

**Leadership Caffeine Jam Session #7**  
 Managing the People You've Hired to Do the Work You Change Must Do  
 May 19th, 12 PM CT

Today: tips and tools for leading/participating successfully in change

Change fatigue?

Welcome to the Leadership Caffeine Jam Session!

Share your ideas/comments/questions via chat! Reply to Everyone

Drop a "Yes" or "No" into chat: Are you involved in a change initiative of any type right now? (Process improvement, implementation, innovation, strategy, etc.)

The Conventional Wisdom says 70% of your initiatives will fail.

Reality Check

Mark Hughes in the Journal of Change Management: "What the existence of a popular narrative of 70 per cent organizational-change failure is acknowledged, there is no valid and suitable empirical evidence to support such a narrative."

Nevertheless, most change initiatives struggle at stages and fail the one of these:

We need to find ways to make change a part of the normal flow of our (professional lives) and not such a struggle.

**Dumb Human Tricks in (NOT) Succeeding with Change**

**Pogo: WE HAVE MET THE ENEMY AND HE IS US**  
<https://www.amazon.com/Pogo-We-Have-Met-Enemy/dp/0671212605>

1. The management team that restructured like clockwork every April

Turned a product driven leadership position in two fast emerging technologies into irrelevance within a few years

What Dr. Gareth Morgan would say

Failed to recognize the "organization is a living organism"

Structure = skeleton

Connective tissue that enables movement (the networks of people)

Structures change, demand new networks (leading frustration and avoidance)

2. When storytelling masks the strategy message

A lot of work by a lot of people invested in the strategy work

What you strive for when bringing strategy to life

It was sound, market-driven, with an element of visionary technology and business model leadership.

Board backed with unanimous support for the investment and related moves

CEO wanted to kill it and to the entire organization at a company town hall

"Our strategy is like a cheeseburger..."

My reaction:

**Your Perspectives on Where Change Initiatives Go Wrong**

Think about change initiatives you've observed or been a part of in your career. For those that have failed or failed, what were the primary reasons?

not enough communication, assumptions; poor communication; no buy-in

It helps if you're a payologist

If case you're not understood and live by the persuasion cycle!

People move through new ideas in stages:

- to Listening
- to Considering
- to Doing

and hopefully, Glad they did/doing more.

Don't expect anyone to leap from hearing about your brilliant new idea with the bright business case to embracing it and getting involved.

Empathy

giving autonomy

Just Listen

3 (Relatively) Easy-to-implement Ideas that Have a Disproportionate, Positive Effect on Your Success with Change

Get smarter about how you gain support for your change initiatives

Get the problem right before designing and selecting solutions

Respect how critically important and painfully difficult it is to get the orchestra playing their parts together in the right key at the right time and at the right cadence

Closing Thoughts: You know it's working when...

Lessons from Steve, a Transformation Expert

Look for and manage the Three C's

1. Cynicism
  - Expect this at the interpersonal change
  - Reduce your efforts to nag and learn about your stakeholders
  - Identify the ones who can say "No" and engage with them
  - Prove your ideas with small wins. "Scale is the enemy of transformation"
2. Criticism
  - Recognize: "You get the most flak when you are closest to the target." - Eric Lidenauer (Vice Chair, Business Rules from the Memphis Bulls)
  - Lean on your sponsor
  - Increase engagement
  - Tune and increase scale
  - Draw the critics in by giving them a voice and vote
3. Culture
  - "You know you are close to success when others start suggesting they should join in."
  - "Learn to let your change efforts go for them to become part of the culture."

**My shortlist of where change goes wrong**

- Change by moral suasion
- Change by dictate
- Misdiagnosis of the problem
- Failure to appreciate the complexity of the changes required
- Change in the Internal Ecosystem
- Change that fails to address "hearts and minds"
- Change as a project versus a continuous evolution
- Over-reliance on frameworks
- Change leaders who fail to address the stakeholders who can say "no" (actively or passively)
- Failure to coach teams for success with change
- Too many change initiatives chasing too few resources (under-funding/under-focusing)
- Ineffective or no sponsorship
- Lack of flexibility/adaptability (organization/team)
- Communication failures
- A failure to sustain the energy
- A failure to manage the energy of the team/stakeholders

Consider:

Yikes! What are some steps we can take to minimize or mitigate those common mistakes?

**CREATING THE MAP:**

The approach to create to explain, ease to visualize and shared challenging to create of the new state

In its simplest incarnation, the map is constructed on a single sheet of paper (hand-drawn with the very thought) and at the time, it is not clear what the underlying gains inherent to the core message and their supporting data or evidence relative to each supporting goal. That's the way one.

The challenging task is to distill your core message down to its barest bones and put it right in front of everyone for a job interview. On one message, and evidence, and you're done. It's not about the content, it's about the clarity and simplicity. It's about the clarity and simplicity. It's about the clarity and simplicity. It's about the clarity and simplicity.

**BOLD CLAIM:** This tool and the discipline it imposes to think through, think, and test critical messages will change your life!

Use a Message Map to help everyone get on the same page

Power's simple

Use Rumelt's Kernel Approach

- Diagnosis (spend the most time here)
- Guiding Policy (spend the second most time here)
- Coherent Actions (Get the other two right and these become obvious)

Remember the "Stew Elevator" Problem

Frame and reframe until you get it right

Use "Aids to be done" thinking

"Why are they hitting that milkshake?"

alleviate boredom

sell something that wasn't messy

source of protein

Want the instructions: orl@arbitry.com

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