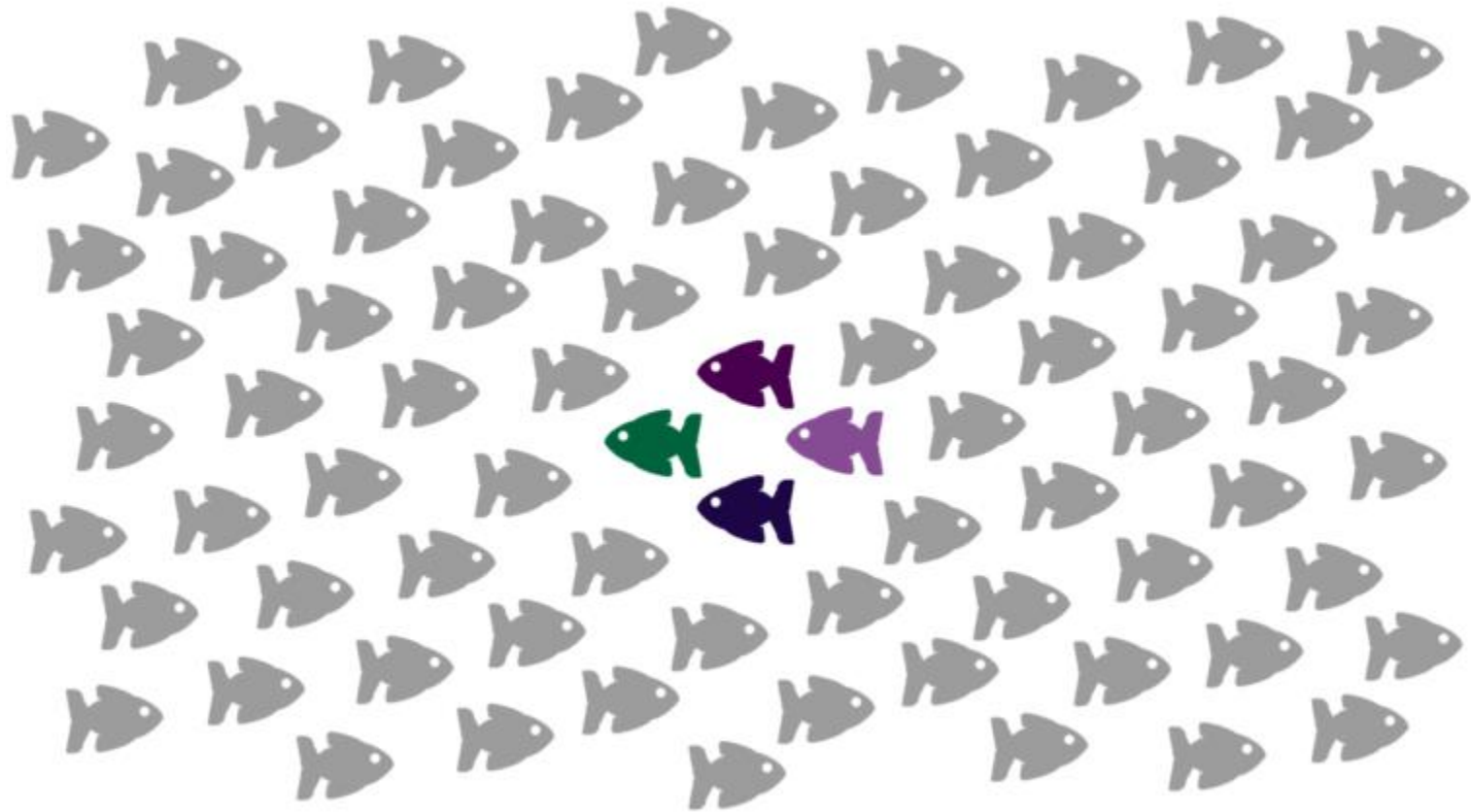


Driving and Leading Change

Judy Williams



Structure of the L@L

- Explore the different stages of change using Kulber-Ross, Lewin and Kotter models
- Discuss how people think, feel and behave at the different stages in the change process
- Identify what is needed at the different stages in order to effect change

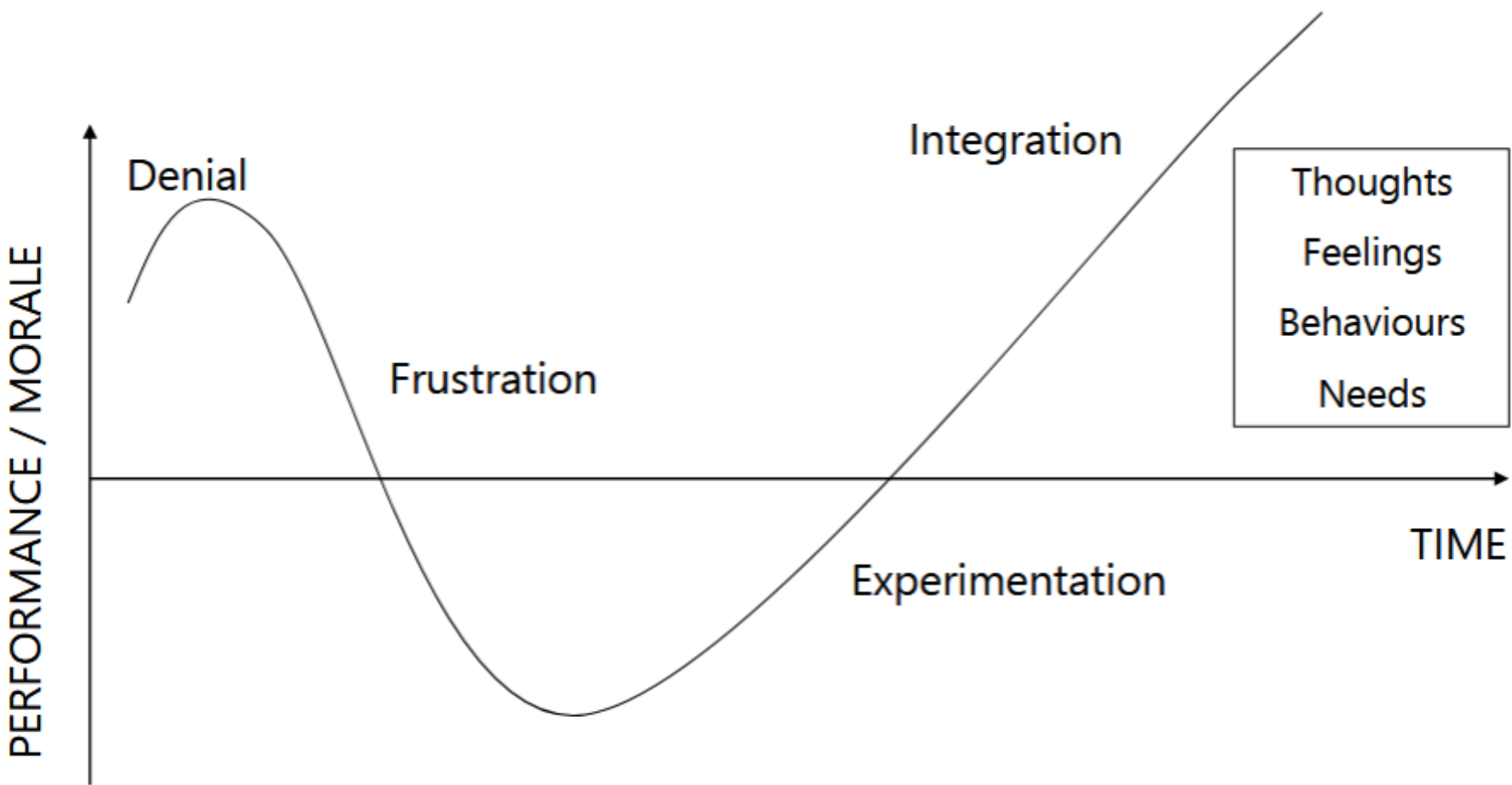
Driving and Leading Change

Think about different changes you have undergone that have been completed from different areas of your life

- You have instigated
- One imposed on you
- Another you are neutral about

Identify how you felt, thought and behaved at different point in these changes

An illustrative change curve



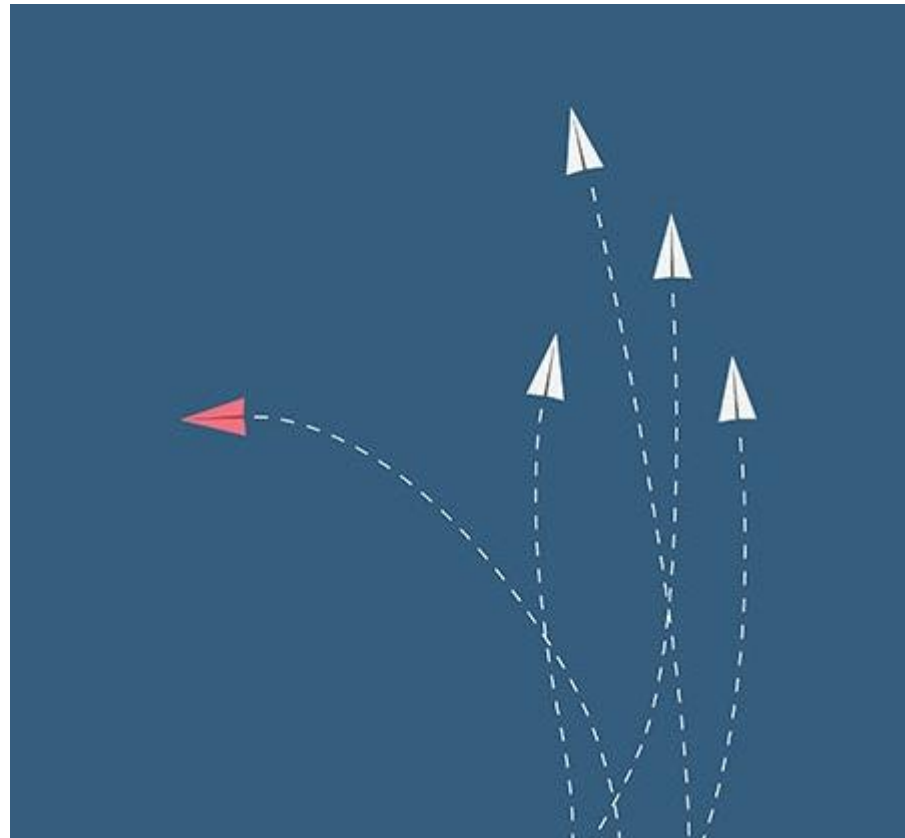
A word cloud with a triangular shape, featuring various terms in different colors and sizes. The most prominent words are 'Communication' (black), 'Strategy' (blue), 'Support' (blue), 'Transparency' (orange), and 'Listened' (brown). Other visible words include 'Responsibility', 'Accountability', 'Honesty', 'Evidence', 'Trust', 'Changes', 'Reasons', 'Translated', 'Openness', 'Consistent', 'Input', 'Way', 'Ability', 'Appraisal', 'Benchmark', 'Bottom-up', 'Individuals', 'Possible', 'Top-down', 'Change', 'Trust', 'Clear', 'Dialogue', 'Balanced', 'Plan', 'Time', 'Genuinely', 'Purpose', 'Heard', and 'Genuinely'.

Kubler-Ross

- Beginning - introducing the change
 - Negative reactions, protest, resist change
- Middle – people start to react to change
 - Express concerns , stressful and unpleasant
- Beginning to End- Turning points
 - Start to let go, what is good and not so good
- End – change becomes second nature
 - Accept change, embrace change, positive effective clear

Kubler-Ross

- Beginning – Middle - Beginning to End - End
- Thoughts
- Feelings
- Behaviours



Beginning

- **Thoughts**

disbelief, incredulous, disdain, optimism, no planning, opportunity, injustice, unfair, Why? trepidation, reservations, too ambitious

- **Feelings**

anger, distress, happy, put upon, overwhelmed, disillusioned, pessimistic, conflicted, confused, upset, out of my depth, disappointed, frustrated, excited

- **Behaviours**

Anger, shouting, gossiping, sulk, withdrawn, galvanised, consultation, planning

Middle

- **Thoughts**

Scale of problem, how can I manage? Overwhelming, going well, plans more concrete, disbelief, clarity

- **Feelings**

Excited, happy, apathy, concern, valued, believable, over-it, frustrated, overwhelmed, loss of respect for leaders

- **Behaviours**

Complacency, withdrawn, following instructions, keeping going, moving forward, took the lead, pro-active, plans, getting by-in

Beginning to End

- **Thoughts**

Start to look ahead, will we complete on time?
Sense of accomplishment, its OK after all, optimism,
what corner next, despair

- **Feelings**

Relief, excited, comfortable, organised, a plan,
valued, positive, worthy, hope, determined, sad,

- **Behaviours**

Assured, determined, confident, pragmatic, forward
looking, implementations, panic

End

- **Thoughts**

Worthwhile, remarkable, I could do that again, what happens next, can rescue some situations, still painful

- **Feelings**

Relief, lucky, glad, satisfied, fulfilled, acceptance, less angry, accept limitations, reflective, confident, resentful

- **Behaviours**

More reflective in future, prepared for future challenges, learning to live differently, enjoying every day, less emotional - more thinking

John Kotter's 8 stages

1. Establish a sense of urgency
2. Create the guiding coalition
3. Develop a vision and strategy
4. Communicate the vision
5. Empower broad change
6. Quick-wins
7. Don't let up
8. Incorporate changes into the culture

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Lewin's 3 stages

Unfreeze (1-4)

Transition (5-6)

Re-freeze (7-8)

For me to work at my best I need....

Take one deliberate step

