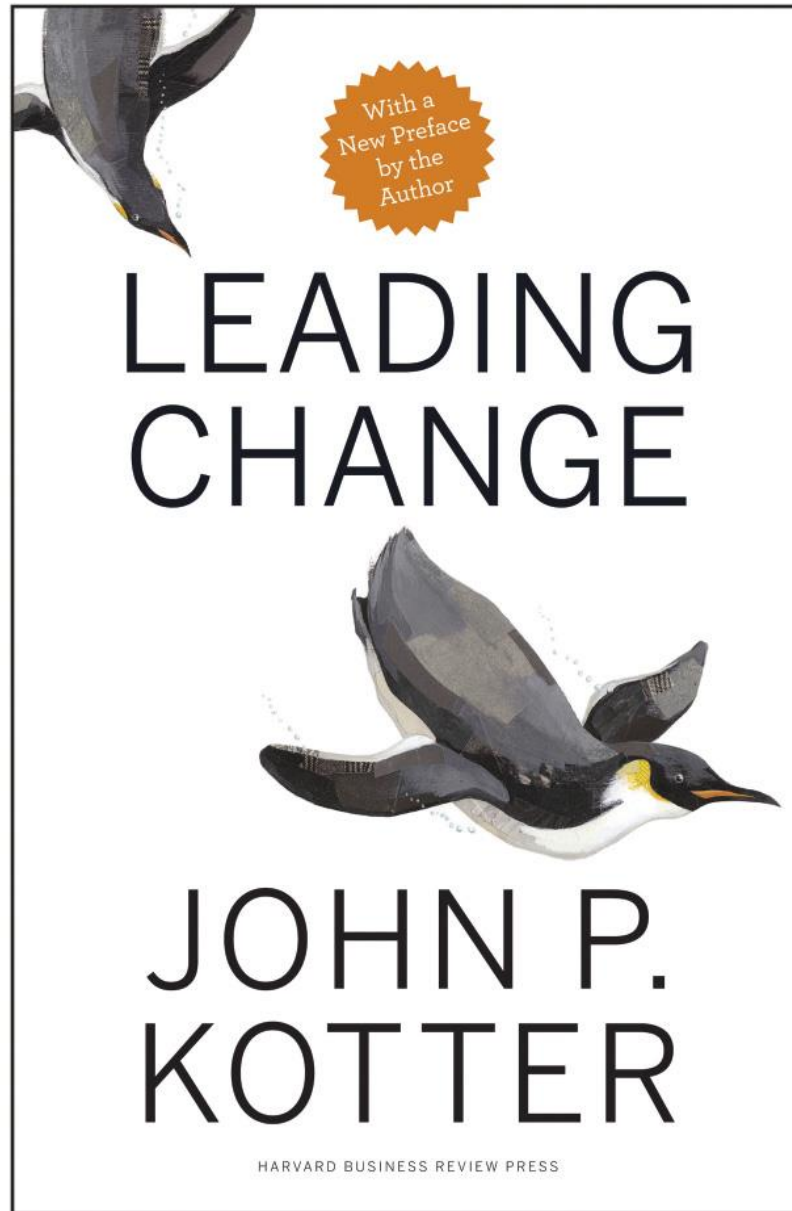
## Social Competence: How Well We Manage Relationships

### Social Awareness

- **Empathy:** Sensing others' emotions; understanding their perspective & taking active interest in their concerns
- **Organizational Awareness:** Reading the currents, decision networks and politics at the organizational level
- **Service:** Recognizing and meeting follower, client or customer needs

### Relationship Management

- **Inspirational Leadership:** Guiding and motivating with a compelling vision
- **Influence:** Wielding a range of tactics for persuasion
- **Developing Others:** Bolstering others' abilities through feedback and guidance
- **Change Catalyst:** Initiating, managing and leading in a new direction
- **Conflict Management:** Resolving disagreements
- **Building Bonds:** Cultivating and maintaining a web of relationships
- **Teamwork & Collaboration:** Cooperation & team building



# The 8 Stage Change Process

# Management vs. Leadership

## Management

- *Planning and budgeting:* establishing detailed steps and timetables for achieving needed results, then allocating the resources necessary to make it happen
- *Organizing and staffing:* establishing some structure for accomplishing plan requirements, staffing that structure with individuals, delegating responsibility and authority for carrying out the plan, providing policies and procedures to help guide people, and creating methods or systems to monitor implementation
- *Controlling and problem solving:* monitoring results, identifying deviations from plan, then planning and organizing to solve these problems



- Produces a degree of predictability and order and has the potential to consistently produce the short-term results expected by various stakeholders (e.g., for customers, always being on time; for stakeholders, being on budget)

## Leadership

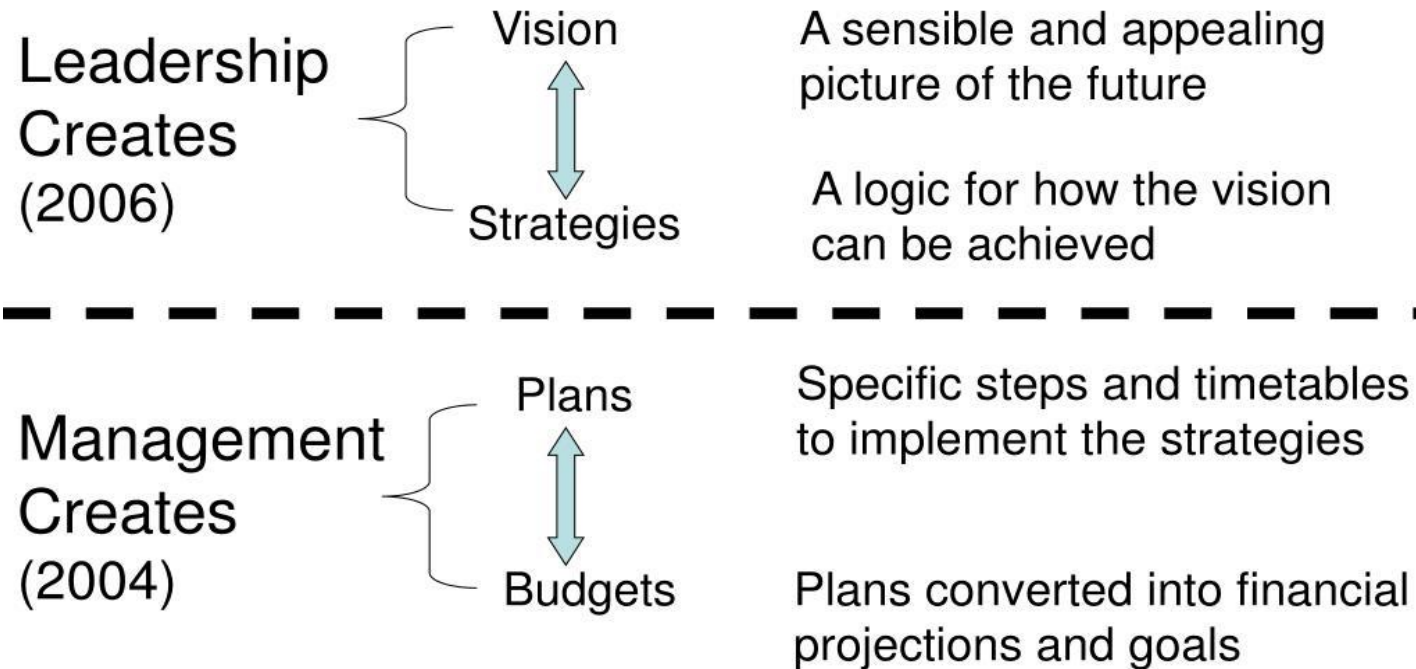
- *Establishing direction:* developing a vision of the future – often the distant future – and strategies for producing the changes needed to achieve that vision
- *Aligning people:* communicating in words and deeds to all those whose cooperation may be needed so as to influence the creation of teams and coalitions that understand the vision and strategies and that accept their validity
- *Motivating and inspiring:* energizing people to overcome major political, bureaucratic, and resource barriers to change by satisfying basic, but often unfulfilled, human needs



- Produces change, often to a dramatic degree, and has the potential to produce extremely useful change (e.g. new products that customers want, new approaches to labor relations that help make a firm more competitive)

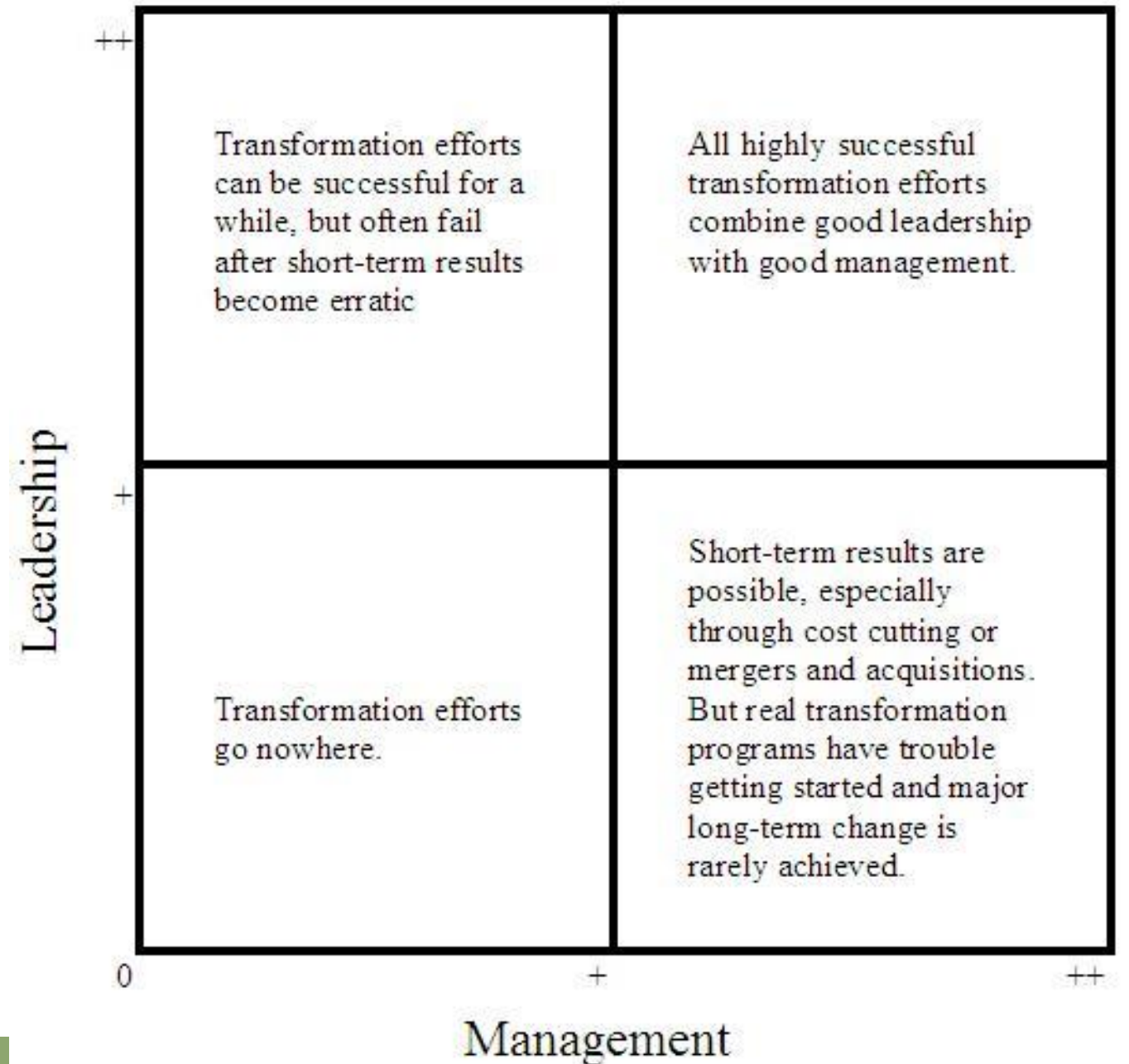
# Management vs. Leadership

## The Relationship of Vision, Strategies, Plans, and Budgets

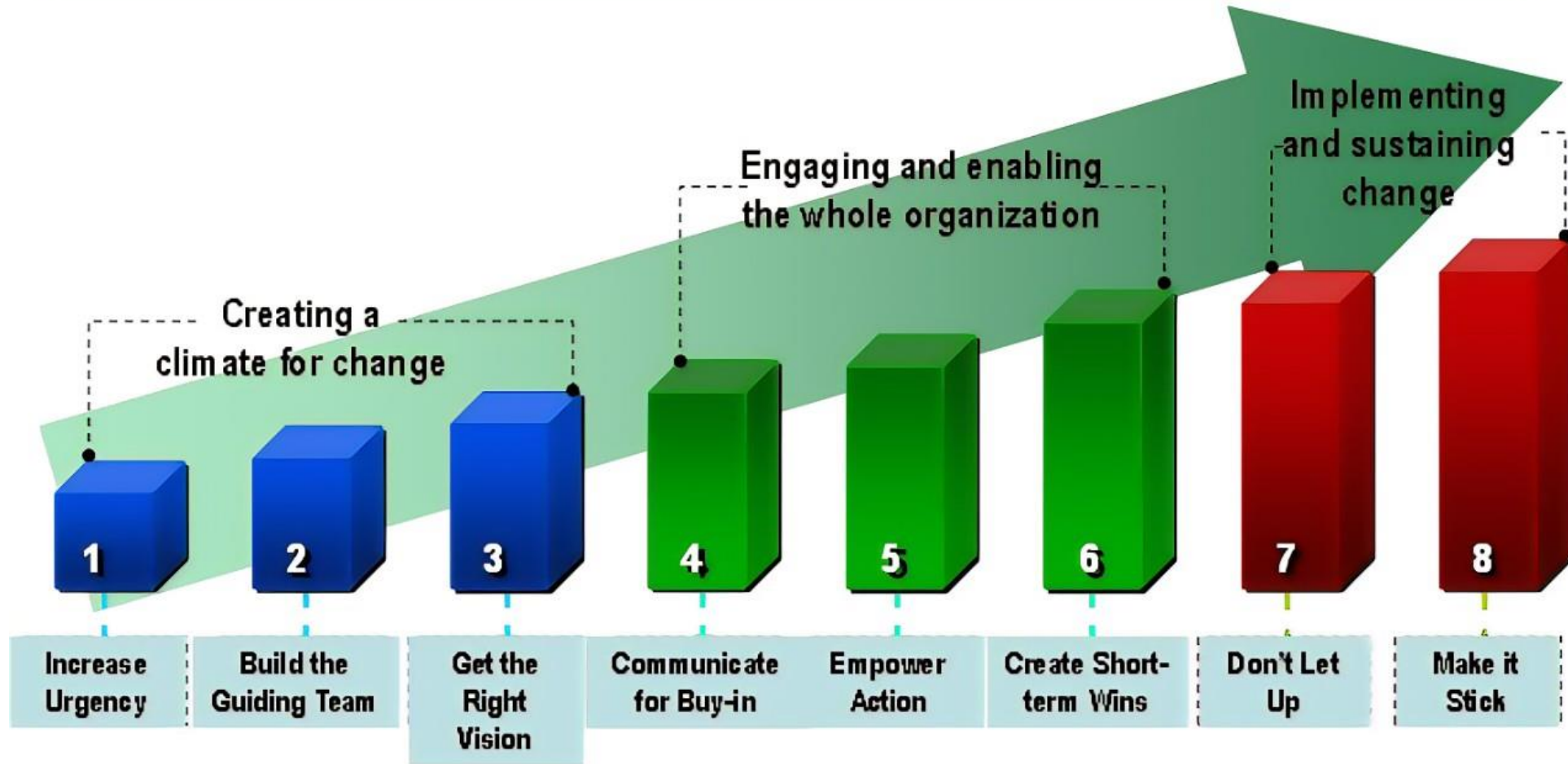


Reference: Leading Change, J.P. Kotter

## The Relationship of Leadership, Management, Short-Term Results & Successful Transformation



# "Kotters Eight Steps of Change"



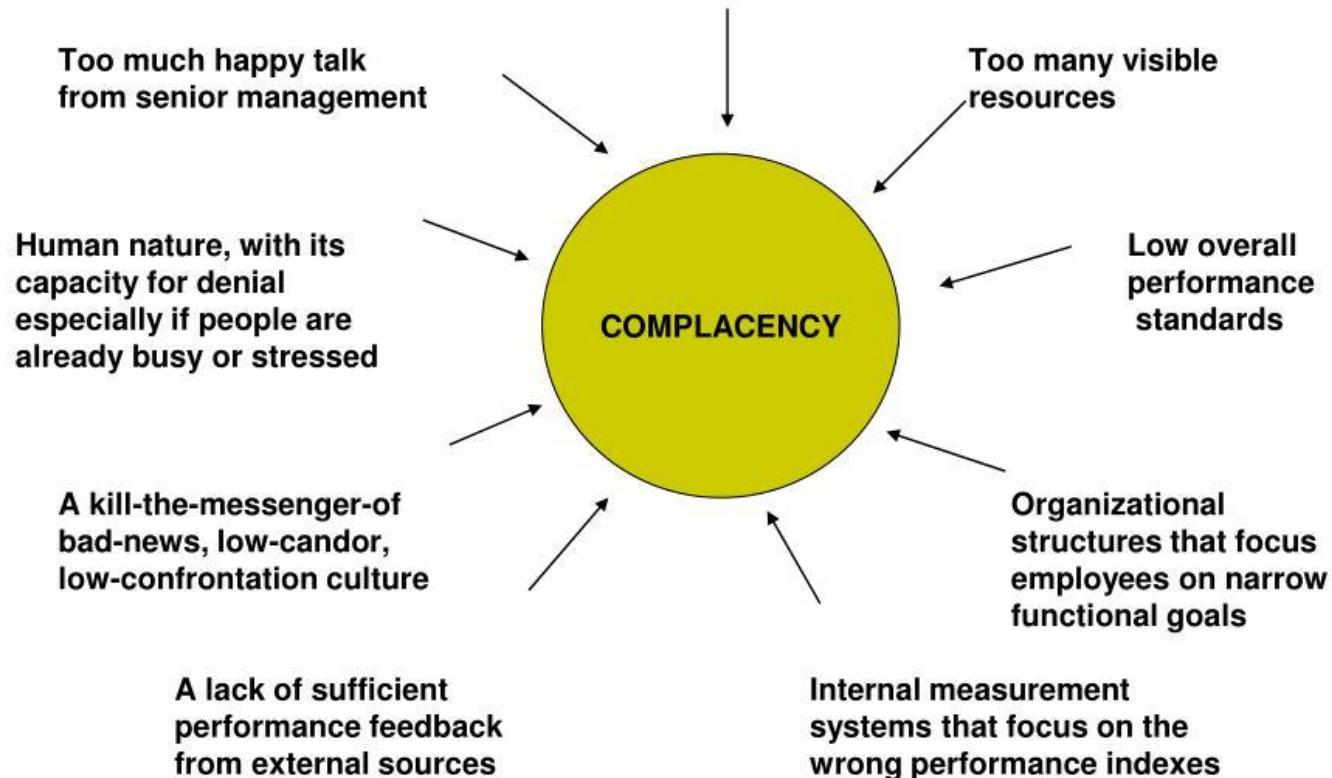
## Step 1 - Establishing a Sense of Urgency

- Crucial to gaining needed cooperation
- Failure is high if complacency levels are high
- We overestimate how much one can force large change
- We underestimate the difficulty of driving people out of comfort zones/challenging the status quo

# Sources of Complacency

Kotter, J. P. (1996). *Leading Change*. Boston: Harvard Business School Press. p. 40.

## The absence of a major and visible crisis



## Step 2 - Creating the Guiding Coalition

- Individuals alone, no matter how competent or charismatic, never have all the assets needed to overcome tradition and inertia
- Teamwork is essential, and it needs to be the right people on the team with strong leadership skills
- Major change is impossible unless the head of an organization is an active supporter

# Step 2 - Creating the Guiding Coalition

## Building a Coalition that Can Make Change Happen

### Find the Right People

- With strong position power, broad expertise and high credibility
- With leadership and management skills, especially the former

### Create Trust

- Through carefully planned off-site events
- With lots of talk and joint activities

### Develop a Common Goal

- Sensible to the head
- Appealing to the heart

## Step 3 – Developing a Vision & Strategy

- Do not underestimate the power of a vision
  - Helps direct, align, and inspire actions on the part of large numbers of people
- Without appropriate vision, a transformation effort can easily dissolve into a list of confusing, incompatible and time-consuming projects that go in the wrong direction or nowhere at all
- Without a sound vision—not meaningful/won't stir up the kind of energy to properly implement any initiatives
- Should not be complicated or blurry or will not be useful
  - Needs to be clearly visible, simple to avoid waste

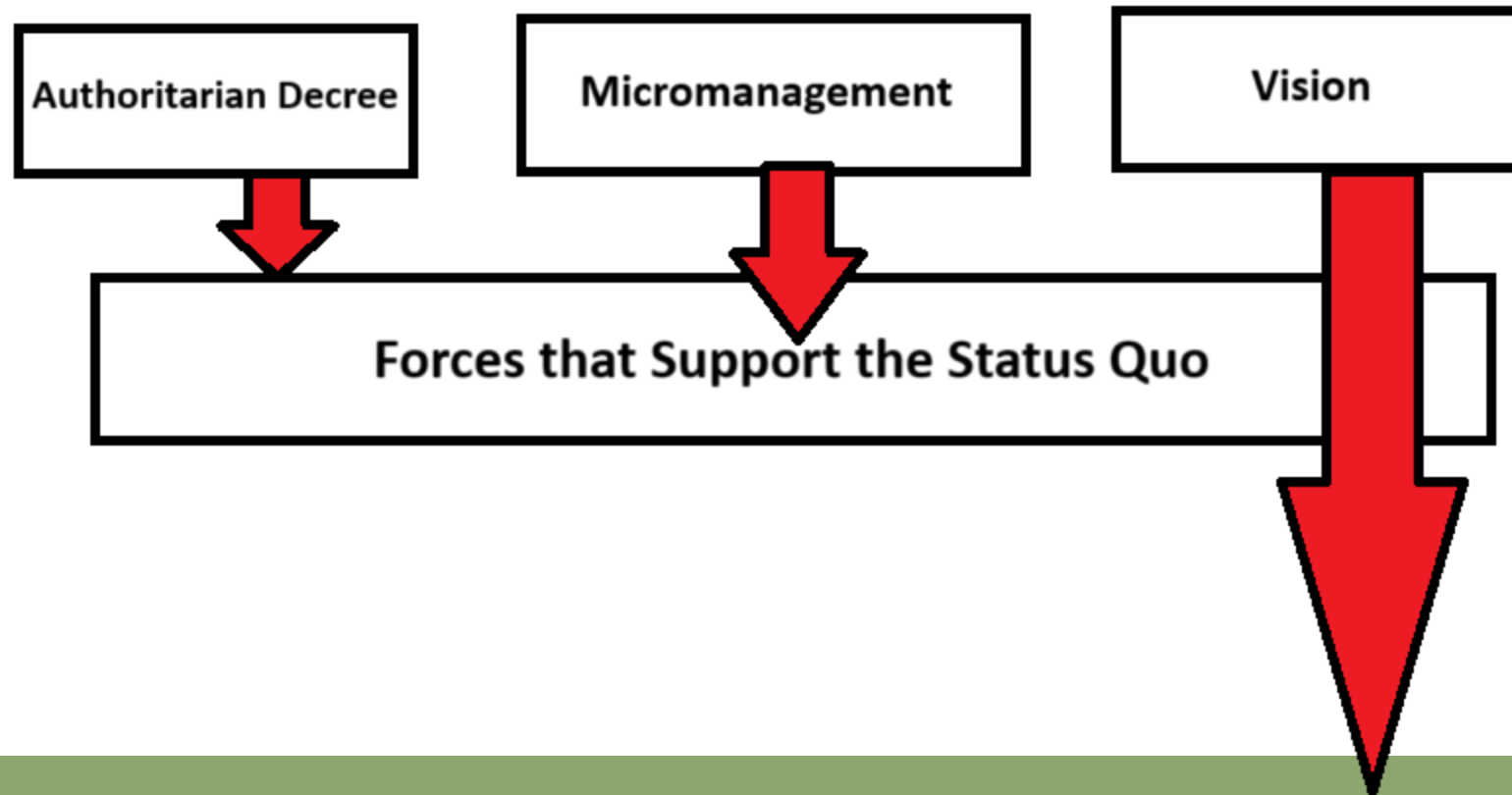
## Step 3 – Developing a Vision & Strategy

### Characteristics of an Effective Vision

- **Imaginable:** Conveys a picture of what the future will look like
- **Desireable:** Appeals to the long-term interests of employees, customers, stockholders and others who have a stake in the enterprise
- **Feasible:** Comprises realistic, attainable goals
- **Focused:** Is clear enough to provide guidance in decision making
- **Flexible:** Is general enough to allow individual initiative and alternative responses in light of changing conditions
- **Communicable:** Is easy to communicate; can be successfully explained within 5 minutes with response from audience indicating understanding and interest

## Step 3 – Developing a Vision & Strategy

### Breaking Through Resistance With Vision



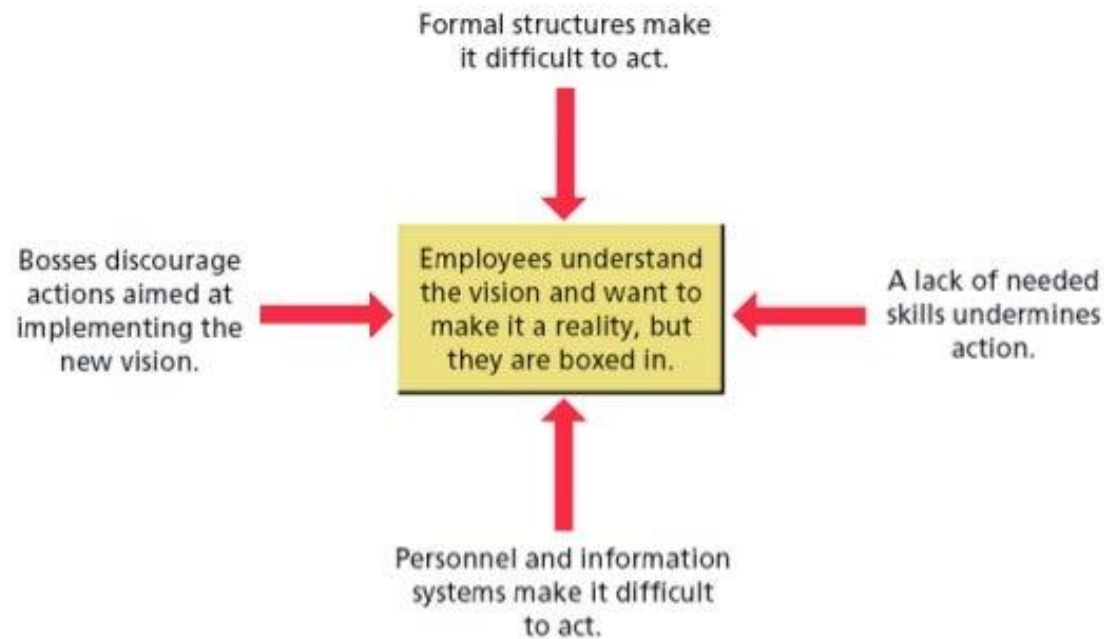
# Step 4 – Communicating the Change Vision

## Key Elements in the Effective Communication of Vision

- **Simplicity:** All jargon and technobabble must be eliminated
- **Metaphor, analogy and example:** A verbal picture is worth a thousand words
- **Multiple forums:** Big meetings and small, memos and newspapers, formal and informal interaction- all are effective for spreading the word
- **Repetition:** Ideas sink in deeply only after they have been heard many times
- **Leadership by example:** Behavior from important people that is inconsistent with the vision overwhelms other forms of communication
- **Explanation of seeming inconsistencies:** Unaddressed inconsistencies undermine the credibility of all communication
- **Give-and-take:** Two-way communication is always more powerful than one-way communication

# Step 5 – Empowering Others for Broad- Based Action

## Barriers to empowerment



**Get rid of  
obstacles**

## Step 5 – Empowering Others for Broad- Based Action

The Vision	The Structure
Focus on the customer	But the organization fragments resources and responsibility for products and services
Give more responsibility to lower-lower employees	But there are layers of middle-level managers who second-guess and criticize employees
Increase productivity to become the low-cost producer	But huge staff groups a corporate headquarters are expensive and constantly initiate costly procedures and programs
Speed everything up	But independent silos don't communicate and thus slow everything down

- **Change Systems or Structures that Undermine the Vision**
- **Encourage Risk Taking, Non-traditional ideas, activities and action**

## Step 5 – Empowering Others for Broad- Based Action

### Empowering People to Effect Change

- *Communicate a sensible vision to all:* A shared sense of purpose is easier to initiative action to achieve that purpose
- *Make structures compatible with the vision:* Unaligned structures block needed action
- *Provide needed training:* Without the right skills and attitudes, people feel disempowered
- *Align information and personnel systems to the vision:* Unaligned systems also block needed action
- *Confront supervisors who undercut needed change:* Nothing disempowers people the way a bad boss can

## Step 6 – Generating Short Term Wins

### The Role of Short-Term Wins

- **Visible:** Large numbers of people can see for themselves whether the result is real or just hype
- **Unambiguous:** There can be little argument over the call
- **Interconnected:** It's clearly related to the change effort

# Step 6 – Generating Short Term Wins

## The Role of Short-Term Wins

- *Provide Evidence that Sacrifices are Worth It:* Wins greatly help justify the short-term costs involved
- *Reward change agents with a pat on the back:* After a lot of hard work, positive feedback builds morale and motivation
- *Help fine-tune vision and strategies:* Short-term wins give the guiding coalition concrete data on the viability of their ideas
- *Undermine cynics and self-serving resisters:* Clear improvements in performance make it difficult for people to block needed change
- *Keep bosses on board:* Provides those higher in the hierarchy with evidence that the transformation is on track
- *Build momentum:* Turns neutrals into supporters, reluctant supporters into active helpers, etc.

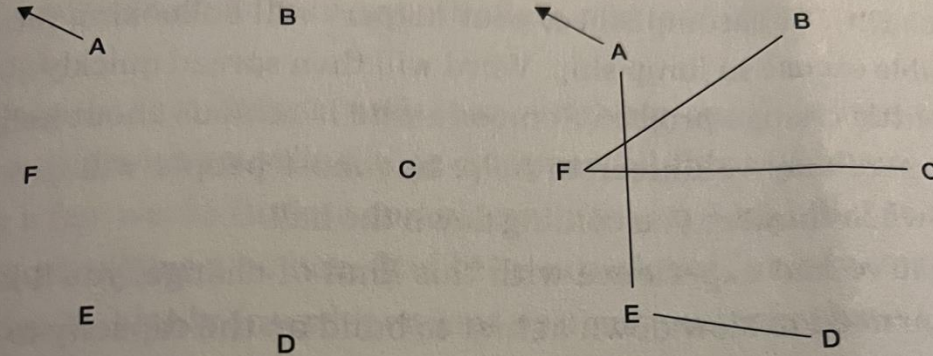
## Step 7 – Consolidating Gains & Producing More Change

- **More change, not less:** The guiding coalition uses the credibility afforded by short-term wins to tackle additional and bigger change projects
- **More help:** Additional people are brought in, promoted and developed to help with all the changes
- **Leadership from senior management:** Senior people focus on maintaining clarity of shared purpose for the overall effort and keeping urgency levels up
- **Project management and leadership from below:** Lower ranks in the hierarchy both provide leadership for specific projects and manage those projects
- **Reduction of unnecessary interdependencies:** To make change easier in both the short and long term, managers identify unnecessary interdependencies and eliminate them

## Step 7 – Consolidating Gains & Producing More Change

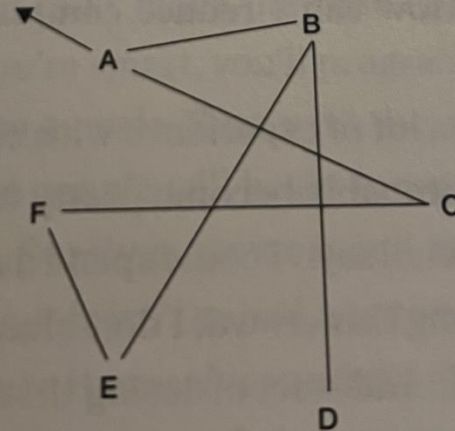
FIGURE 9-1

### Creating change in systems of varying interdependence



In a system with independent parts, A can be moved by simply moving A.

In a system with some interdependence, several elements (A, E, D) may need to be changed in order to move A.



In a system with much interdependence, all the elements may need to be changed in order to move A.

## Step 8 – Anchoring New Approaches in the Culture

- *Comes last, not first:* Most alterations in norms and shared values come at the end of the transformation process
- *Depends on results:* New approaches usually sink into a culture only after it's very clear that they work and are superior to old methods
- *Requires a lot of talk:* Without verbal instruction and support, people are often reluctant to admit the validity of new practices
- *May involve turnover:* Sometimes the only way to change a culture is to change key people
- *Makes decisions on succession crucial:* If promotion processes are not changed to be compatible with the new practices, the old culture will reassert itself

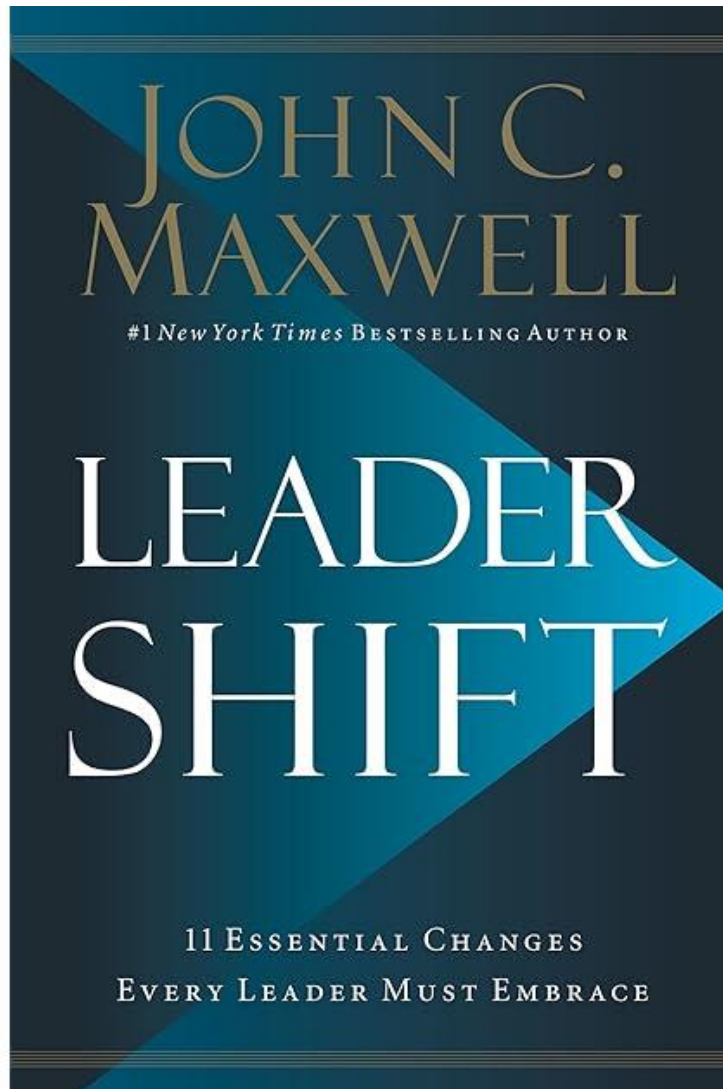
# The 20<sup>th</sup> and 21<sup>st</sup> Century Organization Compared

20th Century	21st Century
<b>STRUCTURE</b>	<b>STRUCTURE</b>
Bureaucratic Multilevel Organized with the expectation that senior management will manage Characterized by policies and procedures that create many complicated internal interdependencies	Non Bureaucratic with fewer rules and employees Limited to fewer levels Organized with the expectation that management will lead, lower-level employees will manage Characterized by policies and procedures that produce the minimal internal interdependence needed to serve customers
<b>SYSTEMS</b>	<b>SYSTEMS</b>
Depend on few performance information systems Distribute performance data to executives only Offer management training and support systems to senior people only	Depend on many performance information systems, providing data on customers especially Distribute performance data widely Offer management training and support systems to many people
<b>CULTURE</b>	<b>CULTURE</b>
Inwardly focused Centralized Slow to make decisions Political Risk averse	Externally oriented Empowering Quick to make decisions Open and candid More risk tolerant

# Lifelong Learning

## Mental Habits of the Lifelong Learner

- Risk Taking: Willingness to push oneself out of comfort zones
- Humble self-reflection: Honest assessment of successes and failures, especially the latter
- Solicitation of opinions: Aggressive collection of information and ideas from others
- Careful listening: Propensity to listen to others
- Openness to new ideas: Willingness to view life with an open mind



## Tips on Successful Leadership

- **Adaptability, not conformity**
  - *To be an effective leader you cannot be the same, think the same, and act the same if you hope to be successful in a world that does not remain the same*

# Leadershifting

- Leaders need to be like water

- Fluid
- Change with the circumstances
- One's environment dictates change, BUT moving water is also forceful
  - First moves around an object, but at the same time begins moving the object
- Small shifts can make a big difference

- Leadershifting moves us forward in the face of the natural temptation to be mentally rigid

- Prompts innovation, leaving comfort zone, questioning conventional wisdom, more welcoming of change

## Leadershifting

- How open are you to change?
- Are you willing to start asking more questions instead of giving more answers?
- Are you willing to become a better listener, a better observer?
- Are you willing to rely more on your intuition and your creativity?
- Are you ready to deal with the tension between the stability that gives security and the adaptability that opens up to opportunity?

# Leadershifting – 7 Practices for Success

- 1. Continually Learn, Unlearn and Relearn

- Must be willing to let go of what worked yesterday and learn new ways of seeing, doing and leading.
- Must embrace change every day

- 2. Value Yesterday But Live in Today

- “Yesterday’s homerun doesn’t win today’s game” – Babe Ruth
- People may honor you for what you did yesterday, but they respect you for what you’re doing now

# Leadershifting – 7 Practices for Success

## • 3. Rely on Speed, But Thrive on Timing

- Having to move quickly is not a choice, timing is
- Leading is like knowing when to eat a pear--- it's said that there is only one day in the life of a pear when it is perfect to eat
  - Leaders must be able to recognize the right timing of leadership moments
- When does a team member need an encouraging pep talk vs. when do they need to be challenged to step up?

## • 4. See the Big Picture as the Picture Keeps Getting Bigger

- Everything rises and falls on leadership
- There is no finish line when it comes to improving--- there is no complete picture of leadership that can be mastered-- As long as you're growing, your leadership picture will continue to enlarge
- Layered learning-- new lessons connect with many past lessons, gain depth, see more big picture

# Leadershifting – 7 Practices for Success

## • 5. Live in Today But Think About Tomorrow

- Leaders have a natural bias toward action--- be proactive today for sake of tomorrow
- Longevity of leadership determined by how they think and see the future
  - Think ahead to stay ahead
- We cannot recover yesterday, but tomorrow is ours to win or lose--- “The future has a way of arriving unannounced” --- Goerge Will, political columnist
- Awareness---good dream and good team--- advance awareness---bring in people and resources needed--- enables leading life rather than merely accepting it

# Leadershifting – 7 Practices for Success

## 6. Move Forward Courageously in the Midst of Uncertainty

- Opportunities are always surrounded by uncertainty--- the greater the inaction of leaders, the more opportunities are lost
- All good things include uncertainty, and overcoming uncertainty requires courage
- “We have to step out and take that first step, and we may never know the ripple effect of that one courageous decision” – *Andy Stanley, North Point Church founder*
- “Anything I’ve ever done that ultimately was worthwhile initially scared me to death.” – *Betty Bender, former president Library Administration and Management Association*

## 7. Realize Today’s Best Will Not Meet Tomorrow’s Challenges

- You need to keep getting better--- tomorrow’s challenges are not won with today’s abilities
- Goal end of the day= Feel satisfied that you gave your very best
- Goal at beginning of day= Be dissatisfied enough to try to improve on yesterday
- Yesterday’s best is the foundation for tomorrow’s improvement

# Everyone Can Improve and Everything Can Be Improved. Every Day Has Improvement Possibilities

## Keep getting better and become a better leadershifter:

- 1. Learn Something New
- 2. Try Something Different
- 3. Find Something Better
- 4. See Something Bigger

# 1. Soloist to Conductor – The Focus Shift

- You can be a successful person on your own, but not a successful leader
- The potential of a group is always greater than that of an individual--- people working together possess limitless possibilities--- working together to do something greater than themselves
- Soloist= want entire orchestra to serve you and your agenda
- Conductor= work to bring out the best in everyone around you
- Agenda needs to change to how you can help others not just yourself
  - Increase effort to first focus on others and to add value to them will increase the energy of those you lead and in turn increase your energy while leading them

# Soloist to Conductor – The Focus Shift

Competing	Completing
Has a Scarcity Mindset	Has an Abundance Mindset
Thinks Win Lose	Thinks Win-Win
Practices Single Thinking	Practices Shared Thinking
Excludes Others	Includes Others

# Soloist to Conductor – The Focus Shift

## Challenges

- 1. Going Slower So You Can Go Farther

- “It’s Lonely at the Top”
  - Good leaders don’t go to the top and yell down---- they make a conscious decision to slow down and carefully choose steps so that they can help others make the climb with them and help others reach their potential
- Leadership dance
  - Step ahead of people– staying close enough for them to see you
  - Step beside people-- listening to them and talking about the journey
  - Step behind people-- sharing words of encouragement to keep them going

- 2. Recognize that you need others

- 3. Making the Effort to Understand Others

# Soloist to Conductor – The Focus Shift

## *Challenges, continued...*

### • 4. Wanting Others to Shine More Than You Do

- Good leaders do what they can do to put others in a position to win and are intentional
- See the possibilities in all people
- Honor them in front of others
- Invite them to help achieve the vision
- Notice what they do well and compliment them
- Thank them to make sure they know they're valued

# Soloist to Conductor – The Focus Shift

## Challenges, continued...

- 5. Helping Others to Become Better Every Day
  - Take the focus off of yourself and look for ways to help others reach their potential
  - **Three Questions Followers Ask of their Leaders:**
    - *1. Do you care for me?*
    - *2. Can I trust you?*
    - *3. Can you help me?*
  - Doing something every day to add values to others makes good leadership possible

# Soloist to Conductor – The Focus Shift

## Change your Focus from Receiving to Giving

- Sowing Always Precedes Reaping
  - Question each day should not be “Will I reap a harvest?” but should be “Have I sowed seeds today?”
- Good leaders shift from being self-focused to others-focused, give more than take
- Focus on adding more value daily
  - Add as much value as possible as often as possible, never wait to add value
- Give without keeping score so motives stay pure, welcome any return as an unexpected blessing
- People remember those who added value to them, **and they’re especially grateful to those who helped them first.**

## 2. Goals to Growth- The Personal Development Shift

- Goals to growth-- *goals help to do better, growth helps to become better*
- 1. Growth Outward to Growth Inward-- growth on the inside fuels growth on the outside, not vice versa
- 2. Growth in Everything to Growth in a Few Vital Things
  - It is impossible to grow everywhere all at once
  - Positive attitude is something that all successful people have in common
  - Ability to develop strong relationships– another characteristic of successful people--- people go along with people when they get along with them
  - Develop your successors– equip others to carry on without you---trainer and coach

# Goals to Growth- The Personal Development Shift

Goal-Oriented Culture	Growth-Oriented Culture
Values Achievement	Values Development
Focuses on Status	Focuses on Stretching
Honors Privilege	Honors Serving
Emphasizes the Teacher	Emphasizes the Student
Target Is Achieved	Target is Growth

# Goals to Growth- The Personal Development Shift

Fixed Mindset	Growth Mindset
Believes Intelligence Is Static	Believes Intelligence Can Be Developed
Avoids Challenges	Embraces Challenges
Gives up Too Easily	Persists When Faced with Setbacks
Sees Effort as Fruitless	Sees Effort as a Path to Mastery
Ignores Constructive Criticism	Learns from Constructive Criticism
Feels Threatened by the Success of Others	Finds Lessons and Inspirations from the Success of Others
Plateaus Early and Achieves Less than Full Potential	Reaches Higher Levels of Achievement

# Goals to Growth- The Personal Development Shift

## How to Become a Growth Oriented Person

- 1. Embrace Change
- 2. Adopt a Teachable Spirit
- 3. Make your love for learning great than your fear of failure
  - Don't count your losses, count the lessons you learn from them
  - Failure isn't failure if you learn from it
  - Make failure your friend--- fail early, fail often and fail forward
  - Action reduces fear and increases courage
- 4. Develop Relationships with Other Growing People

# Goals to Growth- The Personal Development Shift

## How To Become a Growth Oriented Person

### • 5. Develop Greater Humility

- Humility is not denying your strengths, it is being honest about your weaknesses
- Be unafraid to admit you are wrong
- The more we learn and growth, the more we recognize that we do not know
- Confident, but feel no need to draw attention to themselves, comfortable with themselves yet acknowledge that they need to improve, self-awareness; gratefully receive criticism, not threatened when others shine—happy for them

### • 6. Believe in Yourself

### • 7. Embrace Layered Learning

- Requires time and intentionality, gives you a bigger picture, gives you a better picture
- As we learn and grow--- add rings of understanding without giving up the older ones--- build using the past to strengthen us

## 3. Perks to Price- The Cost Shift

- Shift from being focused on what you can receive as a leader (the perks) to what you can give as a leader (the price)

Leaders Who Focus on Perks	Leaders Who Focus on Price
What will I receive?	What can I give?
How will this decision affect me?	How will this decision affect others?
How long will this take me?	How far can we go?
What will you give me to stay in the game?	What must I give to stay in the game?

# Perks to Price- The Cost Shift

## 1. Reality- Leaders Recognize that Everything Worthwhile is Uphill

- Nothing of genuine value is easy, quick and downhill

## 2. Consistency- Leaders Understand They Never Get to Stop Climbing

- Provides security for others (words, intentions actions all line up--- dependable, the highest compliment), establishes your reputation; keeps you in the leadership game--- already swinging/at the top of your game; consistency compounds

## Perks to Price- The Cost Shift

### 3. Example- Leaders acknowledge that they must climb the hill first

- Climb isn't enhanced by college degrees or material possessions--- it is actions that inspire others to follow and rally to the vision
- **Believe in Themselves More than Others Do**--- self-belief comes first—"If you don't live it, you don't believe it" ---words of affirmation without the work of accomplishment are hollow
- **Set Expectations for Themselves Before and More Than Others Do**--- set standards high for yourself before anyone else does— "Your success in your career will be in direct proportion to what you do after you've done what you are expected to do" - Brian Tracey, speaker and author
- **Make Commitments to Themselves Before and More Than to Others**— commitment to integrity, responsibility, selflessness--- pay the price and follow through regardless of circumstances

## 4. Pleasing People to Challenging People- The Relational Shift

- Pleasing people is not the same as leading people
- You can never make everyone happy. Wanting to do so is a setup for disappointment or failure
- 1. Change your Expectations Toward Leadership
  - Heart of people pleasing= desire to do what feels good--- unwillingness to deal with difficult issues
  - Stop seeking affirmation--- stop trying to be everyone's buddy
  - Shift from making people happy to helping them to get better
- 2. Value People as Much as You Value Yourself

## Pleasing People to Challenging People- The Relational Shift

- 3. Work to Establish Expectations Upfront--- **all's well that end's well-- all's well that begins well**
  - Upfront appreciation, expectations, questions, discussion, decisions
    - What are your expectations for our interaction?
  - It's not about me--- it's not about you--- it's about the big picture and the team
  - You must value other people
  - You are expected to keep growing--- life long learning
  - You must be prepared to change--- if growth is expected then change is essential--- cannot grow without changing
  - Think of your time and energy as an expensive luxury item—everyone has to earn it
    - You cannot win everyone over-- 80-20 principle--- give 80% of your time to the 20% of the team that produces 80% of the results
    - If you work for someone, value that person's time and be aware that you need to earn it
    - If others work for you, give your own time only to those who are productive and are willing to learn, grow and keep earning it

## Pleasing People to Challenging People- The Relational Shift

- Always take responsibility and accountability--- high energy and positivity
- Do not avoid tough conversations--- *“Never worry about how you are doing. I will let you know immediately if there’s a problem”*
  - Silence to most people means approval
  - When people have to fill in the blanks themselves, they do so negatively
  - Problems left unaddressed have a snowball effect: they become larger and gain momentum
  - Problems left unaddressed cause inner erosion: we lose respect for ourselves internally
  - The Law of Diminishing Intent is in effect: The longer you wait to do something you should do now, the greater the odds that you will never do it. **One of these days becomes none of these days**

## Pleasing People to Challenging People- The Relational Shift

- 4. Ask Yourself the Hard Questions Before Any Potentially Difficult Conversation

Have I Invested in the Relationship Enough to be Candid with Them?	Does this conversation clearly serve their interests and not just mine?
Do I Demonstrate to them that I Value Them as Individuals?	Am I willing to invest time and energy to help them to change?
Am I Sure this is Their Issue and Not Mine?	Am I willing to show them how to do something and not just say what's wrong?
Am I sure I'm Not Speaking Up because I feel threatened?	Am I willing and able to set clear, specific expectations?
Is the issue more important than the relationship?	Have I previously addressed the issue or problem in a less formal setting?

# Pleasing People to Challenging People- The Relational Shift

## • 5. When a Tough Conversation is Needed, Do It Right

- You are having the conversation because you care about the other person, you care enough to confront them
- Having the right attitude is essential because *your actions often carry more weight than your words— people remember how they felt long after they have forgotten what you said*
- You can communicate the right attitude by seeking to understand
  - Ask for their perspective, ask questions, ask them to repeat back what they heard and allow them to respond, try to find common ground and arrive at agreement that is best for both of you, may need to meet again, see growth opportunity, seek to maintain positive relationship

# Pleasing People to Challenging People- The Relational Shift

- Understand the 25-50-25 Principle

- 25% of people will support your efforts, 50% undecided, 25% will resist change
- Your job is to help the middle 50% join the first 25%
- Bottom 25%--- will always be resistant and not likely to join you, don't waste effort here or try to placate them; do not give them platform or credibility; keep them from the 50% undecided as they may negatively influence
- 25% support--- ask them to help positively influence the undecided; give them a platform to speak

# Pleasing People to Challenging People- The Relational Shift

## • 6. Balance Care with Candor

- Care without candor creates dysfunctional relationships
- Candor without care creates distant relationships
- Care balanced with candor creates developing relationships

Care	Candor
Values the Person	Values the Person's Potential
Establishes the Relationship	Expands the Relationship
Shores up Weaknesses	Brings out Strengths
Offers Comfort	Offers a Challenge
Makes the Team Pleasant	Makes the Team Productive

## 5. Maintaining to Creating – The Abundance Shift

- **Mental Block #1: “Find the Right Answer”**
  - There are often more than solution to a problem
- **Mental Block #2: “That’s Not Logical”**
  - Imagination turns possibilities into realities and is willing to take leaps that logic cannot. You should be intentional about adding creativity
- **Mental Block #3: “Follow the Rules”**
  - Most revolutionary ideas have been disruptive violations of set rules
- **Mental Block #4: “Avoid Ambiguity”**
  - Life is complex--- never one fixed way to understand everything, always more than one way
- **Mental Block #4: “Failure is Bad”**
  - Embrace risk, see failure as a friend
- **Mental Block #6: “Don’t be Foolish”**
  - To stand up is to stand out. You have to stick your neck out to put your head above the crowd
  - Don’t worry about others accepting you--- perceptions by others less important
- **Mental Block #7: “I’m Not Creative”**
  - Everyone can be creative—only block to our creativity is our own disbelief

# Maintaining to Creating – The Abundance Shift

***“Creativity is the Most Effective Response to Rapid Change”***

**You cannot settle for the familiar, you cannot live in your comfort zone. You need to be willing to be uncomfortable.**

# Maintaining to Creating – The Abundance Shift

## • Creative Principles to Learn and Live By

### • 1. Build a Creative Culture

- Fuel passion
- Celebrate ideas
- Foster autonomy
  - “Never tell people how to do things, tell them what to do and they will surprise you with their ingenuity”- George S. Patton
  - Micromanagement undermines creativity while freedom and flexibility foster it
  - Encourage courage--- give people security in risk
  - Minimize Hierarchy--- gets people feeling like in inner circle, sense of ownership
  - Reduce Rules
  - Fail forward
  - Start small

# Maintaining to Creating – The Abundance Shift

## Creative Principles to Learn and Live By, continued...

### 2. Make Everything Better

### 3. Make Plans But Look for Options

- Predetermine your plan, lay out your goals, adjust your priorities, notify key personal, allow time for acceptance, head in to action, expect problems, adjust your plan, daily review your plans
- The best leaders are flexible

### 4. Place High Value on Ideas

### 5. Seek Out and Listen to Different Voices

- Creativity thrives when one subject is approached from many different perspectives

# Maintaining to Creating – The Abundance Shift

## Creative Principles to Learn and Live By, continued...

### 6. Take risks

7. Live on the other side of “Yes” --- seize opportunities, imagine opportunities everywhere, networking, ask questions

- Work as hard as you can, learn as much as you can, connect with others as often as you can, build a team as well as you can— prepare for opportunities--- will make you ready and put you close to the door when it opens
- Activate your current opportunities--- It’s always easier to see opportunities we’ve missed, the ones that are behind us, than to see the ones in front of us now.— live in the current moment and activate whatever opportunity is presenting now

## 6. Ladder Climbing to Ladder Building- The Reproduction Shift

Leadership should always be more about others than about self

- Ladder climber— “How high can I go?”
- Ladder holding- “How high will others go with a little help?”
- Ladder extending— “How high will others with a lot of help?”
- Ladder building- “Can I help them build their own ladder?”

*Takes you from the solitary climb to the top of your ladder, where you might enjoy the view and wave to the people down below, to watching many people climb to the top of their own ladders and you all enjoy the view from the top together*

# Ladder Climbing to Ladder Building- The Reproduction Shift

## Questions to Ask Before You Mentor Someone

### 1. Is This Person Hungry to Learn?

1. Much of what people accomplish in their lives is based more on how much they want it than on how easy it was to get
2. Hope says “There must be a way” Hunger says, “I will make way”--- people with hope are many, people with hunger are few

### 2. What is this person’s capacity?– energy, emotional, thinking, people, creative, production, leadership, etc.?

### 3. Are this person’s values compatible with mine?

1. Add value to people, value personal growth, lead by example, exceed expectations, live intentionally

### 4. Is this individual a leader?

# Ladder Climbing to Ladder Building- The Reproduction Shift

## What the Mentor Gives to the Mentee:

- Handles (put life lessons into a nutshell that is transferable)
- Laboratories (safe space to practice principles they are learning)
- Road maps (give direction)
- Roots (solid foundation, stability, security)
- Wings (willing to celebrate when people you mentor fly higher and farther than you have)
- Whys (Take the time and trouble to give them the why behind every what)

*You will never regret investing in another leader who makes a positive difference in the world. It's the best way to extend your influence and achieve significance*

# Ladder Climbing to Ladder Building- The Reproduction Shift

## Qualities of a Good Mentor

- **Specialists** (skilled in a few areas--- unrealistic that one person could help in all areas of life)
- **Mature**
  - Decisions based on big picture rather than immediate
  - Capacity to face unpleasantness, discomfort and defeat without complaint or collapse
  - Choose to live up to responsibility and do the right thing, not the convenient thing
  - Willingness to stick with a task, project or situation until it comes to completion
  - Discipline to harness abilities and energies to do more than is expected
  - Ability to take in difficult information and keep things confidential
  - Openness to share personal difficulties when appropriate and helpful
- **Compassion to connect with others without trying to correct them---** we teach what we know, but we reproduce what we are
- **Asks great questions**– listens, doesn't jump to conclusions, ask follow up questions, learn, leads
- Humble and authentic– *we may impress people with tales of our successes, but we can impact them when we share our failures; more successful a mentor, more important to share weaknesses as well as strengths.*

## 7. Directing to Connecting– The Communication Shift

Directing	Connecting
Authoritative	Collaborative
Talking	Listening
Top Down	Side by Side
Enlisting	Empowering
Assuming	Understanding
Gives Answers	Asks Questions
My Agenda	Your Agenda

**People can usually  
trace their  
successes and their  
failures to  
relationships**

# Directing to Connecting– The Communication Shift

- **1. Humility- Let People Know You Need Them**
  - Know when to ask for help
- **2. Curiosity- Ask People Questions**
  - Use questions to build bridges with others
  - Know expectations of yourself for self-awareness/improvement; know expectations of others for better communication and to face reality
- **3. Effort – Go Out of Your Way to Connect With People**
  - “The big secret in life is that there is no big secret. Whatever your goal, you can get there if you are truly willing to work.” – Oprah Winfrey
- **4. Trustworthiness – Be Someone Others Can Count On**
  - Integrity in own life
  - Consistency in own actions
  - Competence in own work
- **5. Generosity – Give First, Give Continuously**
- **6. Listening- Opening the Best Door to Connecting with People**
  - Is your intention to correct them or connect with them?
- **7. Encouragement- Give People Oxygen for Their Soul**
  - As leaders, we must never underestimate the value of reminding others that we believe in them
  - Sage on the stage vs. guide by their side

## 8. Team Uniformity to Team Diversity – The Improvement Shift

- Our differences can make a positive difference
- People different from you can:
  - Challenge your assumptions
  - Change your thinking
  - Show you better ways of doing things
  - Help remove your prejudices
  - Teach you to value everyone
  - Make you a better person

**Diverse Teams Fill in Gaps in Knowledge, Perspective  
& Experience**

*“If all you have is a hammer, everything looks like a nail. Diversity helps prevent us from hammering away at things that need a screwdriver approach”*

# Team Uniformity to Team Diversity – The Improvement Shift

## Barriers to Diversity

### 1. Fear of Conflict

Unhealthy Conflict	Healthy Conflict
Takes Differences Personally	Sees Differences Impartially
Dumps Personal Baggage	Desires to Know the Person
Searches for Retaliation	Searches for Resolution
Results in Hurt	Results in Helpfulness
Seeks Quick Conclusions	Seeks Understanding
Holds Back from the Conversation	Becomes Part of the Conversation
Values Self Above Solutions	Values Solutions Above Self
Defends Their Territory	Opens Up New Territory
Makes the Team Worse	Makes the Team Better

# Team Uniformity to Team Diversity – The Improvement Shift

## Barriers to Diversity, continued...

### 2. Insufficient Personal Network

- “Birds of a feather flock together” Most people spend time with others like themselves, often times not out of prejudice. Just human nature
- Expanding your network requires humility, intentionality, energy, time, love (learning to value people different from you and people you don’t like)--- what gets appreciated, appreciates.

### 3. Unwillingness to Deal With Prejudice

- Passive prejudice--- ignorance, blind spot
- “The world is like a hand and all of the people its fingers. If you hate and destroy one group of people, you lose a finger, and the grasp of the world is less.” – unknown

### 4. Arrogance

### 5. Personal Insecurities

- The best antidote to personal insecurity is to think about helping other people and putting them first.

### 6. Failing to Be Inclusive

# Team Uniformity to Team Diversity – The Improvement Shift

## 1. Create a Culture of Sharing

- De-emphasizing titles, positions and roles
- Inviting everyone to speak up
- Giving people opportunities to lead before they have an official role--- and sometimes even before you feel they are fully ready
- Being more open to differences
- Share space, share responsibility, share ownership, share rewards--- everyone wants to contribute

## 2. Provide solid leadership for diversity to be successful

- Strength of diversity is problem solving and idea creation. Weakness is decision making and implementation
- Connect where similar, contribute using differences

# Team Uniformity to Team Diversity – The Improvement Shift

## 3. Broaden Your Perspective on Diversity

- “Most discussions about diversity focus on demographic variables (e.g. gender, age and race) but the most interesting and influential aspects of diversity are psychological (e.g. personality, values and abilities)”
- Equality isn’t just about giving everyone the same things: it’s also about giving unique people what they need
- We’ve evolved from equality to equity--- equality says everybody gets equal. Equity says no, everybody gets what they need
- Part of building an inclusive environment is now how you’re going to change the person. It’s how you are going to change yourself and the environment in which the person is going to be successful.

## 9. Positional Authority to Moral Authority – The Influence Shift

- A leadership position does not give someone leadership authority
- Having a title is not the same as having influence
- Words and action need to line up
- Different kinds of authority– natural, positional, knowledge, situational, relational, proximity, success, mentoring, seniority
- Moral authority= highest level of influence– recognition of person’s leadership influence based on who they are more than the position they hold.
  - Attained by authentic living, builds trust, sustained by successful leadership endeavors, earned by lifetime of consistency. Possessing good values
  - Only others can grant this to you

***“Your position will prompt people in your organization to lend you their hands....But your moral authority will inspire them to lend you their hearts.”***

# Positional Authority to Moral Authority – The Influence Shift

## The Pathway to Moral Authority

### 1. Competence – The Ability to Lead Well

- “Authority is not something we buy, are born with, or even have delegated to us by our superiors. It is something we earn – and we earn it from our subordinates.” – *Author George L. Davis*
- “Don’t be afraid to give your best to what seemingly are small jobs. Every time you conquer one it makes you that much stronger. If you do the little jobs well, the big ones tend to take care of themselves” – *Dale Carnegie*
- Doing work with excellence to full completion helps develop a reputation for competence

## Positional Authority to Moral Authority – The Influence Shift

### Develop your Leadership Competence:

1. Position- People Follow Because they have to
2. Permission- People follow because they want to
3. Production- People follow because you demonstrate competence
4. People Development- People follow because you help them become competent
5. Pinnacle - People follow because you have a reputation for excellence

# Positional Authority to Moral Authority – The Influence Shift

## The Pathway to Moral Authority, continued...

### 2. **Courage**- Moving Forward in the Face of Fear

### 3. **Consistency** – Doing well all the time, not just sometimes

- Establishes reputation, more security, allows for accurate measurement of growth, relevancy, models your expectations for others, maintains your message

# Positional Authority to Moral Authority – The Influence Shift

## The Pathway to Moral Authority, continued...

### 4. Character - Being bigger on the inside than on the outside

- Develop deep roots as a leader
- Integrity– alignment of values and actions
- Authenticity
- Humility
- Love
- Always put people first
- Live to make a difference, not to make money
- Be yourself, but be your best self possible
- Express gratitude– reject entitlement
- Be willing to be misunderstood and lonely for the right reasons

## 10. Trained Leaders to Transformational Leaders – The Impact Shift

Trained Leaders	Transformational Leaders
Know How to Lead	Know Why They Lead
Are Liked	Are Contagious
Influence Leader	Influence Today and Tomorrow
Ask People to Follow	Ask People to Make a Difference
Love to Lead	Love the People They Lead
Are Trained	Are Trained and Transformed
Help People	Help People Change
Have a Career	Have a Calling
Impact a Few	Impact Many

# Trained Leaders to Transformational Leaders – The Impact Shift

## 1. Possess a Clear Picture of What Transformational Leaders Do

- **See things others do not see**
  - See things differently--- “Why not?”
  - See the problems, but also the potential in the problems– belief that always an answer, a solution, a better way, a brighter future
  - How we view things determines how we do things--- see through the lens of service
- **Say things others do not say**--- speak up, may not always be popular
- **Believe things others do not believe**--- believe you can make a difference– realize one is too small a number to achieve greatness, so they rally people together to make a difference
  - “I am a success today because I had a friend who believed in me and I didn’t have the heart to let them down.” -- *Abraham Lincoln*
- **Feel things that others do not feel--- passion.**
  - “A different world cannot be built by indifferent people.” --*Peter Marshall*
- **Do Things Others Do Not Do**

# Trained Leaders to Transformational Leaders – The Impact Shift

## 2. Focus on your own transformation before leading others to it

- “As leaders you and I have to be changed to bring change. *We teach what we know, but we reproduce who we are.*”

## 3. Take positive action based on your internal changes

- Go from knowing to doing
- Everything worthwhile in life is uphill
- Transformation is a result of application, not education

## 4. Create an Environment that Promotes Positive Change

## 5. Commit to Making a Difference with Others in your Community

- Top Down – Leadership influence filters down, not up
- Small to Big– Mass movements begin with a few people
- Inside Out– Inner Values determine outward behavior

# 11. Career to Calling– The Passion Shift

Career	Calling
Mainly About You	Mainly about Others
Something You Choose	Something Chosen for You
Separated from Your Best Life	Integrated into your entire Life
You Can Take it or Leave It	Never Leaves You
Something You Can Do	Something you must do
Measured by Success	Measured by Significance

## Career to Calling– The Passion Shift

1. Your calling matches who you are
2. Your calling taps in to your passion
3. Your calling is important to you, but it's not about you--- living beyond yourself
4. Your calling is bigger than you
5. Your calling changes your perspective
6. Your calling gives you purpose
7. Your calling helps you to overcome obstacles
8. Your calling brings you fulfillment

## Career to Calling— The Passion Shift

Responsibility Perspective	Opportunity Perspective
Feels Heavy	Feels Light and Exciting
Is a Burden	Is a Privilege
Consumes Energy	Creates Energy
Can Seem Meaningless and Rote	Feels Purposeful and Meaningful
Is Driven by Sense of Duty	Is Driven by Sense of Optimism
Is Something We Have to Do	Is Something We Want to Do
Leads to Routine and Repetition	Inspires Creativity
Discourages Efficiency	Inspires Efficiency
Tends to Drag Out Tasks	Desires Bang for Our Buck
Repels Others with Negativity	Attracts Others with Positivity
Gives a Sense of Completion	Gives a Sense of Possibility
Is Associated with Pushing	Is Associated with Inspiring
Leads to Success in 10% of our Lives	Leads to Success that Opens Up the Hidden 90%

# Career to Calling– The Passion Shift

Ego	Calling
Fears Not Possessing Something	Fears not Expressing Something
Focuses on Doing	Focuses on Being
Needs Anxiety to Survive	Needs Silence to Survive
Manifests as Burnout	Manifests as Fulfillment
Focuses on the Result	Focuses on the Process
Wants to Preserve Self	Wants to Impact Others

- Integrate a daily focus with a long term perspective— use both a clock and a compass
- Set a clear path in a worthwhile direction---- the goal in life is not to live on forever but to create something that does

# References

