

Leading Well Through Change

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Best of the West

8th Annual

***Relocation
Summit***



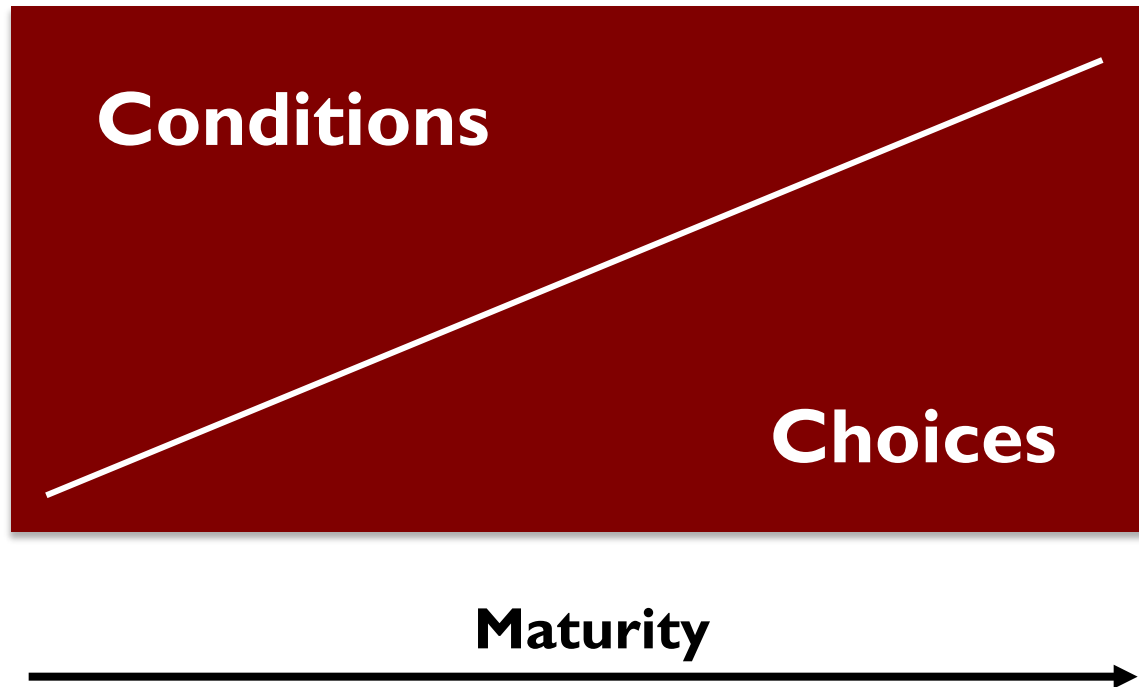
Mastering Mobility in the New Norm



Prison Thinking

A belief that we are powerless to exercise control over how we respond to circumstances

Condition vs. Choice





This will eventually go away.



Change is here to stay.



I should just keep doing what I've
always done before.



If industry is changing, you should
be changing too.



I'm not in a position where I can
make a difference.



You are either part of the solution,
or part of the problem.

Learned Helplessness



Dog A



Received shocks, button turned off shocks

**Escaped
Quickly**

Dog B



Received shocks, button did not turn off shocks

**No
Movement**

Dog C



Received no shocks

**Escaped
Eventually**



“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.”

Charles Darwin



Think of a moment when you demonstrated “resilience”

What doubts or fears influenced you?
What behaviors allowed you to move beyond?

The Building Blocks of Resilience

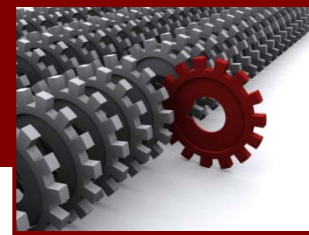


* Contu, D. How resilience works. *Harvard Business Review*, 80 (5), 46-55.

Leadership



The Characteristics of a Leader



“It is unequivocally clear that leaders are not like other people. Leaders do not have to be great men and women by being intellectual geniuses or omniscient prophets to succeed, but they do need to have the “right stuff” and this stuff is not equally present in all people.”

Shelley Kirkpatrick and Edwin Locke

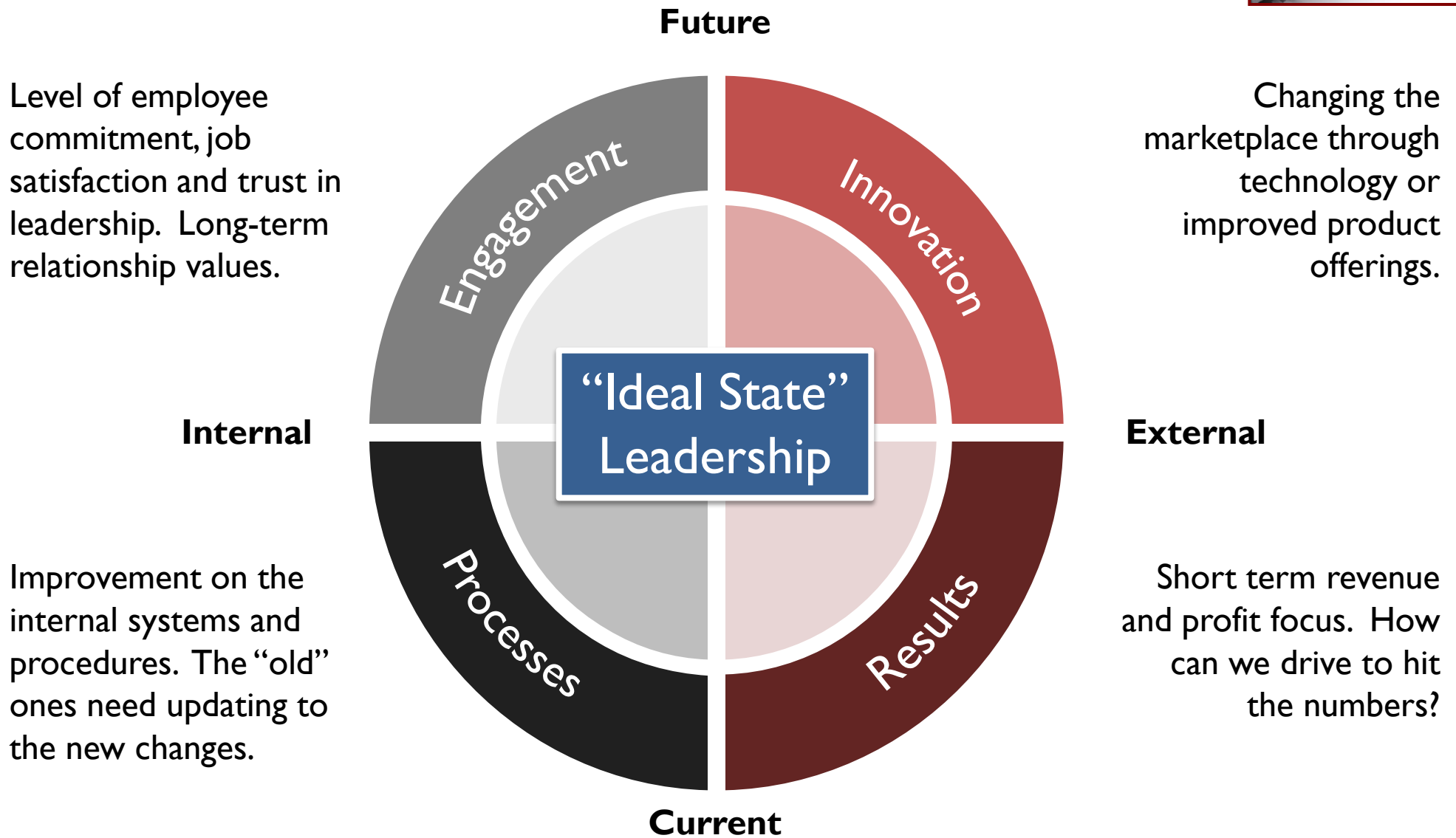
The “Right Stuff”



Forces of Change



Dynamic Tensions



* Based upon M.G. Patterson, M.A. West, R. Lawthon, and S. Nickell, Impact of People Management Practices on Business Performance, Institute of Personnel Development, London, 1997

Dynamic Tensions



Level of employee commitment, job satisfaction and trust in leadership. Long-term relationship values.

Changing the marketplace through technology or improved product offerings.

Internal

External

Improvement on the internal systems and procedures. The “old” ones need updating to the new changes.

Short term revenue and profit focus. How can we drive to hit the numbers?



* Based upon M.G. Patterson, M.A. West, R. Lawthon, and S. Nickell, Impact of People Management Practices on Business Performance, Institute of Personnel Development, London, 1997

Leadership That Prevails in Tough Times



Safe Leadership

- Are driven by rewards and status, unwilling to put themselves on the line because of threat of losing position
- Focus on tasks
- Too busy to focus on the future
- They draw strength from image
- Reactive to daily issues and are driven by the urgent
- They gain value from others

Prevailing Leadership

- Are driven by making a difference, willing to put themselves out there to accomplish something great
- Focus on people
- Make time to focus on the future
- They draw strength from identity
- Create a road map for the future and are driven by the vision
- They want to add value to others



Which type of leader are you...today?

Leading Well Through Change

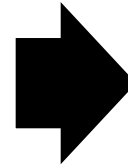


Point #1 Choose to Change



We must first choose to change...

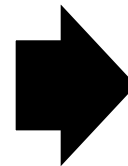
“Safe”
Leadership



Prevailing
Leadership

...if we desire others to change their choices

Learned
Helplessness



Resilience

Point #2 Go to the “Heart of the Matter”



Truths about People During Stress, Pressure and Change:

1. People are INSECURE. Give them confidence.
2. People like to FEEL SPECIAL. Honor them.
3. People need to be UNDERSTOOD. Listen to them.
4. People are NEEDY. Speak to their needs first.
5. People get EMOTIONALLY LOW. Encourage them.

“True leaders understand that in order to ask for a hand, they must first touch a heart.”

John C. Maxwell

Point #3 Go “Back to the Future”



- **See it clearly**
 - They can live without certainty, but they cannot survive without CLARITY.

- **Show it consistently**
 - Common purpose inspires uncommon performance

- **Say it constantly**
 - Vision leaks

Florence Chadwick Story



The Wisest Investment





Thank you