

# Leadership, Culture, & Change

Government of Saskatchewan

March 2, 2017

1:00 – 5:00



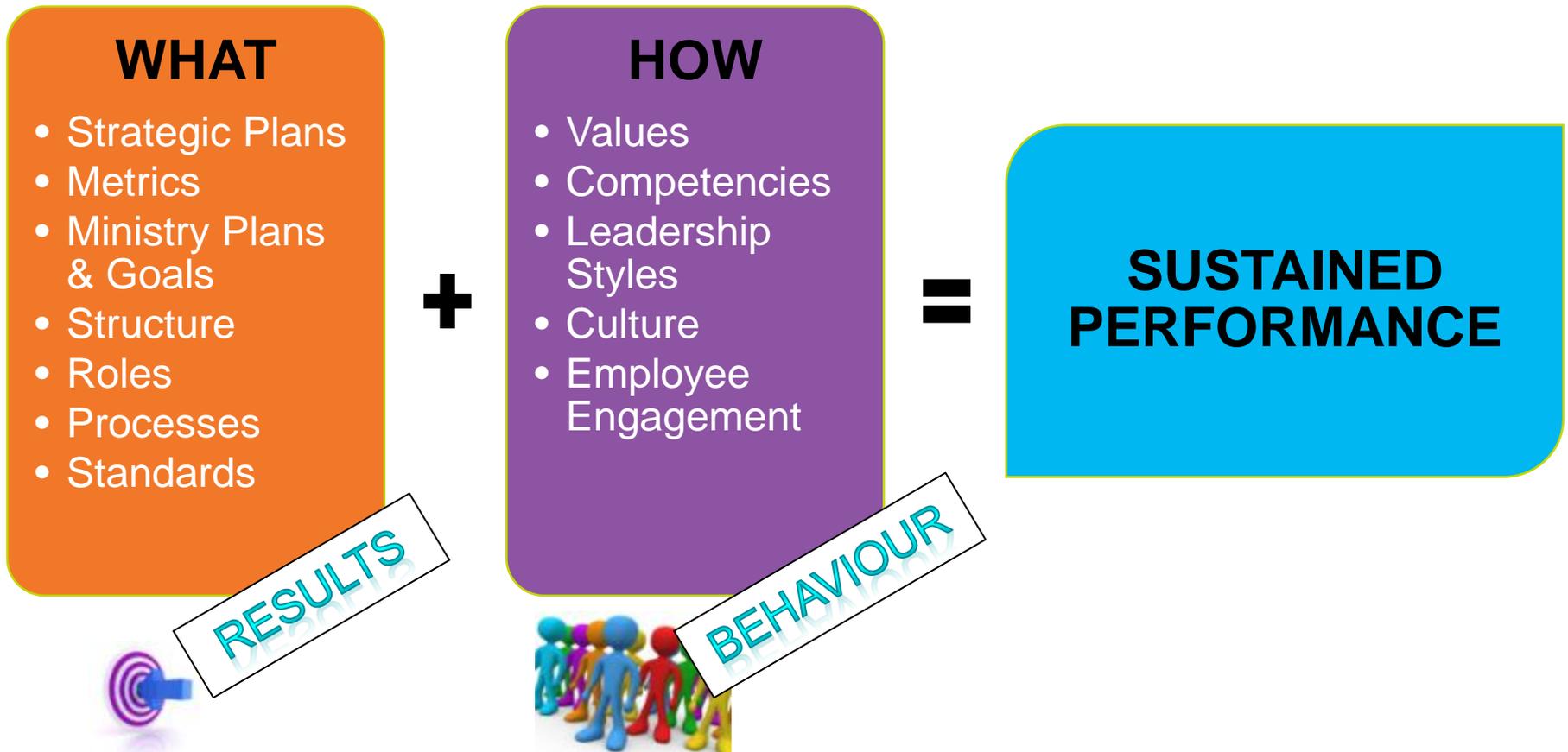
# Objectives

1	Leadership Foundations
2	Assessment Tool Overview & DM Group Data: Insights & Discussion
3	Culture
4	Leading Change: An Appetizer

# Module 1: Leadership Foundations

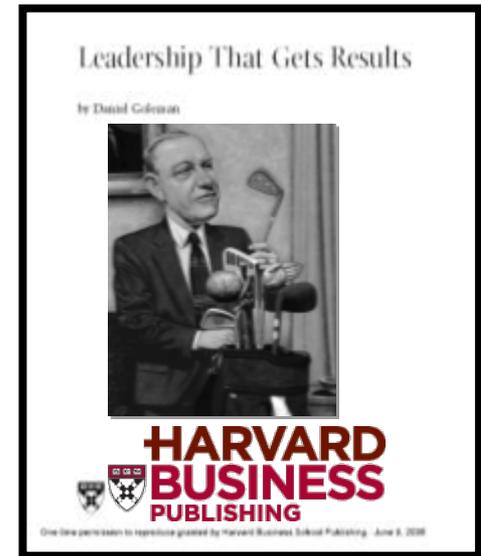


# The Two Dimensions of High Performance



# The Science of Leadership

## How Leaders Drive Results:

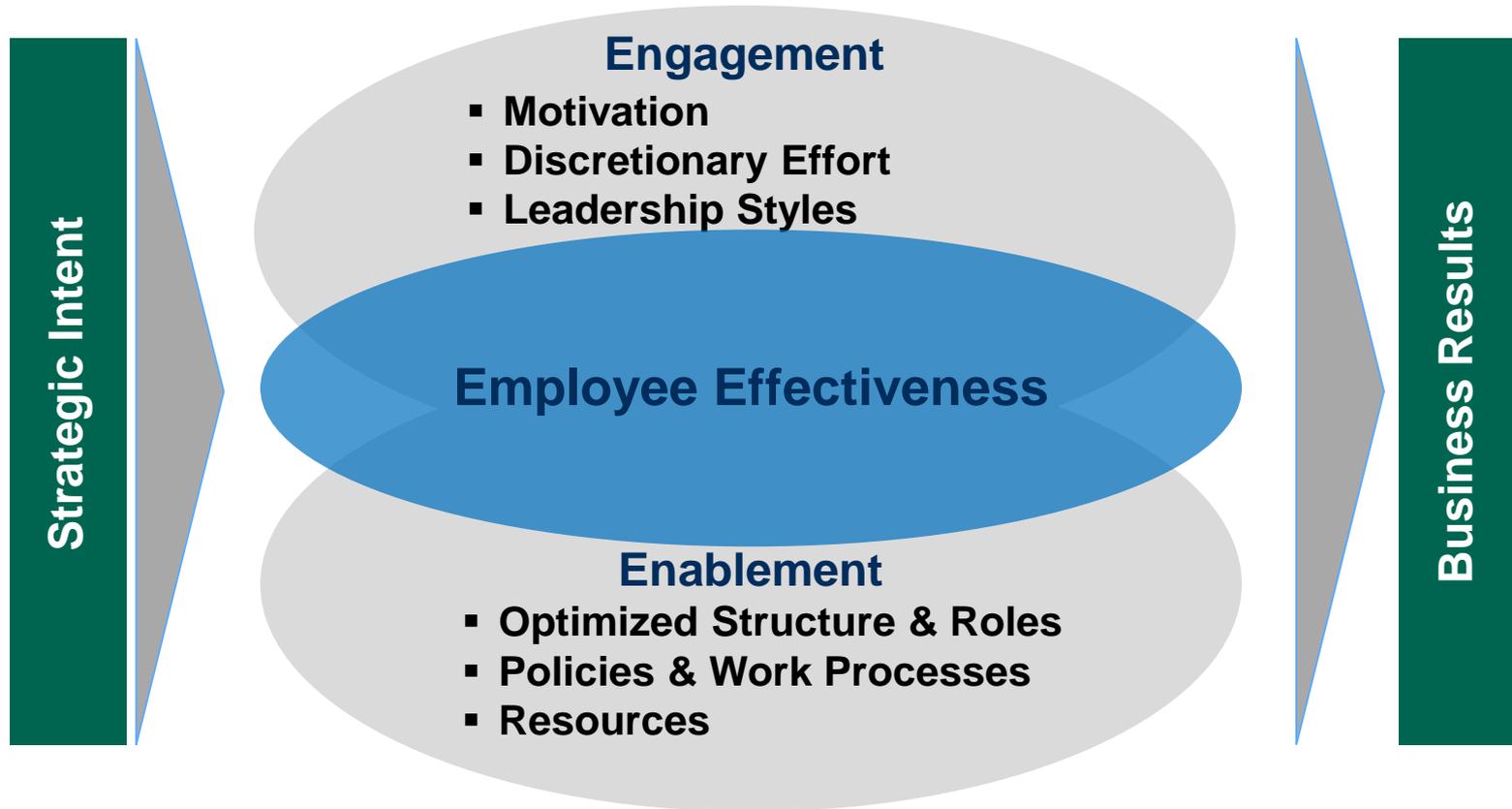


-  Managing Yourself
-  Managing Your Team
-  Managing the Work
-  Managing Collaboratively

<b>Directive</b>  Do what I tell you to do	<b>Visionary</b>  Here's where we're going	<b>Affiliative</b>  Leadership through relationships
<b>Participative</b>  Let's decide together	<b>Pacesetter</b>  Run first, keep up	<b>Coaching</b>  Using words to develop others



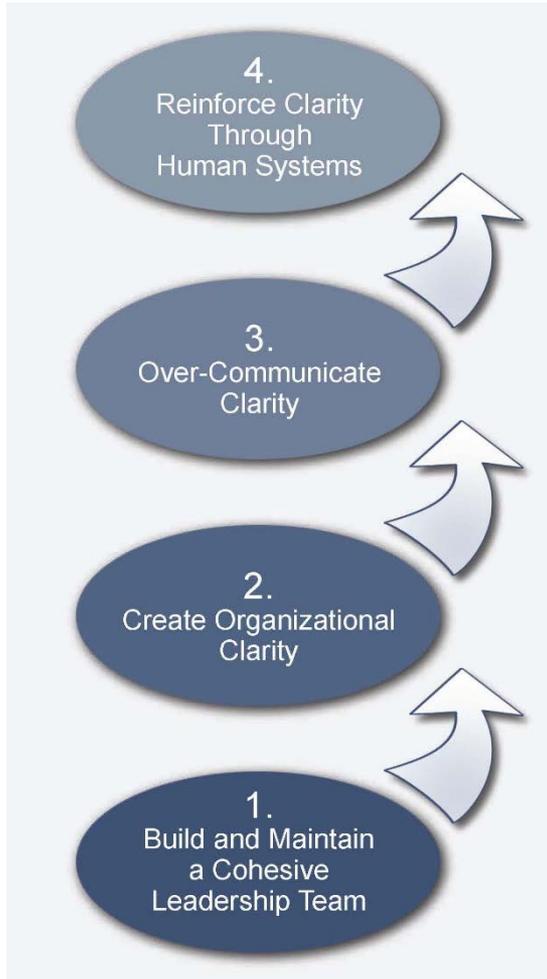
# Engagement + Enablement = Effective Culture



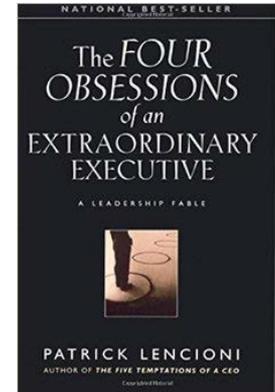
# 8 Insights Unique to Executive Leaders

1. Senior leaders need to set the high watermark in the organization
2. Small gaps between senior leaders become canyon-like gaps 1-2 levels down. When the senior team is tight, the organization is tight
3. The executive team is more than just a roll-up of the functional areas
4. Most leaders work 1 level below where they add the most value
5. It takes 10 years to develop the skill set required to be an effective senior leader
6. The further up you go in an organization, the less feedback you receive, less development you engage in, the more unaware of blindspots, and higher levels of passive conflict
7. Two most important skill sets for senior leaders: people leadership, strategic/visionary thinking
8. Biggest derailers: ego, narrow perspective, not leading by example, avoidance of tough decisions or tough people issues, limited leadership style

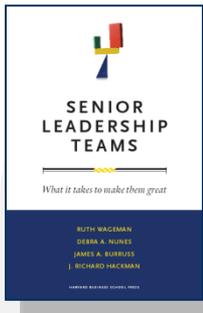
# The 4 Obsessions of an Extraordinary Executive



- Organizations sustain their health by establishing simple structures around the way they make decisions, manage performance, promote, and reward people
- Healthy organizations align their employees by repeatedly and comprehensively communicating all aspects of organizational clarity
- Healthy organizations clarify topics such as values, strategies, goals, and roles & responsibilities
- A cohesive team trusts one another, engages in constructive conflict, commits to group decisions and holds themselves and each other accountable



# The 6 Conditions for Top Team Effectiveness



## Real Team

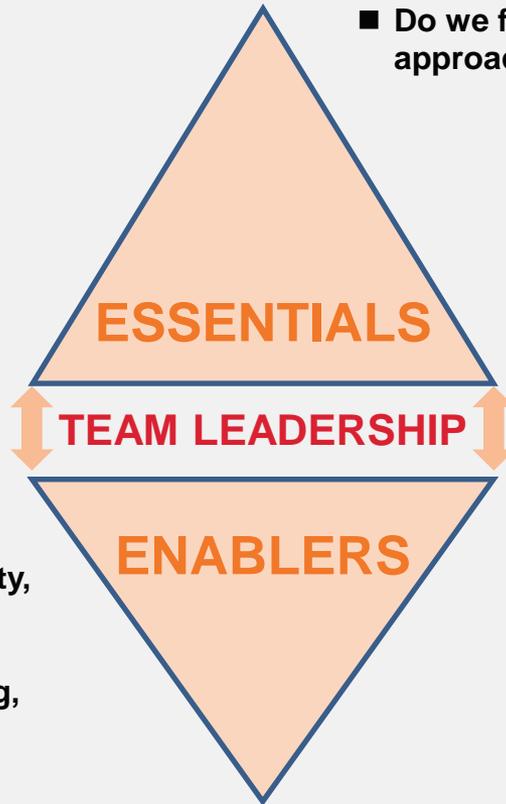
- Do we fundamentally believe a team approach adds value?

## Right People

- Size of Team
- Right roles at the table?
- Do we have the people to deliver?

## Sound Structure

- Meeting frequency, duration, quality, structure, agenda items
- Make decisions?
- Portfolio sizes, structure, reporting,
- Spans of control & mgmt layers



## Compelling Direction

- Do we have a compelling direction with clarity on priorities?

## Supportive Context

- Strong, visible, present team leader?
- Team Charter?
- Invest in the team?

## Team Coaching

- Do we get regular feedback as individuals? As a group?

# Similarities Between Executive Meetings & 5 Year Old Birthday Parties...

1. Give them food
2. Switch topics every 15 minutes
3. Everyone has a different idea of what's best
4. They will be hard to control
5. If it goes beyond 3 hours, everyone gets tired & cranky

## **Module 2:**

### **Assessment Tool Overview & DM Group Data:**

### **Insights & Discussion**



# High Performance Leadership Competencies



## Managing Yourself

### Managing Yourself

- Empathy
- Self Control
- Self Confidence



## Managing Your Team

### Managing Your Team

- Developing Others
- Holding People Accountable
- Team Leadership



## Managing the Work

### Managing the Work

- Results Orientation
- Initiative
- Problem Solving



## Managing Collaboratively

### Managing Collaboratively

- Influencing Others
- Fostering Teamwork

# The 6 Leadership Styles

## Directive



Do what I tell  
you to do

## Visionary



Here's where  
we're going

## Affiliative



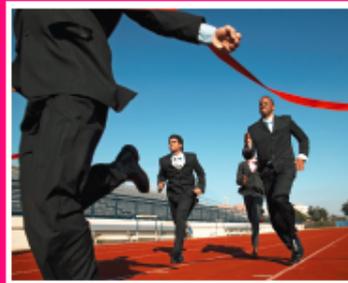
Leadership through  
relationship

## Participative



Let's decide  
together

## Pacesetting



Run fast,  
keep up

## Coaching



Long term  
development of others

# Pacesetting Too High? 10 Strategies

## Externally Driven...

1. Have and maintain a strategic plan
2. Claim your space: educate on role & boundaries
3. Coach and manage upward regularly
4. Prioritize and re-prioritize regularly
5. Can you plan for the unplanned? Keep a buffer

## Internally Driven...

1. Check your ego – Do you really need to be involved? Does it need you?
2. Delegate – Trust others, put someone else on point early, let them own it and drive it
3. Keep your standards in check. Do you require your team to meet expectations or exceed expectations?
4. Use the directive style more to say NO, or a qualified YES
5. Ask yourself: Would I rather have 5 things done well? or 10 done so-so?

Break the behavioural habit - know its non-sustainable

# Module 3: Culture



# Culture: Wisdom...

Culture eats strategy  
for breakfast

Culture: The way we  
do things around here

You can't sell it outside if  
you can't sell it inside

Change culture is like turning a  
ship: a few degrees at a time

Culture is what happens when  
managers leave the room

What you allow,  
you approve

Organizations can shape their  
culture or be shaped by it

Business results start  
with culture and people

Culture is shaped by the worst behavior the  
organization is willing to tolerate

Changing existing culture is  
like pushing water uphill

Ignoring the health of your culture is  
like letting aquarium water get dirty

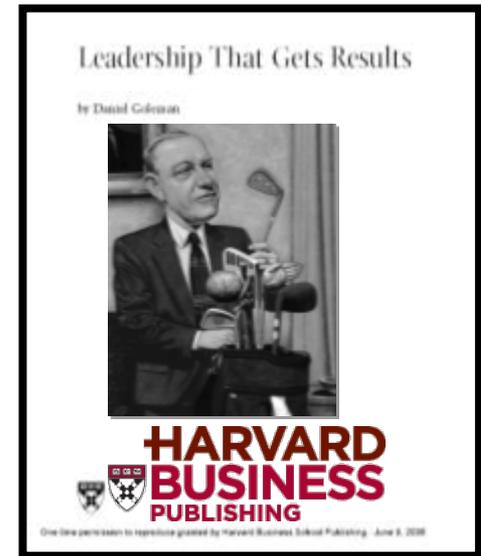
If you get culture right, most of the  
rest takes care of itself

The best way to build a  
long term brand? Culture

Engaging the hearts & minds of people is the  
most sustainable competitive advantage

# The Science of Leadership

## How Leaders Drive Results:

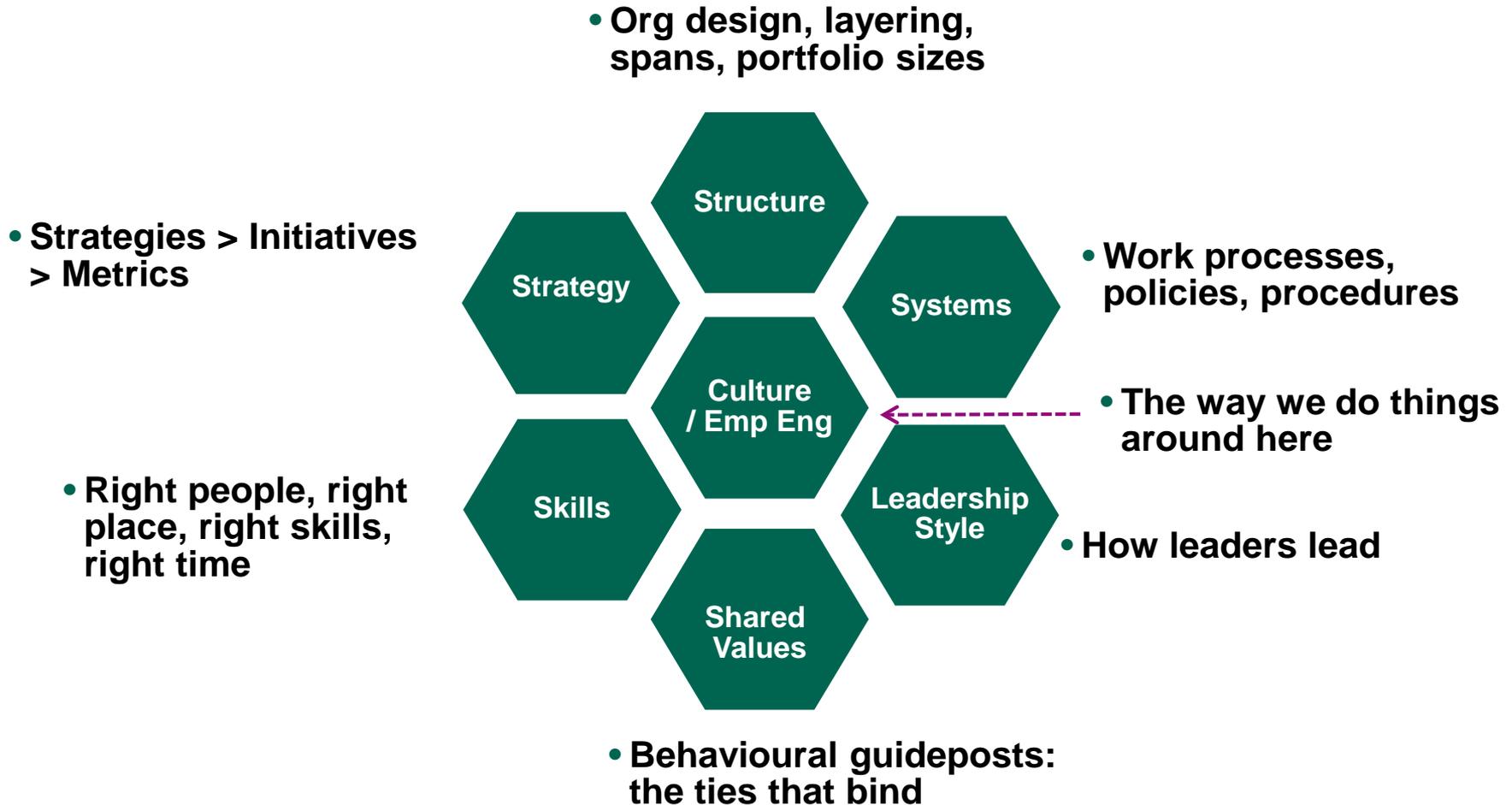


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# The 6S Model of Organizational Effectiveness



**Prior to IBM, I would have told you that **culture** was just one of several important elements of success – along with vision, strategy, marketing, financials...I came to see, that culture isn't just one aspect of the game – it is the game.**

**Lou Gerstner, former CEO, IBM**

# **Module 4: Leading Change – An Appetizer**



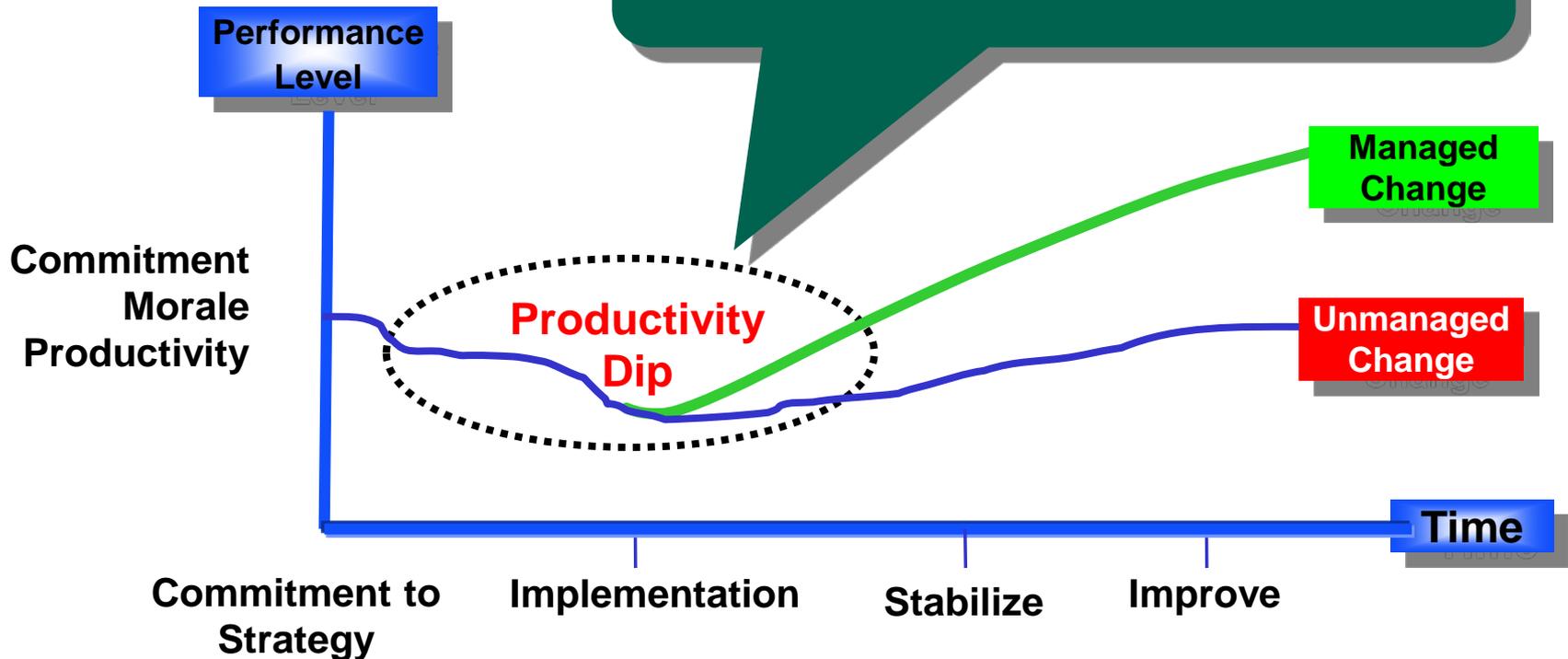
“Its not the strongest that survive,  
nor the most intelligent, but the  
ones most adaptable to change.”  
- Charles Darwin

# Leading Change: Quick Facts

1. 85% of change projects are problem driven and 15% are opportunity driven
2. Change projects that achieve desired results: 25-33%
3. Over 95% of unsuccessful change projects had a good solution
4. Change is 30% logical and 70% emotional
5. People need key messages reinforced 7 times to stick

# Manage Change: Why Do It?

Resolving people issues effectively is key to moving through the dip swiftly with minimal drop in performance.



# The Forces of Change & Resistance



## Forces of Change:

### External

- Political / Regulatory
- Economic/Market Trends
- Social / demographic
- Technological
- Industry Trends
- Competition

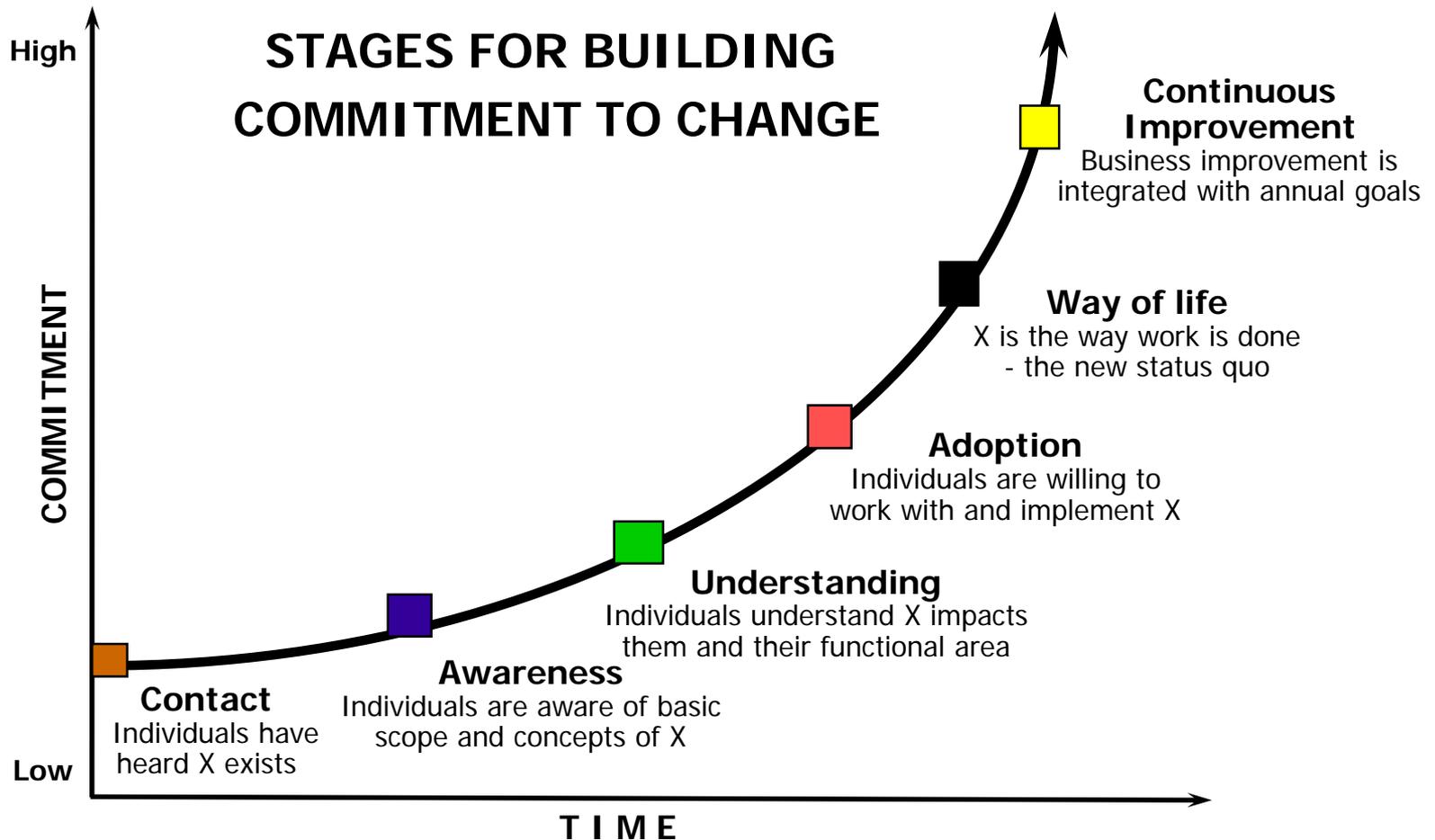
## Forces of Resistance:

### Internal

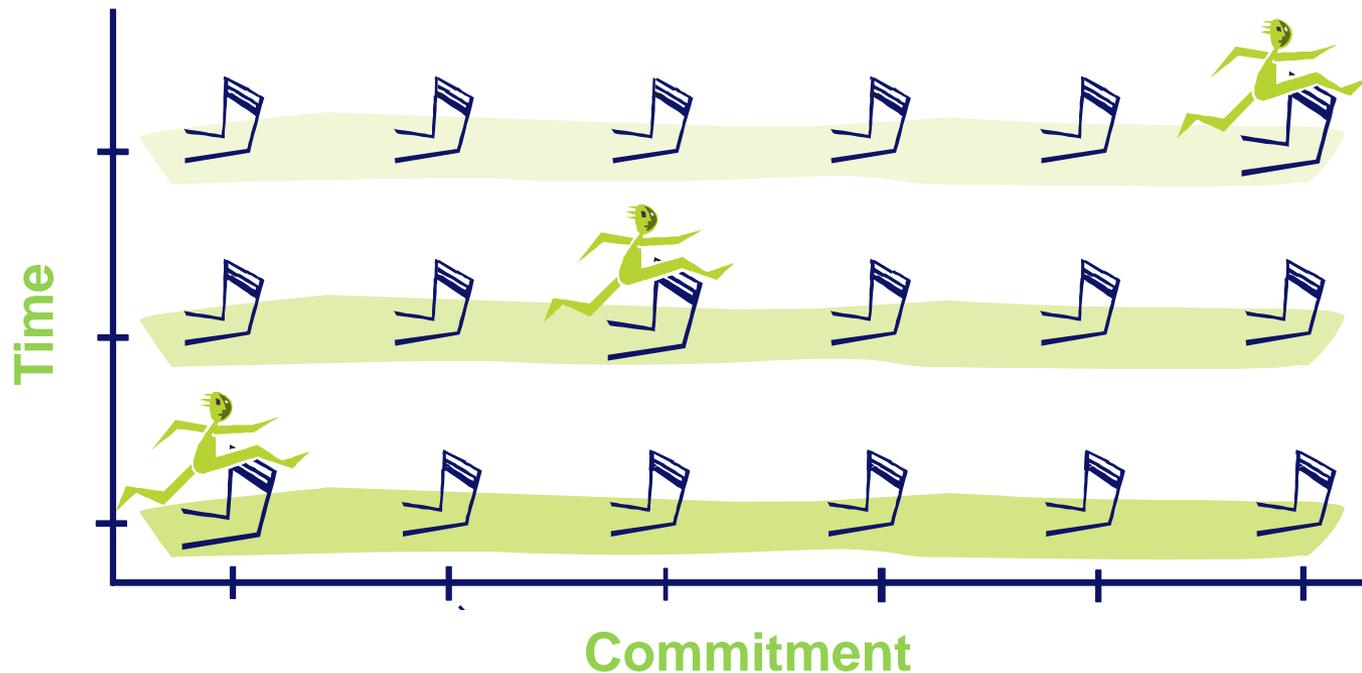
- Success breeds complacency
- Closed Attitudes
- Cultural, stovepipes, silos
- Defined structures & systems
- Insular...“not invented here” syndrome

# Building Commitment

Goal: To move all stakeholders up the curve

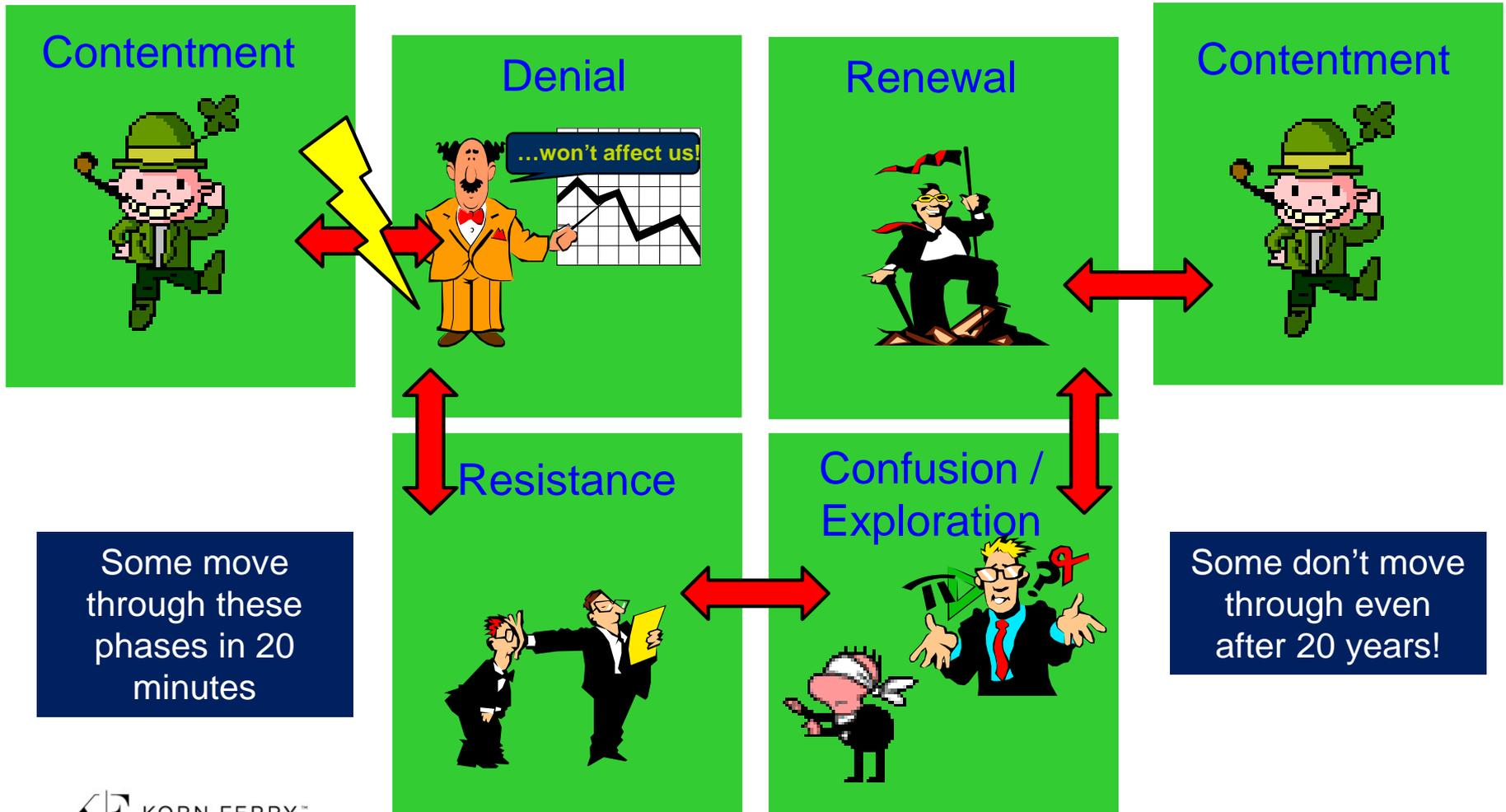


# Marathon Effect



1. Different stakeholders will be at different stages
2. What can you do to encourage employees along?

# Individual Phases To Accepting Change: Janssen's Rooms



Some move through these phases in 20 minutes

Some don't move through even after 20 years!

# Leading Change: Models

Kurt  
Lewin

- Unfreeze
- Change
- Refreeze

William  
Bridges

- Endings
- Neutral Zone
- Beginnings

Richard  
Beckhard

$$D \times V \times F > R$$

- D = Dissatisfaction With Status Quo
- V = Vision
- F = First Steps
- R = Resistance

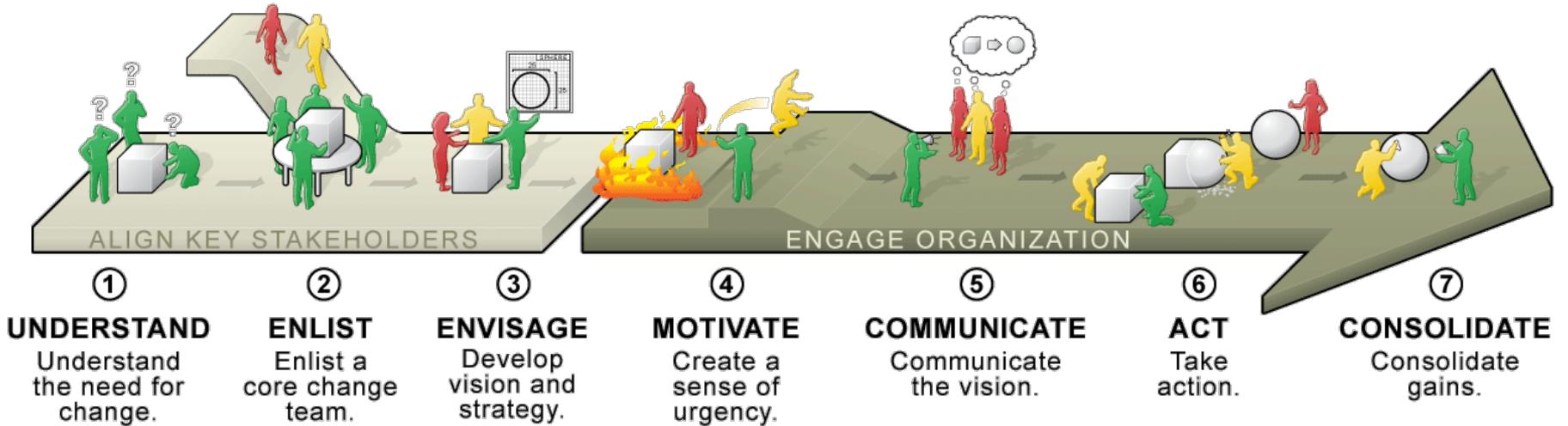
John  
Kotter

- Establish Urgency
- Build Guiding Coalition
- Vision & Initiatives
- Engage People
- Enable Action
- Create Short-term Wins
- Sustain
- Institute

ProSci  
ADKAR

- Awareness
- Desire
- Knowledge
- Ability
- Reinforcement

# Leading Change: Model



<p><b>1. UNDERSTAND</b></p> <p>Understand the need for change through continuous environmental scanning and organizational diagnosis.</p>	<p><b>2. ENLIST</b></p> <p>Enlist the support of a core team of powerful stakeholders. Work with this team to develop a shared vision and strategy to roll out across the entire organization.</p>	<p><b>3. ENVISAGE</b></p> <p>Build a vision of the desired state and a strategy for getting there.</p>	<p><b>4. MOTIVATE</b></p> <p>Create a sense of urgency. Help stakeholders understand the organizational and personal implications of the status quo.</p>	<p><b>5. COMMUNICATE</b></p> <p>Communicate the vision to affected stakeholders. Paint a picture of the future.</p>	<p><b>6. ACT</b></p> <p>Take steps to align the formal organization (systems, structures and processes) with the new vision and strategy.</p>	<p><b>7. CONSOLIDATE</b></p> <p>Through continuous monitoring and measurement, understand and make further improvements until the change becomes part of the organization's culture.</p>
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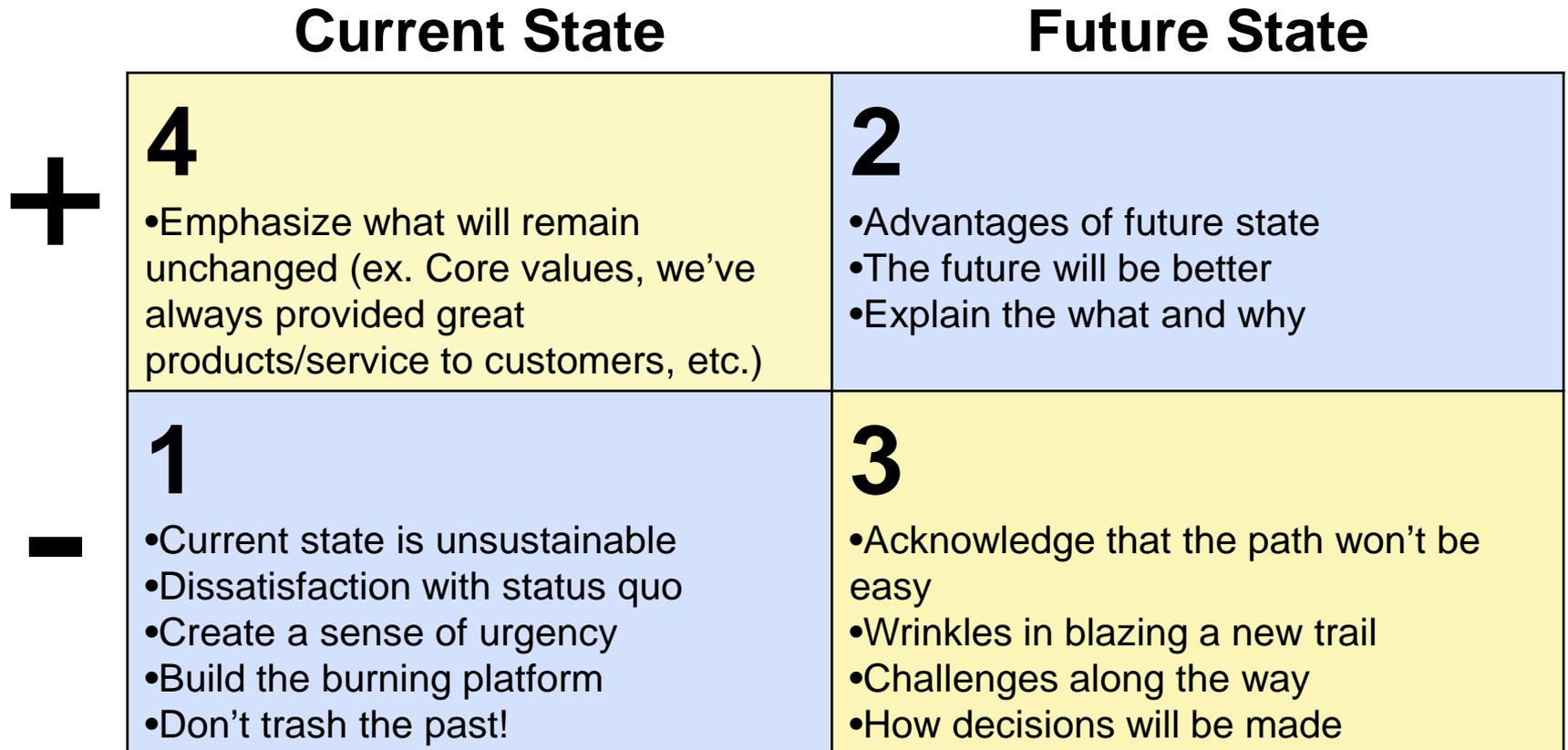
# Top 10 Reasons People Resist Change

1	Loss of status or job security in the organization
2	Non-reinforcing reward systems
3	Surprise and fear of the unknown
4	Peer pressure
5	Climate of mistrust
6	Organizational politics
7	Fear of failure
8	Leaders not modelling proper behavior
9	Bad timing
10	An individual's predisposition toward change

“Change often seems  
bewildering at the  
beginning, chaotic in the  
middle, and perfectly  
understandable when  
you look back.”

- Chris Clark-Epstein

## 4 Box Model of Communication



# Develop Your 30s Elevator Pitch

Develop 1-2 sentences in each box and be prepared to recite it!

**Current State**

**Future State**

**+**

**4**

**2**

**-**

**1**

**3**

# Most Common Mistakes in Change...

1. Going light on understanding why we need to change, heavy on vision, and jumping straight into action
2. Misdiagnosing the scope of the change, and/or setting unrealistic, crisis producing timelines
3. Discounting organizational culture and the need to shift the old culture to fit the new strategy
4. Overlooking the need for leadership modeling
5. Lack of an open and transparent process
6. Sr. Mgmt viewing questions as negativity

# Leading Change: Wisdom...

The stone age didn't end because of a lack of stones

Change is always easier when its ripping up someone else's backyard

Change before you have to!

Never believe that a few people can't change the world. Indeed it is the only thing that ever has.

If you always do what you've always done, you'll always get what you've always got

Some change when they see the light, others when they feel the heat.

Organizations don't have to change. Survival is always optional.

Be the change you wish to see in the world

How long does change take?  
2-3 times longer than you think!

What you allow, you approve

The only constant is change

Change imposed is change opposed

People support what they help create

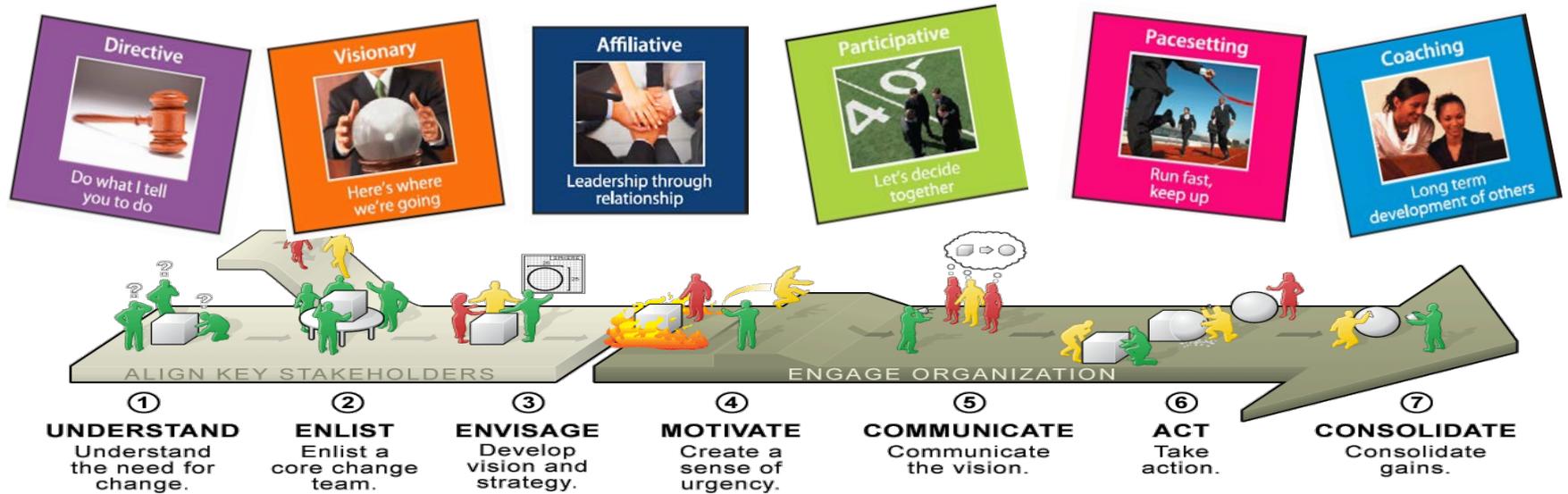
People will submit to the WHAT if they first understand the WHY

If you think change is hard to do with people, try doing it without them

If you can't change the people, you might have to change the people

# Leading Change & The 6 Leadership Styles

Which Styles in Which Order? Check ✓ which apply...



	Early	Middle	Late
Dir			
Vis			
Aff			
Par			
Pac			
Coa			

# Appendix



# Perspectives on Leadership

John Maxwell

- Cast Vision
- Build Teams
- Lead Change
- Develop Other Leaders

C. For Creative Leadership

- Vision
- Communication
- Empowerment
- Action

Steven Covey

- Pathfinding
- Aligning
- Empowering
- Modeling

Kouzes & Posner

- Model The Way
- Inspire A Shared Vision
- Challenge The Process
- Enable Others To Act
- Encourage The Heart

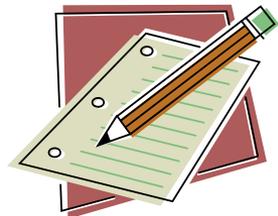
Conference Board

- Master Strategist
- Change Manager
- Relationship Builder
- Talent Developer

# Leaders: 3 Primary De-railers

1. Hesitancy to take necessary calculated risks
2. Overly controlling style
3. Reluctance to tackle the difficult people issues

**CCL – Centre for Creative Leadership**



# The Hay Group Iceberg Model

**Knowledge,  
Skills and  
Abilities**

**Technical  
Competencies**  
ex: Degree, Diploma,  
Certificate, Designation, etc.

Necessary, but not  
sufficient, for  
top performance

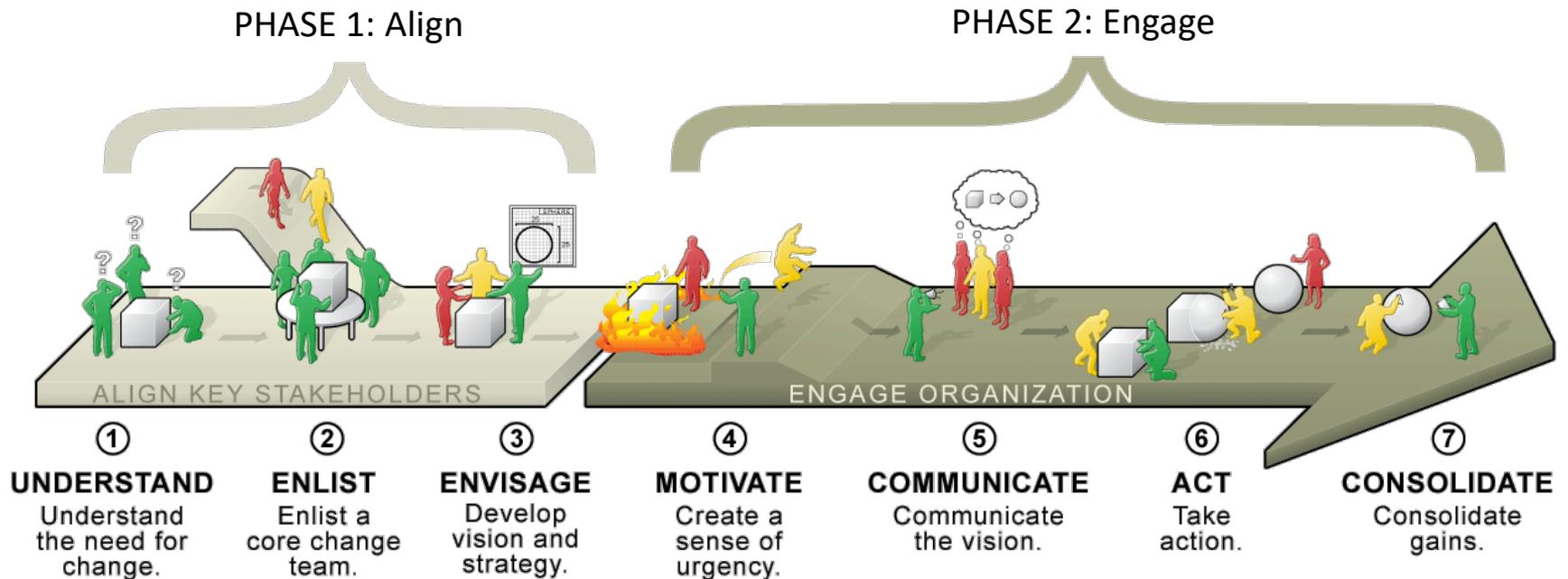
**Personal  
Characteristics**

**Behavioural  
Competencies**  
ex: Vision, Strategic Thinking,  
Execution,  
Leadership, Influence, etc.

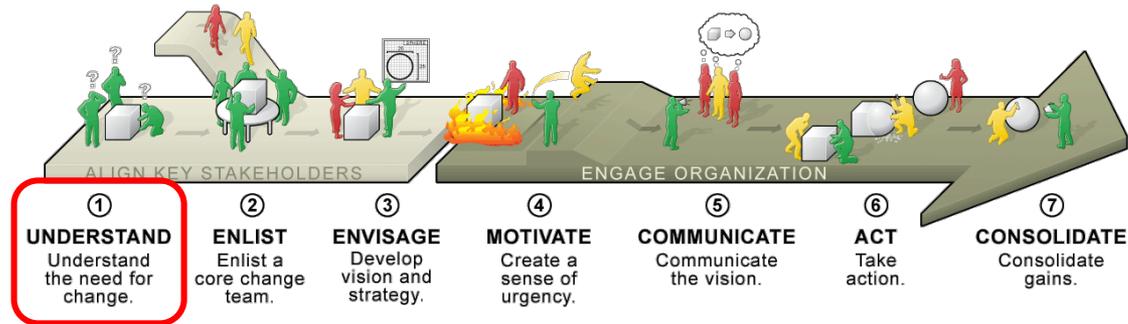
Characteristics  
that differentiate  
performance and lead  
to long-term success

# Leading Change: Model

Build stakeholder commitment with a **two phase, seven step** process.



# 1. UNDERSTAND



## Gather information

- Interviews with leaders, managers, and front-line employees
- Engage with customers and suppliers (i.e. focus groups)
- Benchmark competitors and other organizations

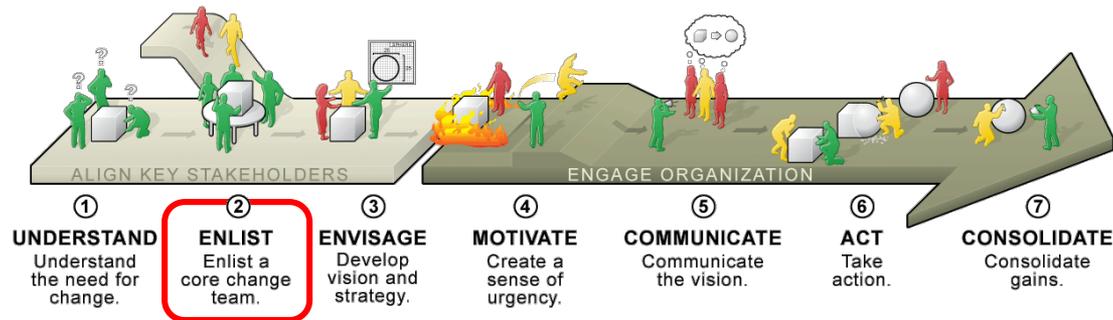
## Identify the Problem

- Determine root causes and not symptoms

## Share information with key stakeholders (management)

- Create alignment with key stakeholders (managers) by sharing an honest assessment of the current state, competitive, and financial landscapes
- Take 5-6 actions to ensure understanding

## 2. ENLIST



### Identify the Sponsor

- Active, visible, builds support, manages resistance, communicates directly

### Identify the Change Agent

- Visionary, Motivating, Empowering, Managing

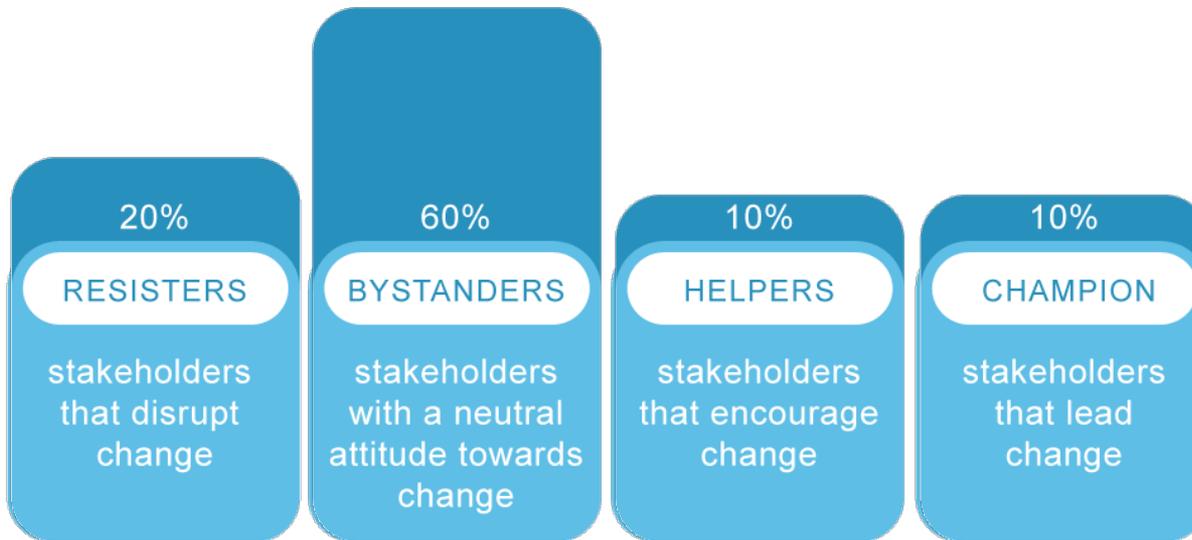
### Enlist the Change Team

- Consider members base on varying leadership, position power, expertise, credibility, management

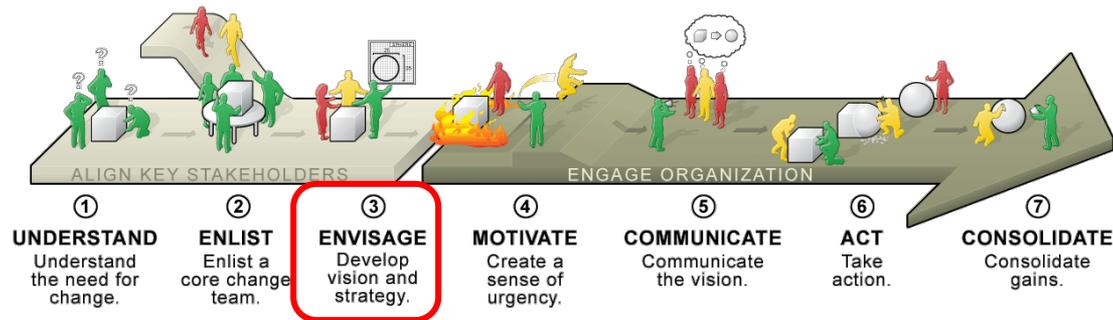
### Identify Key Stakeholders

- Map stakeholder support to get a snapshot of the organization's readiness to change

# Stakeholder Mapping



### 3. ENVISAGE



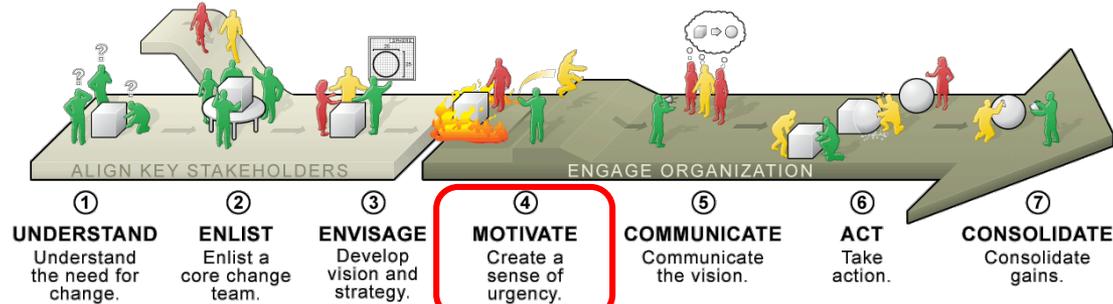
Develop a vision for the project: “where you want to go”

- Tangible, Desirable, Feasible & Flexible, Focused & Simple
- Brief, stretch, and inspirational
- Great visions are behavioural at their core and translate easily into action

Develop a strategy to implement: “how you’ll get there”

- Provides a framework / plan for operational decisions
- Top 5-7 pillars to achieve the vision
- What might we expect to see more/less of in the future?

## 4. MOTIVATE



Addressing both rational (30%) and emotional (70%) levels

Create sense of urgency

- Consider moving towards (opportunity) vs. moving away (crisis)
- Answer: What are the implications of the status quo?

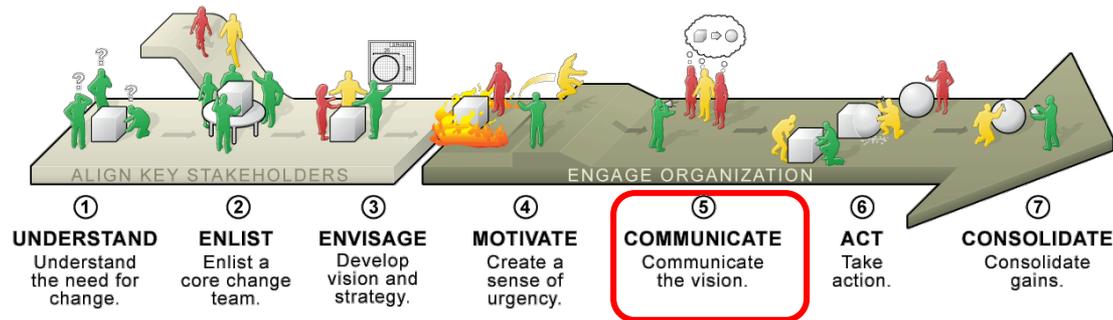
Share information and communicate honestly with entire organization

- Share competitive and financial landscape with all employees
- Allow time for Q&A sessions with employees

Make it personal (WIIFM)

- Encourage input and two-way dialogue
- Extrinsic (salary, bonus, etc.) vs. intrinsic (purpose, mastery, autonomy)
- Winning the hearts and minds of people

## 5. COMMUNICATE



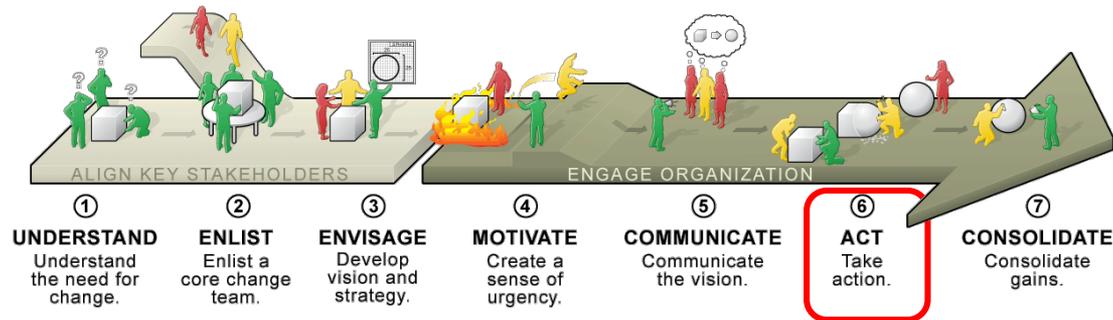
### What should you communicate?

- Share and constantly repeat the new vision
- Be honest with employees – share potential challenges
- Address anxiety due to the lack of certainty
- New expectations/objectives (individual)
- New Targets (group/corporate)

### How much communication is enough?

- Say it, say it, say it again – the 7 times rule!
- Use multiple methods (face-to-face, emails, forums, newsletter, company intra-net, etc.)

## 6. ACT



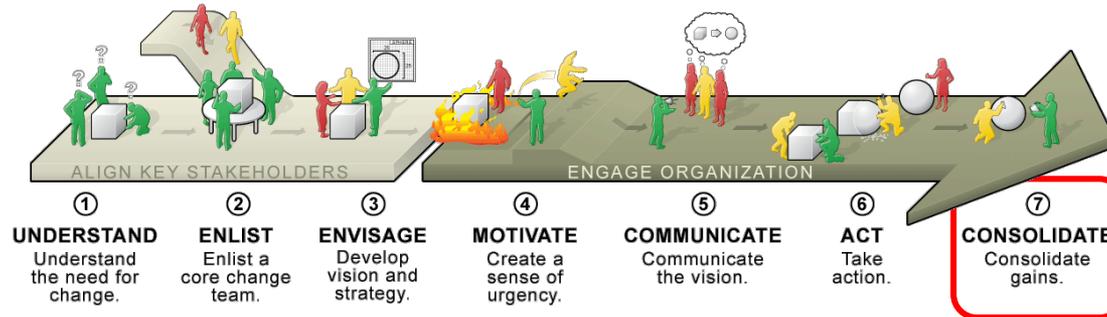
### Deploy actions consistent with vision & communication

- Make structures compatible with the vision
- Align practices, policies, systems
- Deal with people who undercut the needed change

### Provide the training employees need

- Develop training infrastructure specific to execution of new strategy
- Consider pilot projects with smaller groups prior to corporate training

## 7. CONSOLIDATE



### Encourage and Reward

- Celebrate and publicize successes of the new change
- Reward individual contributions
- Share evidence and data that proves the change is working
- Communicate both:
  - Quantitative (evidence, bar charts, units sold, sales, profit)
  - Qualitative (stories of success, customer/employee testimonials)

### Reflect and Learn

- Capture lessons learned for future projects