

Successfully Leading Through the Challenges of Change

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Michael McElhenie is a Senior Consultant at Being First, Inc. - the world's preeminent change leadership firm. Michael advises, coaches and works with leaders to manage personal, team, and organizational change. With deep expertise in emotional intelligence and crucial communication, Michael helps leaders navigate the complex and ever-changing dynamics of executive team and board relationships. He is often called upon to help leaders efficiently and effectively scale, merge, integrate and evolve their organizations. Michael received his doctorate in Organizational, Clinical and Experimental Psychology from the University of North Texas, and his BS in neuroscience and psychology from the University of Florida. He is a practicing licensed psychologist and a graduate of the Gestalt Institute of Cleveland's renowned Organizational Systems and Development program.



Figure 1. Introduction.

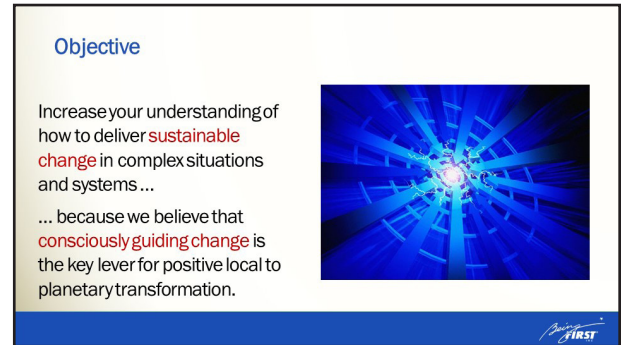


Figure 2. Objective for this presentation.

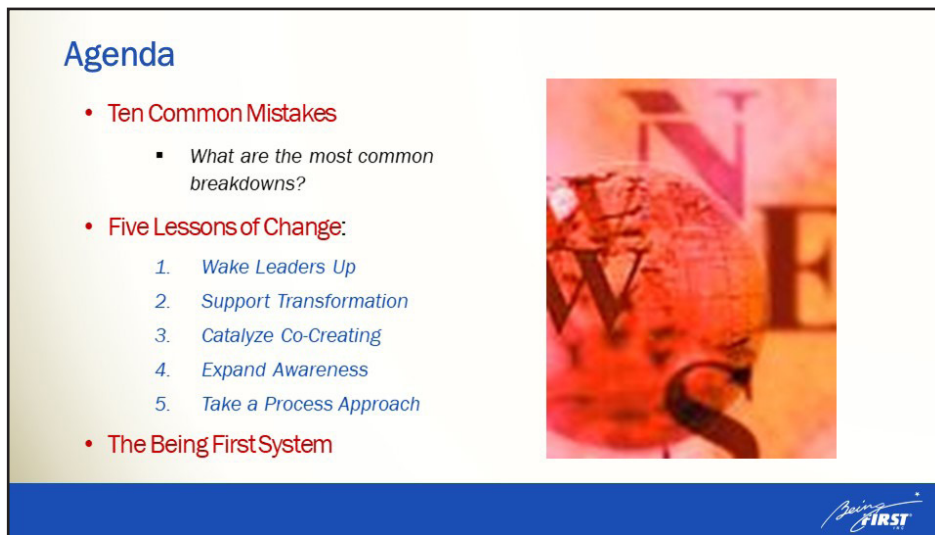


Figure 3. Presentation agenda.

Ten Most Common Mistakes in Change

- 1. Relevance and Meaning:**
Not overtly linking the change effort to the environmental, market and/or key strategies to create clarity in the minds of stakeholders
- 2. Change Governance:**
Unclear Change Leadership: roles, structure, decision-making, and interface with operations
- 3. Strategic Discipline for Change:**
Leaders not providing a strategic discipline for how change is led across the organization—no enterprise change agenda, no common change methodology, and inadequate infrastructure to execute change successfully
- 4. Misdiagnosing Scope:**
Misdiagnosing the scope of the change either in magnitude or by initiating only technological or organizational initiatives, and neglecting the cultural, mindset, and behavioral requirements
- 5. Initiative Alignment and Integration:**
Running the change through multiple, separate, or competing initiatives rather than aligning all initiatives as one unified effort and ensuring the integration of plans, resources, and pace




Figure 4. Ten most common mistakes in change.

Ten Most Common Mistakes in Change (cont'd)

- 6. Capacity:**
Not creating adequate capacity for the change—setting unrealistic, crisis-producing timelines and then laying the change on top of people's already excessive workloads
- 7. Culture:**
Not adequately addressing the organization's culture as a major force directly influencing the success of change
- 8. Leadership Modeling:**
Leaders not being willing to develop themselves or change their mindsets, behavior, or style to overtly model the changes they are asking of the organization
- 9. Human Dynamics:**
Not adequately or proactively attending to the emotional side of change; not designing actions to minimize negative emotional reactions; not attending to them in constructive ways once they occur
- 10. Engagement and Communications:**
Not adequately engaging and communicating with stakeholders, especially early in the change process; relying too heavily on one-way top-down communication; engaging stakeholders only after design is complete




Figure 5. Ten most common mistakes in change (cont.).

Fixing these Issues, Preventing these Mistakes...

- Takes commitment & hard work
- Invites you to expand your mindset
- REQUIRES** all aspects of you:
 - The Cynic
 - The Believer
 - The Frustrated
 - The Curious

Cast your eyes upon the stars, with your feet firmly planted on the ground.




Figure 6. Fixing and preventing these mistakes.

Lesson One: Wake Leaders Up to their Interior

I (We) have an interior; My Mindset is Causative; Breakthrough begins within:

- Conscious awareness: perspective on my perspective
- Self Mastery: healing ego; embodying Being

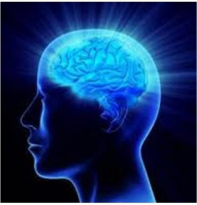




Figure 7. Wake leaders up to their interior.

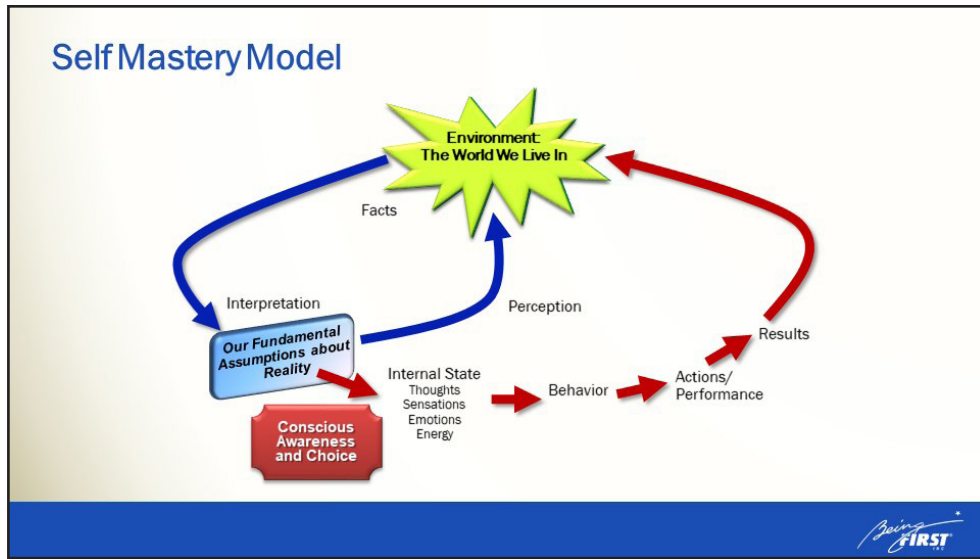


Figure 8. Self mastery model.

Optimize State / Transform Ego Dynamics

1. Become consciously aware
2. Accept (feel sensations in body)
3. Release (passive / active)
4. Create (trigger positive state)
5. Embody (inspire the positive feelings in your body)
6. Integrate (mentally rehearse)
7. Act

Figure 9. Optimize state and transform ego dynamics.

Lesson Two: Support Transformation - Self, Relationship & Team

Embodied ongoing Self Mastery practice that serves your Breakthrough

Relationship Mastery and trust building through "center-to-center" communication

Team Mastery through shared practices

Figure 10. Transformation of self, relationship, and team.

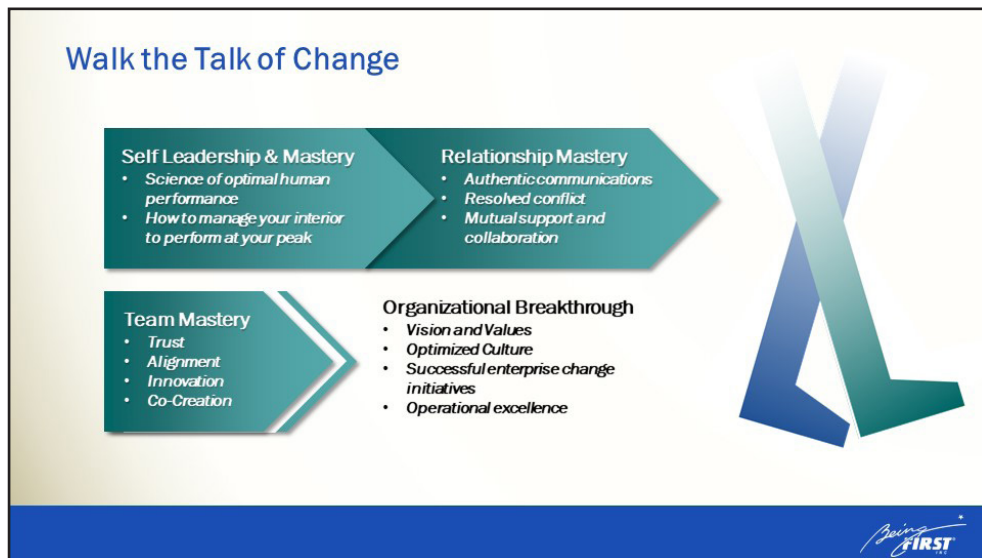


Figure 11. Walk the talk of change.

Breakthrough Declarations

- I statements
- Short, concise (less than 6-8 words)
- Positive
- Present tense, as if this vision were true right now
- Active voice
- Powerful and meaningful



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Figure 12. Breakthrough declarations.


Lesson Three: Catalyze Co-Creating

Identify with the Whole (enterprise)

Collaborate across boundaries

Communicate to generate depth alignment

Organize to work together in service of the whole



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Figure 13. Catalyze co-creating.

Develop Your Communication Skills

Be CURIOUS!

Actively listen, listen, listen ...

Share your truth:

- Be vulnerable: Self-disclose your interior
- Take risks: Share your perspective
- Be Influence-Able: Be willing to modify & grow your truth

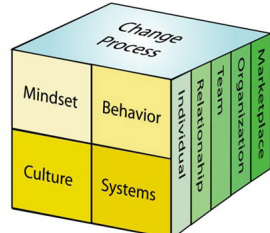


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Figure 14. Develop your communication skills.

Lesson Four: Expand Awareness, Modeling, and Skills of Conscious Change Leadership

- All quadrants
- All levels of System
- The Transformation Process for it ALL



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Figure 15. Expand awareness, modeling, and skills of conscious change leadership.

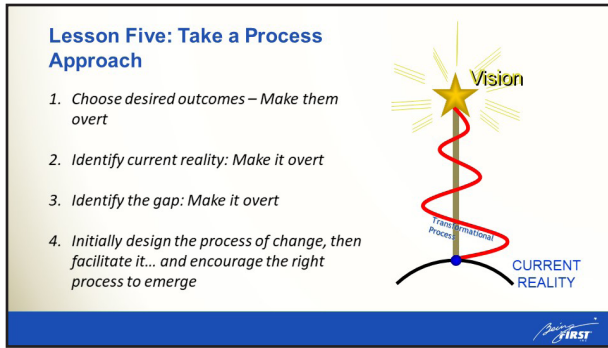


Figure 16. Take a process approach.

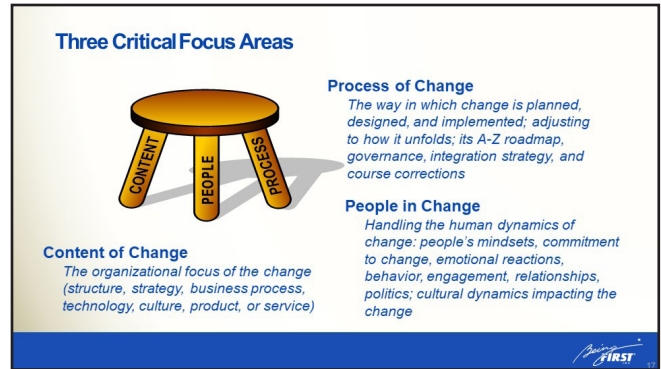


Figure 17. Three critical focus areas.

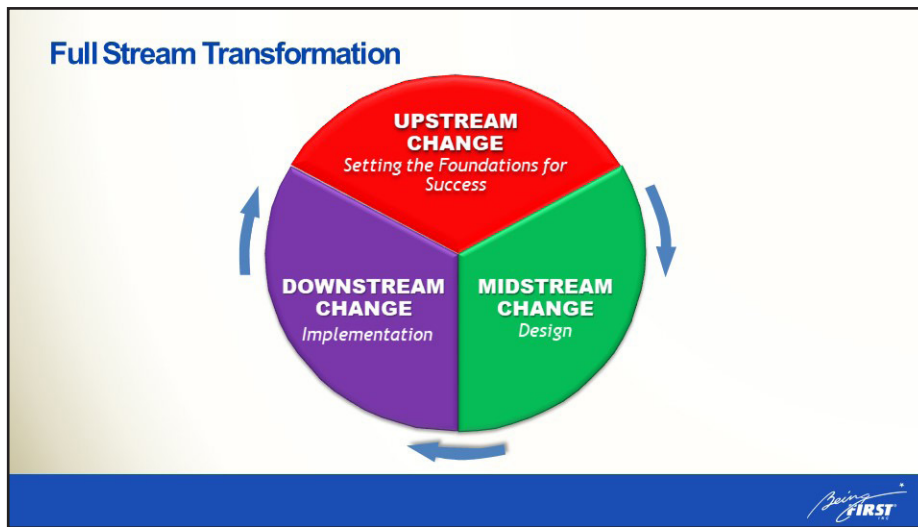


Figure 18. Full stream transformation.

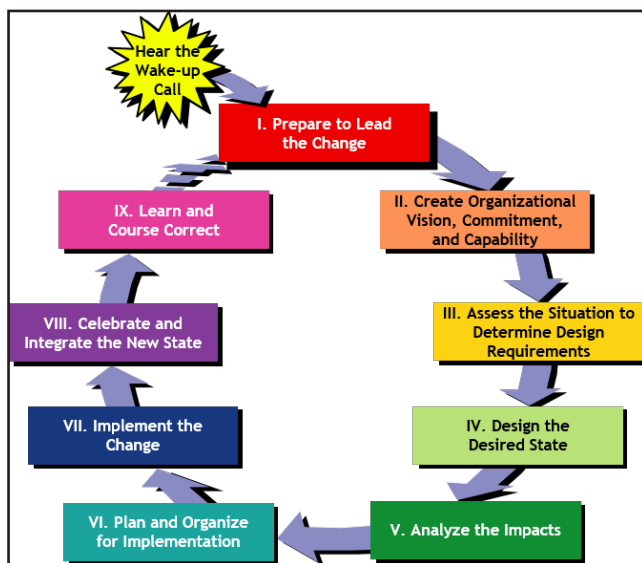


Figure 19. The change leader's roadmap. A strategic process design and implementation guidance system. The operating system for organization transformation and a thinking discipline.

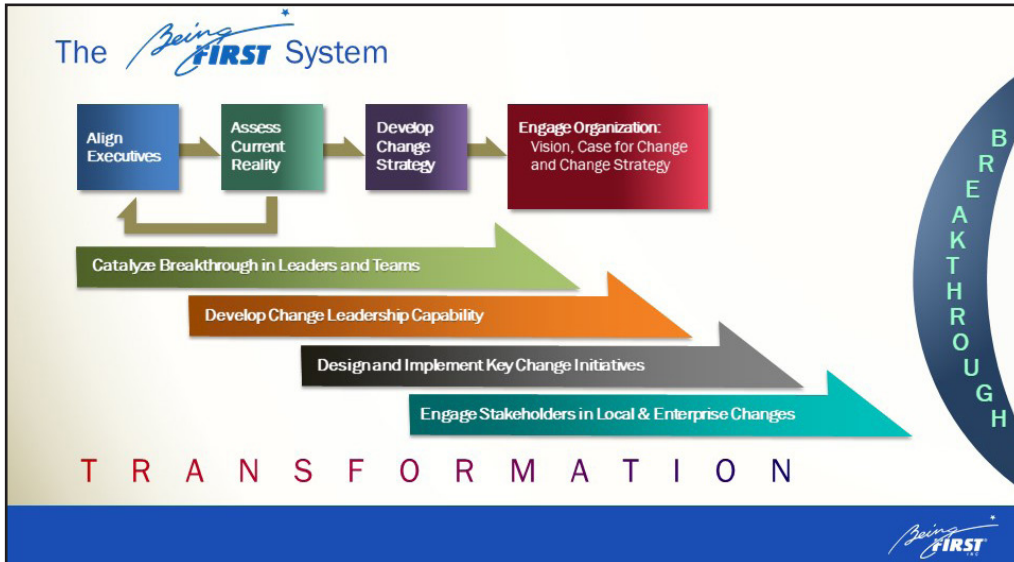


Figure 20. Transformation.



Figure 21. The path of conscious change leadership.

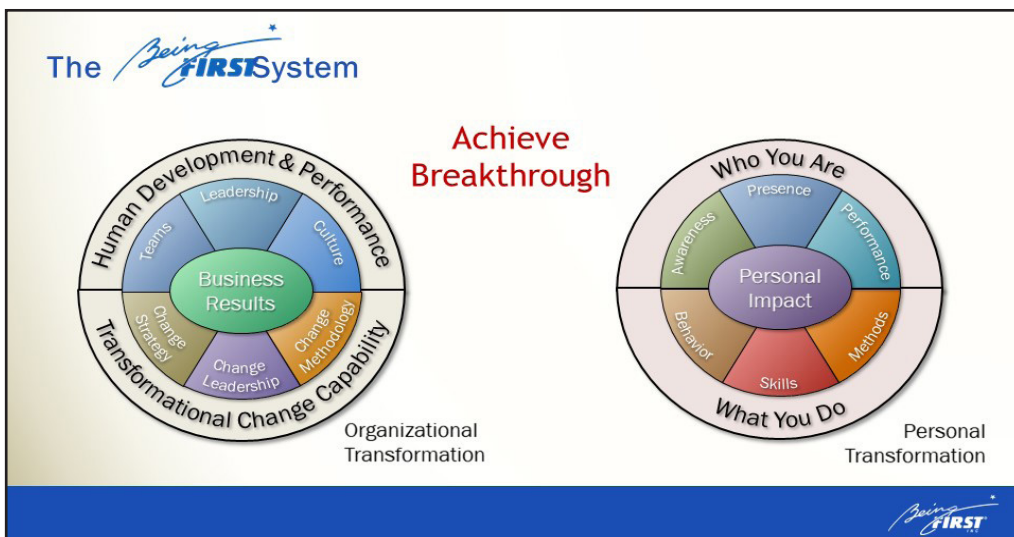


Figure 22. Achieve breakthrough.