LEADING AND MANAGING CHANGE

Phil Clements, UW Labor Relations
Change happens....
Or you can be left behind...

I miss the way things used to be
We have no choice but to keep up

“It is not the strongest species that survive, nor the most intelligent, it is the one most adaptable to change”

-Charles Darwin
In fact, we want to lead
To do that, we need to work as a team

AND we all need to be headed in the same direction…
Being a boss...
Being a leader...
Bosses and leaders...

Difference Between

**Boss**

- Drives employees
- Depends on authority
- Inspires fear
- Says, "I"
- Places blame for the breakdown
- Knows how it is done
- Uses people
- Takes credit
- Commands
- Says, "Go"

**Leader**

- Coaches them
- On goodwill
- Generates enthusiasm
- Says, "We"
- Fixes the breakdown
- Shows how it is done
- Develops people
- Gives credit
- Asks
- Says, "Let's go"
Collaboration = Engagement

Red Zone
- Low trust/high blame
- Threats/fear
- Guardedness
- Insecurity
- Withholding energy
- Risk avoidance
- Sense of entitlement
- Cynicism/suspicion
- External motivation

Green Zone
- High trust/low blame
- Mutual support
- Dialog/shared vision
- Honesty/openness
- Cooperation
- Risk taking
- Sense of contribution
- Sincerity/optimism
- Internal motivation

Source: Jim Tamm, “Radical Collaboration”
Being a good leader

- Focus on the team (It’s not all about you)
- Develop clear vision/values (sense of direction)
- Reward the right behaviors
- Empower the team
- Develop and create opportunities for new leaders
- Competitors should be external
- Be a good listener
- Communicate, communicate, communicate
- Celebrate successes!
Ability to lead change is a basic competency of leadership

“I want you to find a bold and innovative way to do everything exactly the same way it’s been done for 25 years.”
The dynamics of change
Why is change hard for some?

WHAT WE ARE  LEAP OF FAITH  WHAT WE WANT TO BE

MAKE THE JUMP.
Change can feel threatening

- Biology – changes in routine trigger auto-response
- Disorientation
- Loss of self-esteem
- Fear of not being able to change/learn new “ways”
- Ownership of/identify with “our” way
- Feel “home” in current physical/social arrangement
- Loss of relationships
Yoda knows....

THE FEAR OF LOSS

IS A PATH TO THE DARK SIDE
Strategies for effective change

- Seek broad input in vision and planning processes
- Identify and engage key leaders and influencers
- Include the “early adopters” and the “nay-sayers” in planning
- “Kick off” the change. Celebrate the “old” and the “new”
- Take care of early adopters
- Acknowledge employees’ sense of loss/discomfort
- Be a good coach and teacher. Help others find insights and positives in the change. (Imagine Pete Carrol)
- Keep people updated: change might “change”
- Create a sense of empowerment, support, and ownership
- **ABOVE ALL, KEEP THE FOCUS ON THE DESIRED OUTCOME**
Study of coaching effectiveness

TRAINING – 28% improvement

TRAINING WITH FOLLOW-UP COACHING – 88% improvement

Source: David Rock & Jeffrey Schwartz, “The Neuroscience of Leadership”
How people learn

- Teach Others: 90%
- Practice Doing: 75%
- Discussion: 50%
- Demonstration: 30%
- Audiovisual: 20%
- Reading: 10%
- Lecture: 5%

Average Student Retention Rates
Common pitfalls of change leaders

- Focus on negative aspects of the change
- Blaming other people or departments
- Not educating and mentoring “influencers”
- Not taking time to coach or support others
- Too many changes at once (methods, rules, workspace, etc.)
- Micromanaging all aspects of the event
- One-size-fits-all solutions to employee concerns/needs
- Using “stick” (even “carrot” isn’t as good as engagement)
- Not trusting employees with information
- Not keeping everyone’s focus forward and on positives
What information to share?

- Who?
- What?
- When?
- Where?
- How?
- Why?
“THE SECRET OF CHANGE IS TO FOCUS ALL OF YOUR ENERGY, NOT ON FIGHTING THE OLD, BUT ON BUILDING THE NEW.”

— Socrates
Leading and managing

- They are complementary skills/qualities
- To be effective, you must do both

“Management is doing things right; leadership is doing the right things”

— Peter Drucker/Warren Bennis
Leaders and managers

- Leaders develop vision and strategy; Managers develop methods and processes.
- Managers direct and control (“what to do”); Leaders motivate and inspire (“want to do”).
- Leaders see the long-view (where we’re going); Managers the here and now (the steps to get there).
- Leaders focus on broad picture; Managers pay attention to details.
Or said another way...

- "Management is efficiency in climbing the ladder of success;
- Leadership determines whether the ladder is leaning against the right wall

-- Steven Covey
Keys to effective managing

- Understand union contracts/policies
- Set clear expectations and address gaps
- Don’t avoid difficult conversations
- Remove obstacles to employee success
- Encourage open communication
- Respond to concerns, no matter how small they may seem
- Close the loop
- Document important communications
- Use corrective action
- Base decisions on merit/consistency
- Ask for help!
Understand “just cause”

1. Did management inform of rule/consequences?
2. Was rule reasonably related to business?
3. Did management investigate?
4. Was the investigation fair/objective?
5. Is there substantial evidence of conduct/performance issue?
6. Were rules applied evenhandedly (comparables)?
7. Is penalty reasonably related to seriousness of offense?
Learn to collaborate (and vice-versa)

Collaborate: (Latin) (verb) “To work with another person or group in order to achieve or do something.”

It has been said, and only half in jest, that a tough, professionally led union is a great force for improving management performance. It forces the manager to think about what he is doing and to be able to explain his actions and behavior.

(Peter Drucker)
WHO'S GOT MY BACK?

I GOT YOUR BACK!