

# Leading **Managing** Transition

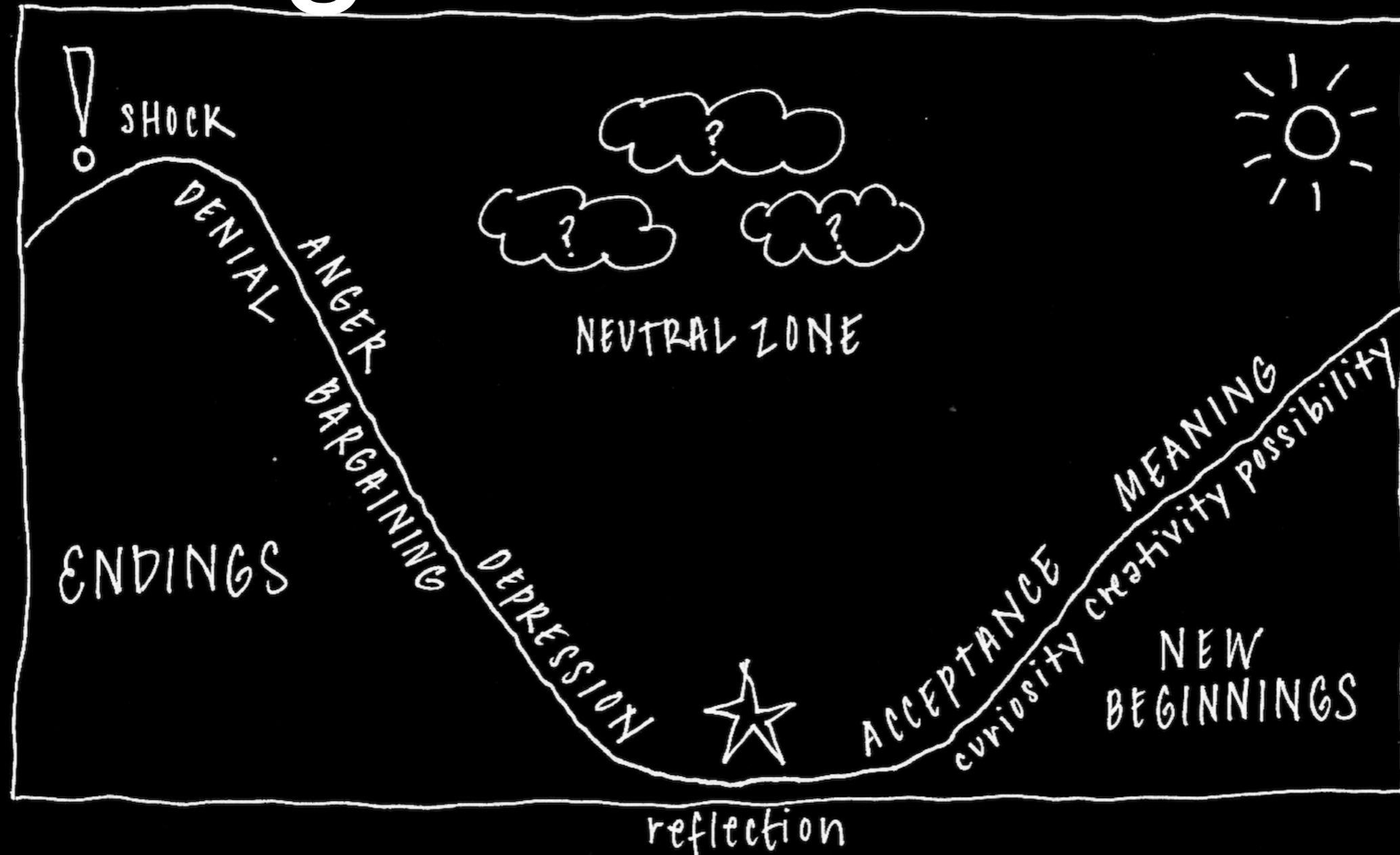


**Julie Krommer**

# Sources / Influences

- Dr. John Kotter “8 Step Process for Leading Change”
- James C. Collins “Good to Great”
- Simon Sinek
- Elizabeth Kubler Ross
- William Bridges

# Stages of Transition



Three stages of "Transitions" by William Bridges and "Stages of Grief" Model by Elizabeth Kubler-Ross

# Making Effective Change

$$E = Q \times A$$

Effectiveness = Quality x Acceptance

# Characteristics of an Effective Change Leader

- Communication
- Emotional intelligence and empathy
- Strategic and forward thinking
- Decisiveness & Confidence
- Integrity
- Humility & Self-Improvement

# Phases of Change

- Setting up for success
- Creating a shared need
- Shaping a vision
- Mobilizing commitment
- Making change last



# Setting up for success

# Team Set-Up

|                                 | Questions  |
|---------------------------------|--|
| <b>Introductions</b>            | Who are the team members or participants and how do they fit into the team or project?     |
| <b>Expectations</b>             | What does each participant or member expect to achieve or acquire?                         |
| <b>Objectives</b>               | What are the planned outcomes and priorities?  |
| <b>Agenda</b>                   | What steps or process will be followed to achieve our objectives?                          |
| <b>Ground Rules</b>             | What behavioral norms will we enforce to ensure our success?                               |
| <b>Roles</b>                    | Who is going to do what? (Especially critical functional responsibilities)                 |
| <b>Parking Lot</b>              | How will we deal with ideas or topics that may be interesting, but not currently relevant? |
| <b>Icebreaker/Team Building</b> | How will we focus or recharge our energy and get the group engaged and working together?   |

Setting up for Success

*\*Plan to be in-person majority of time*



Creating a Shared Need  
& Sense of Urgency

# Threat vs. Opportunity Matrix

|            | Threat<br>if we don't<br>change ... | Opportunity<br>if we do<br>change... | Threat<br>if we do<br>change ... |
|------------|-------------------------------------|--------------------------------------|----------------------------------|
| Short Term |                                     |                                      |                                  |
| Long Term  |                                     |                                      |                                  |



# Shaping a Vision

# Backwards Imaging

It's "X" length of time from now,  
What do you ...

**See?**

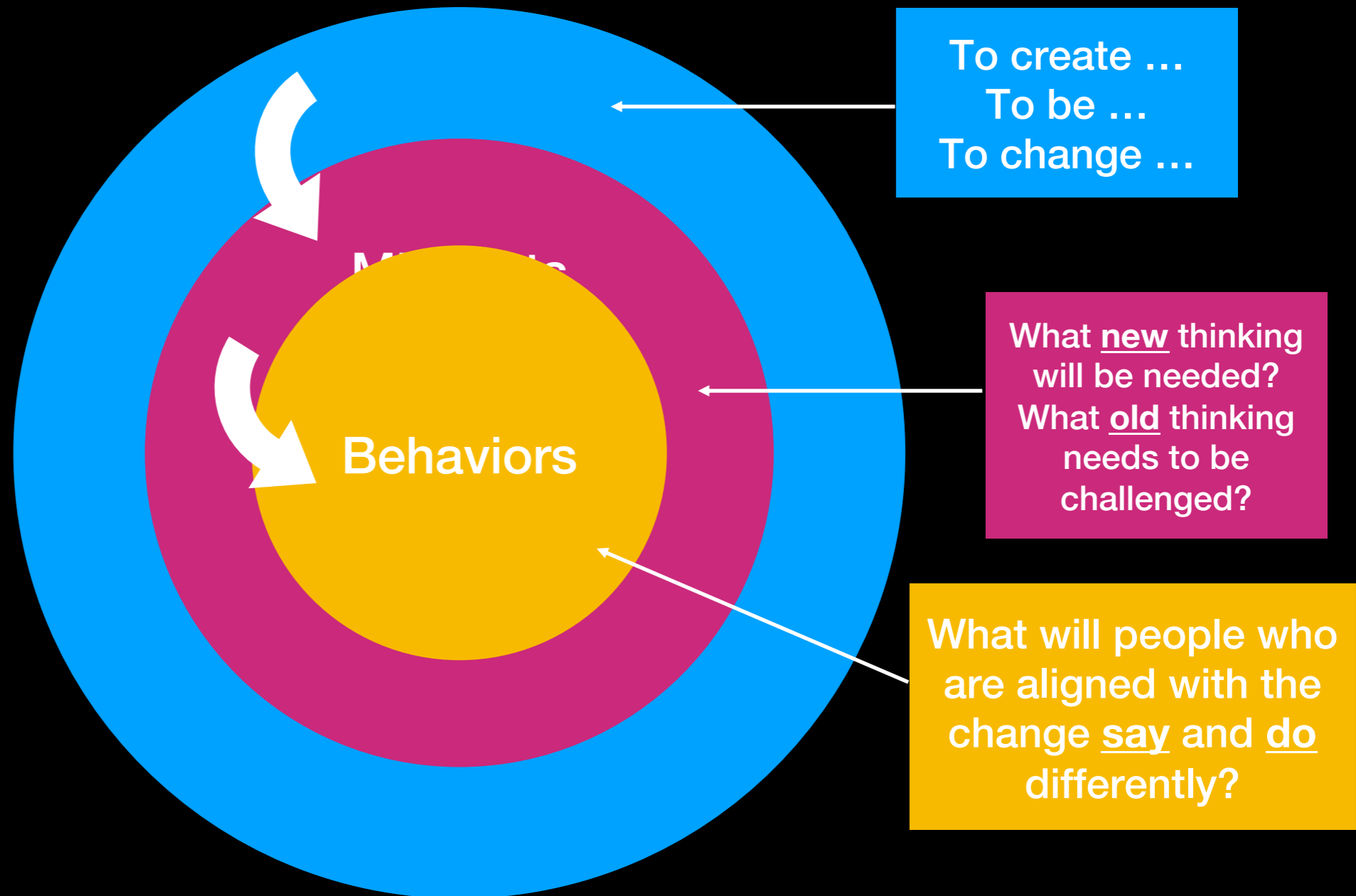
**Hear?**

**Feel?**

# More of & Less Of

| <b>More of</b><br>What will we see and hear more? | <b>Less of</b><br>What will we see and hear less? |
|---|---|
|   |   |
|   |   |
|   |   |
|   |   |

# Bull's Eye Chart

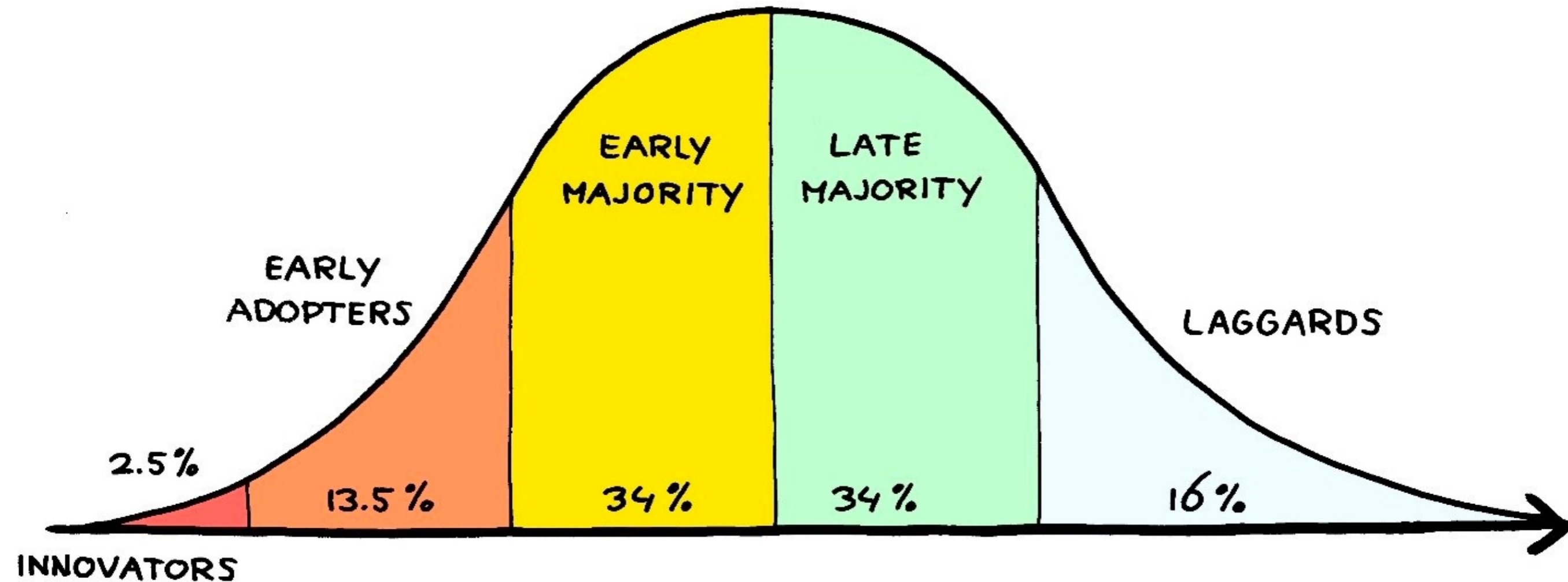


**"IF EVERYONE IS MOVING FORWARD  
TOGETHER, THEN SUCCESS TAKES  
CARE OF ITSELF." - HENRY FORD**

[SLODIVE.COM](http://SLODIVE.COM)

# Mobilizing Commitment

# Diffusion of Innovation Theory



E.M. Rodgers, 1962

# Stakeholder Analysis

| Key Stakeholders, Groups, Individuals | Strongly Against | Moderately Against | Neutral | Moderately Supportive | Strongly Supportive | Observations |
|---------------------------------------|------------------|--------------------|---------|-----------------------|---------------------|--------------|
| John Doe                              |                  | X →                |         | O                     |                     |              |
| Jane Doe                              | X →              |                    | O       |                       |                     |              |
| Director of Religious Education       |                  |                    | O       | ✓                     | X                   |              |
| Music Director                        |                  |                    | X →     |                       | O                   |              |

X = Where they are now  
O = Where they need to be

# Sources of Resistance

| Sources of Resistance   | Examples from Our Project | Strategies for Mitigating |
|---|---------------------------|---------------------------|
| <b>Technical</b><br><i>People fear or lack skills &amp; resources to change</i>                     |                           |                           |
| <b>Political</b><br><i>People fear the loss of power, influence, resources and decision</i>         |                           |                           |
| <b>Cultural</b><br><i>People resist because it is different from “how we do things around here”</i> |                           |                           |

**“Burn the Ships” – Hernan Cortes, 1519**



# Making Change Last

# Making Change Last Assessment



Change is  
a Process  
not an Event!