

Leading *and* Managing *Change*

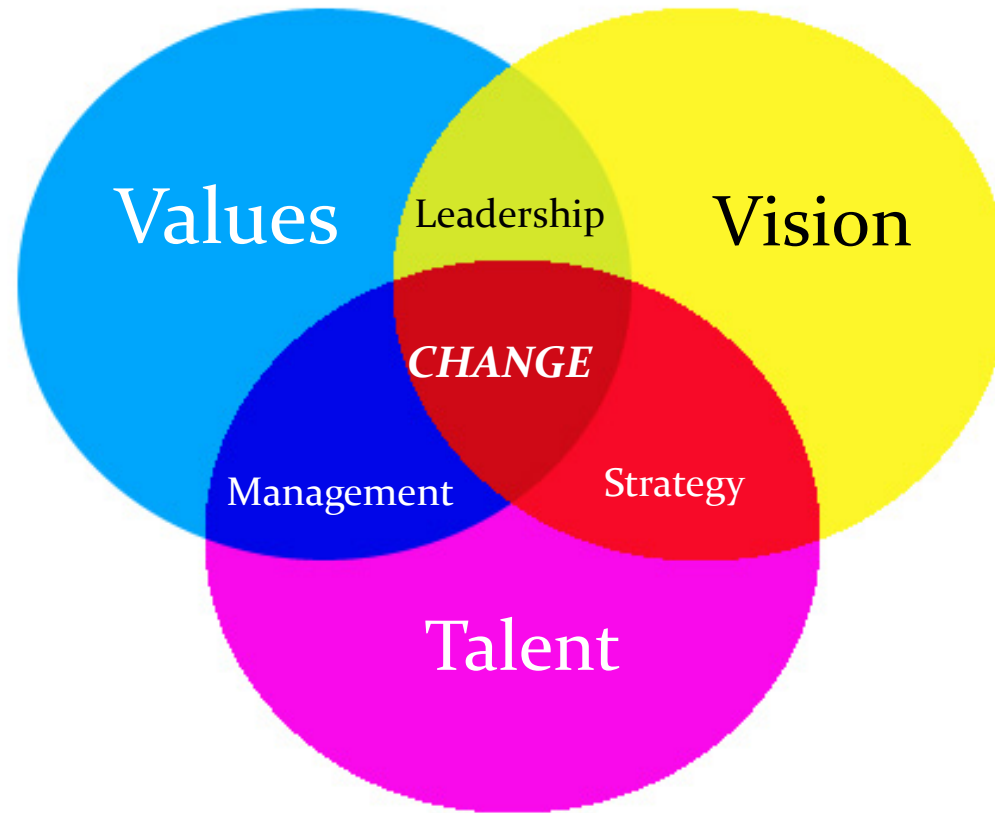
Prepared for ACHE—SETC

April 28, 2016

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Sustainable Change: *Six Critical Success Factors*



Critical Success Factors: Glossary

- **Values**=Beliefs that drive behavior
- **Leadership**=Relationships
- **Leaders**=inspired followers; unleash human potential*
- **Vision**=A possible (not probable) Future that is better than today
- **Trust**="The benefit of the doubt"
- **Strategy**=The details of Vision achievement
- **Talent**=Motivation, Capacity to Grow and Capability
- **Management**=Getting Predictable Results
- **Corporate Culture**=The organization's personality
- **Communication**=Meaning to the Receiver
- **Change**=Inspiring people to move from A to B, where B is Better than A

**Note: The most effective parents are great leaders!!*

#1 CSF: *Values* - Definition

- Hard-wired Decision Rules—(next slide)
- Motivational Influences: RAPA (slide)
- Behavioral Drivers—Change Determinants

Behavior* is *THE* Change Metric

Behaviors are different from emotions, feelings and impressions. Behaviors have these characteristics:

1. Observable
2. Repeatable
3. Measureable

The two metrics for behavior are:

1. Frequency, and
2. Duration

***Words lie—Behaviors never lie!!** (*Note: Avoid the Fundamental Attribution Error!!*)

#2 CSF: *Leadership* - Definition

**Leaders have *trusting followers*
with aligned *values* who
understand their role* (next slide) in
achieving a *vision* of sustainable
*change***

-Tom Atchison

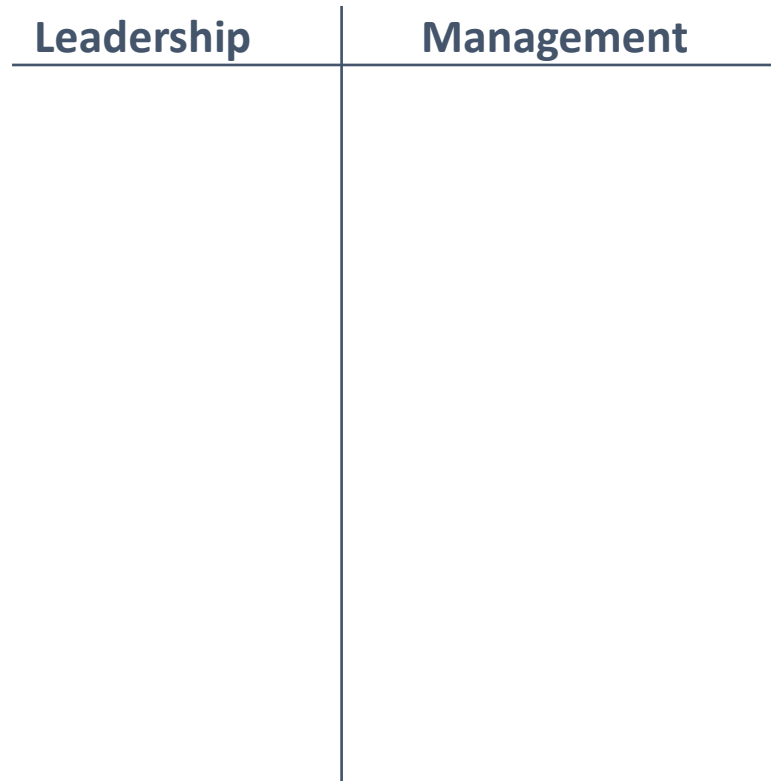
3 Statements *All* Followers Make

1. I am valued.

2. I am clear about my roles and responsibilities.

3. I have a future.

Leadership/Management



#3 CSF: *Vision* - Definition

- Visions are statements of *destination*, so, they are forward-looking.
- Visions are *conceptualizations* for a better *future*.
- Visions express a sense of the *possible (not the probable)*.
- Visions are a *lubricant* during difficult times
- Visions are unique, they *set you apart* from everyone else.
- Visions always begin with *THE*

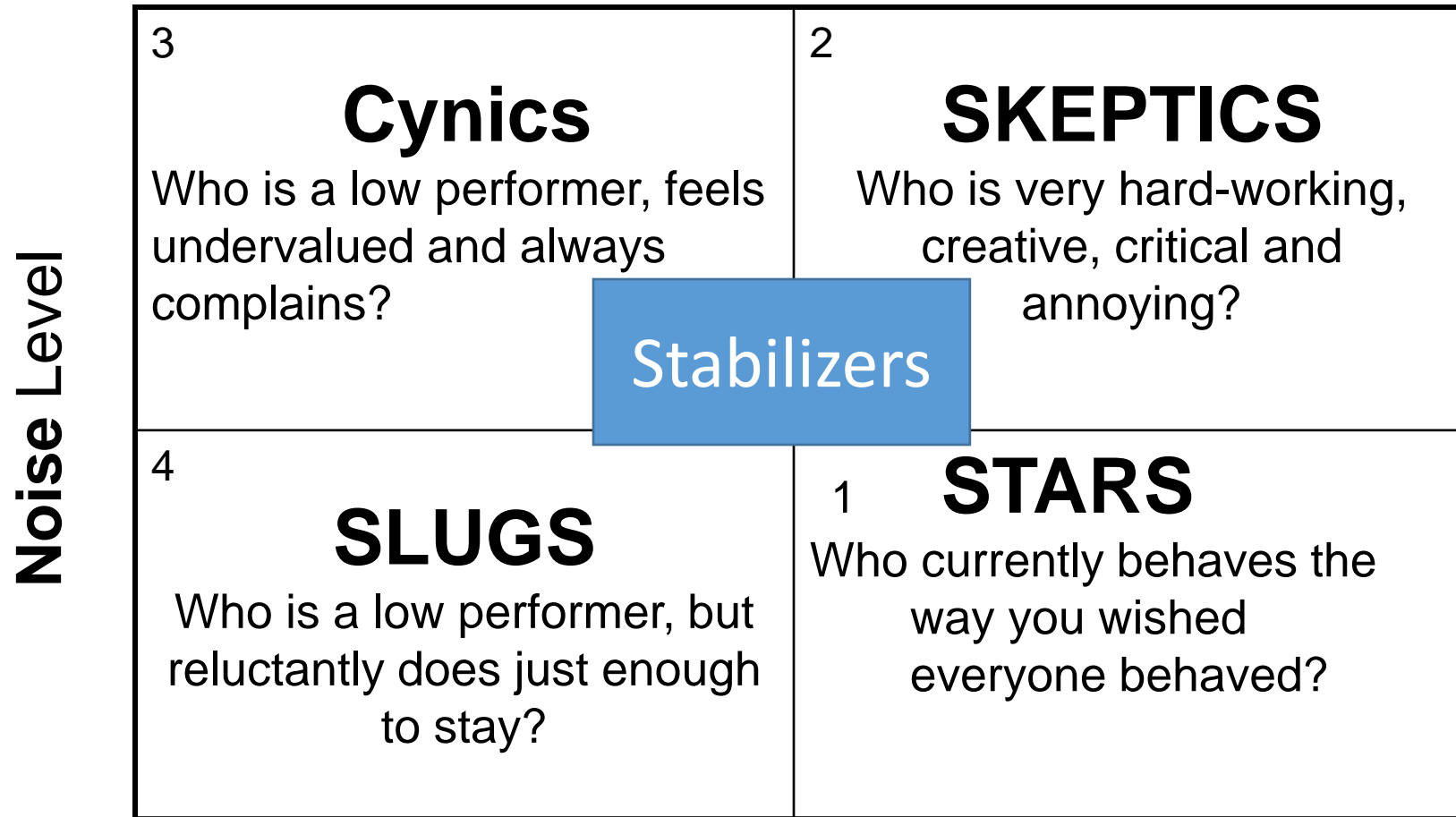
#4 CSF=*Strategy* During Change

- Transformational—“Blue Ocean” --*Visionary*
- Transactional—“Red Ocean” --*Tactical*

#5 CSF: *Talent*—Human Capital

- Hire to Values
- Train to Capacity
- Identify A-B-C Performers

Change---With Whom??* (next slide)



Contribution to Performance

N/600

Leadership Advice for Human Capital

- Love the Person, Hate the Behavior
- Be Empathic, not Sympathetic
- Avoid the Cynics/Complainers--Focus on the Stars and “Mine” the Skeptics

#6 CSF: *Management*—Predictable Results

- Effective Communication
- Team Building
- Metric (You can't manage what you can't measure)

Summary

- With the Six Critical Success Elements in Place, You are now ready to Create Sustainable

CHANGE

Change Quotes

Change before you have to.

-J. Welch

Manage change or react to change.

-T. Atchison

Be the change you want to see in the world

-M Gandhi

Everyone thinks of changing the world, but no one thinks of changing themselves

-L Tolstoy

This is a New Year. A new beginning. And things will change.

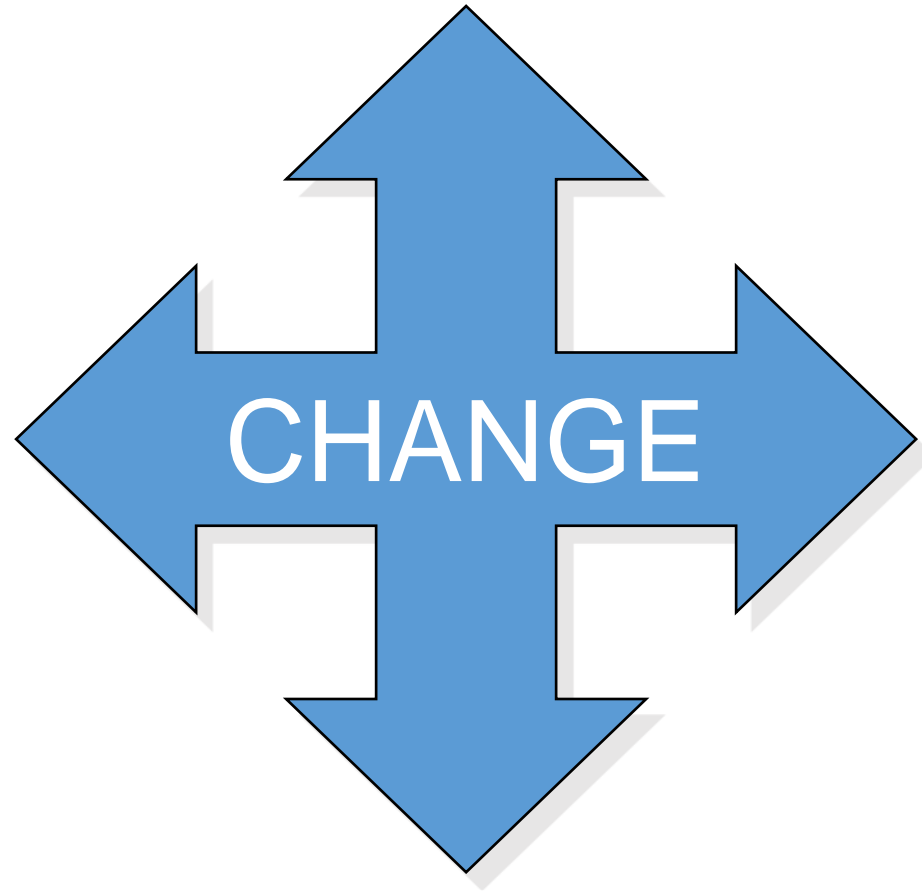
-T Swift

Remember, the stone age didn't end because they ran out of stones.

-Rick

We cannot solve today's problems working from mindsets that created them.

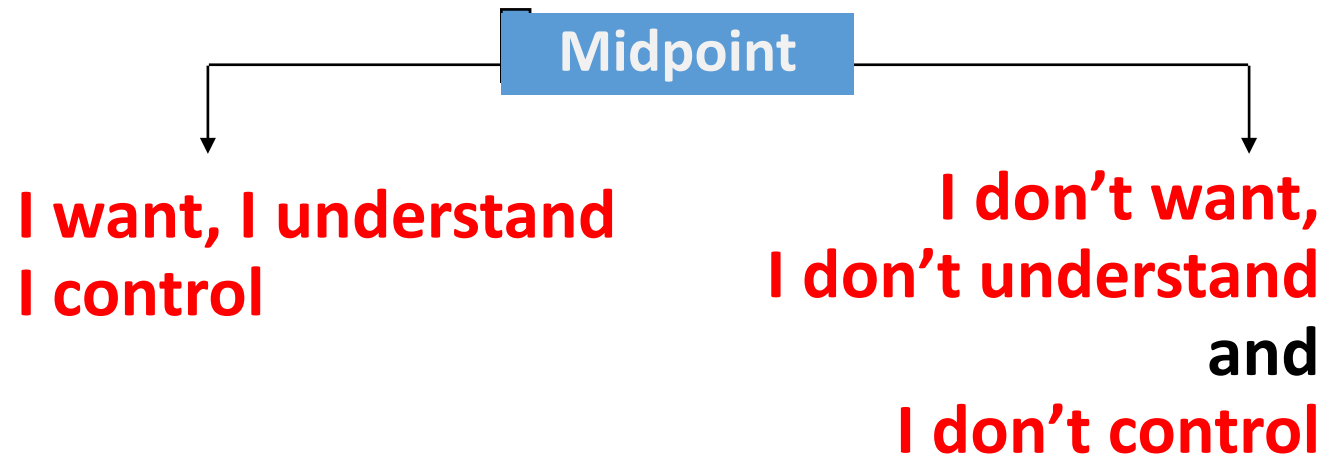
-paraphrase from Albert Einstein



CHANGE

Dynamics of Change

The Easy to Hard Continuum



Dynamics of Change

The Anxiety/Behavior Continuum



What can go Wrong

- Wrong Culture Fit/Conflict
- Hubris—Kodak
- Habit—write name

References

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Leadership's Deeper Dimensions,

Tom Atchison

Advanced: Great by Choice, Jim Collins

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Escape Fire--Video

Thank You