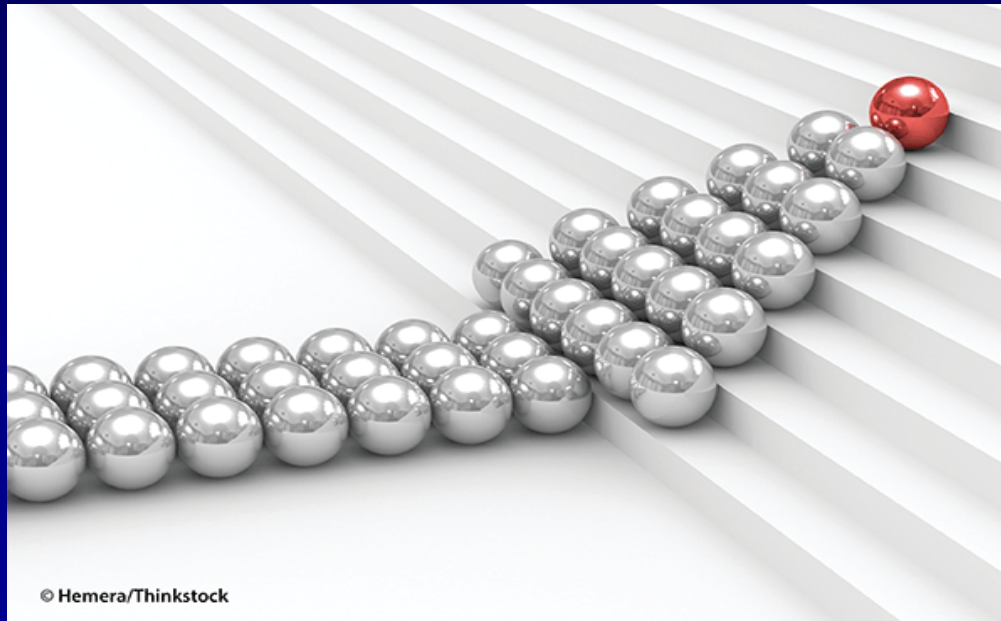


Leaders Implementing Positive Change

John A. Kline, PhD
Troy University

Leaders Implementing Positive Change



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It's may seem to be an uphill battle
The key: ***Communicate, Communicate, Communicate***

Overview

Distinction: Change or Transition

Lesson from the Wilderness

Model for Leading Change

Major Emphasis; especially on Implementing Vision

Transformational Leadership

Change vs. Transition



- **Change is external—different policy, practice or structure that leadership wants to happen**
- **Transition is internal—what followers must go through before the change can work**

Transition

“Goodbye” to “Hello”

- In between, they're in the “neutral” zone
- Give time to adjust to the need to change
- Know why embracing change is difficult
- Transitioning, not change, is the difficulty
- Help them transition with “5 P's”

Five P's to help Transitioning

- Purpose—Why we have to do this
- Picture—What it will like when we get there
- Plan—Step-by-step how we will get there
- Part—My part in helping us get there
- Positive—Attitude is crucial

Lesson from the Wilderness

Learning from Moses

- **Magnify the plagues**
- **Mark the ending place**
- **Deal with their “murmuring”**
- **Give people access to decision makers**
- **Capitalize on opportunities in neutral zone**
- **Resist the urge to push ahead until right time**
- **Understand neutral zone leadership is special**

Kline's Seven-Step Model for Addressing Transition Issues

- 1. Assess and Address Human Concerns**
- 2. Demonstrate Strong LDR —Thru-out Organization**
- 3. Build Trust in the Leadership**
- 4. Clearly Communicate the Vision**
- 5. Create an Enabling Environment**
- 6. Celebrate Success as you go**
- 7. Implement/Institutionalize Change in the Culture**

These are in my article and the overview for today

1. Assess and Address Human Concerns



What would be concerns of the followers?

Process Interference Factors

We covered these last session

Time

Tools

Guidance

Policies

Facilities

Training

2. Demonstrate Strong Leadership Thru-out the Organization



So, its not just strong at the top. Hmm!

3. Build Trust in Leadership



Give Credit—Accept Blame

Show Character, Competence, Confidence

What if trust is broken? Can it be regained?

Regaining Trust

- **Acknowledge a violation of trust occurred**
- **Determine nature and cause of the violation**
- **Admit that you damaged the trust**
- **Accept responsibility for the violation**
- **Offer reparations to the victim**
- **Create a mechanism to prevent recurrence**

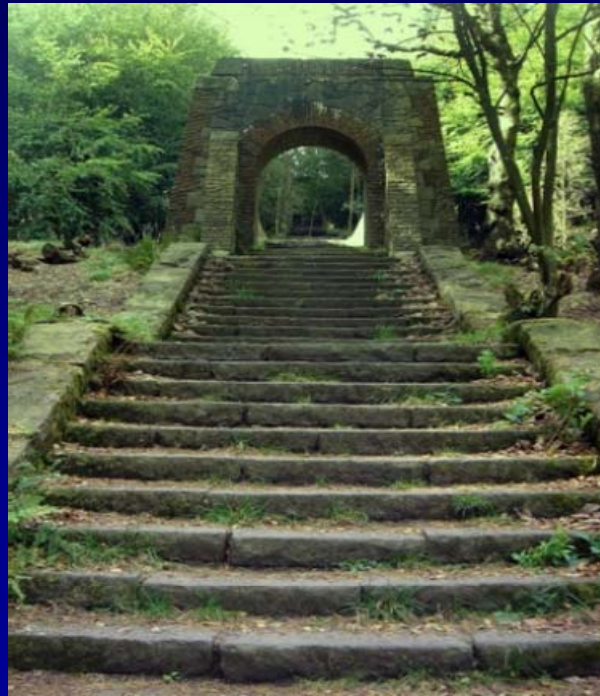
4. Clearly Communicate the Vision



Make sure you have a strategic vision !!!

Vision to Implementation

“What are you doing?”



**Prepare make the journey and
lead others on a journey!**

DRIVING IN THE FOG

**Effective
Vision
Statement
Reduces
The Fog**



**Exemplary
Leaders
Look
to the
Future**

**If you don't know where you are
going, any road will get you there**

What is a Vision Statement?

- Your preferred destination
- What you want to achieve
- Where you want to go
- What you want to accomplish

What does Strategic Visioning Involve?

Strategic Vision Statement

“Knowing the requirements for strategic visioning will help you develop and communicate the vision.” (Kline, 2008)

- Group specific
- Attractive
- Challenging
- Realistic
- Strategic

Let's Consider two Classics

A Vision Statement



We the People of the United States, in order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defence, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.

Consider the next Vision

NO SOUND

A Vision for Equality

Video



Dr. Martin Luther King delivers this famous speech in 1963 to more than 200,000 at the Lincoln Memorial in Washington, D.C. ("I have a Dream"). (12 mins)

Picture Retrieved from: http://www.huffingtonpost.com/2011/01/17/i-have-a-dream-speech-text_n_809993.html

Did it meet the vision criteria?

A Vision for Equality



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Did it meet the vision criteria?

Did Dr. King Meet the Criteria?

- **Group specific**
- **Attractive**
- **Challenging**
- **Realistic**
- **Strategic**

Vision to Implementation



We must engage in Strategic Thinking

Sample

Suppose H.S. graduate ready for college

- **Vision:** Become successful, tenured college professor
- **Mission:** To attain necessary education and experience
— *What you will do about it; your reason for doing it* —
- **Goals:** Earn Bachelors, Masters, Doctorate;
Demonstrate outstanding Teaching, Research, Service
- **Objectives** Avoid Debt, Complete three degrees in 8 years, Tenured 7 years later
- **Plan (Actions)** Study, Find Mentor(s), Earn Scholarships, Improve Writing Skill

Conditions — Level of Performance — Measures

Did Dr. ~~King~~Kline Meet the Criteria?

Yes that was me, but I didn't have it spelled out that completely at the beginning

- Group specific**
- Attractive**
- Challenging**
- Realistic**
- Strategic**

Sample

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Conditions — Level of Performance — Measures

**Strategic Thinking and
Strategic Planning require us
to Think Outside the Box**

**You must know what's inside
the box before you start
thinking outside the box**

Video

**You must know what's inside
the box before you start
thinking outside the box**



Smart Objectives

- **S.M.A.R.T**
 - Specific
 - Measurable
 - Achievable
 - Relevant
 - Time Period

Objectives are prerequisite to Implementation

5. Create an Enabling Environment



We are in the World to Help Others

For an Enabling Environment

- Know your people
- Help your people
- Attend to the five P's
 - **Purpose—Picture—Plan—Part—Positive**
- Identify practical methodologies
- Re-assure your people

It all comes down to Communication
If you can't communicate, don't try to lead.

6. Celebrate Success as you go



Everyone enjoys Celebrations

From Vision to Implementation

How to start a movement

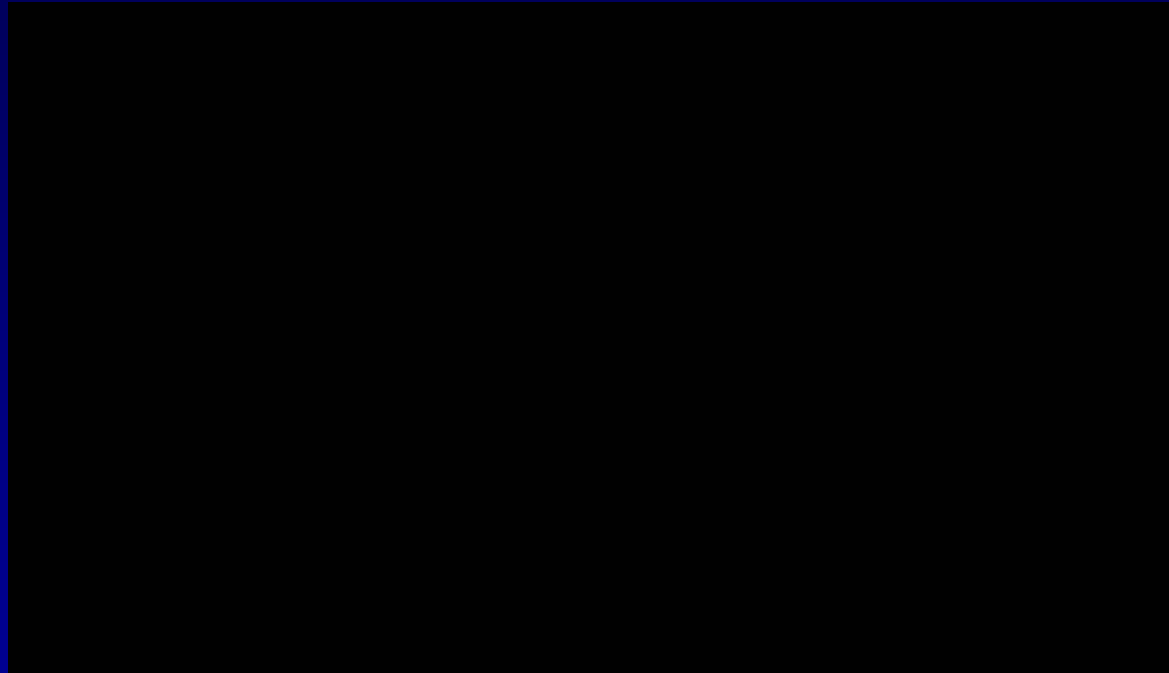
**Watch the Following Video and Notice
The first follower is actually a leader. The first
follower starts the transformation. Leaders
must transform others and the organization—**

That's Transformational Leadership!

Video

From Vision to Implementation

How to start a movement



The first follower is actually a leader. The first follower starts the transformation. Leaders must transform others and the organization—***That's Transformational Leadership!***

**Think about you
as a
Leader**

.

Three Things a Leader Must Know

- Know where to go
- Know how to get there
- Know how to get others to follow
- **But unless you know where to go and how to get there, you will not get others to follow. Leaders must get things moving toward the Vision**

7. Institutionalize Change in the Culture



How can we be
Transformational Leaders?

Transactional Leadership

This is NOT Transformational Leadership

Reward and Punishment

Strictly by chain of command

Focus on money and simple reward

Little attention to social and emotional factors

May work—as long as the demand exceeds the skill

Transformational Leader

Passionate

Creates mutual trust

Encourages/motivates others

Sells the vision and leads the charge

Balances devotion to processes and people

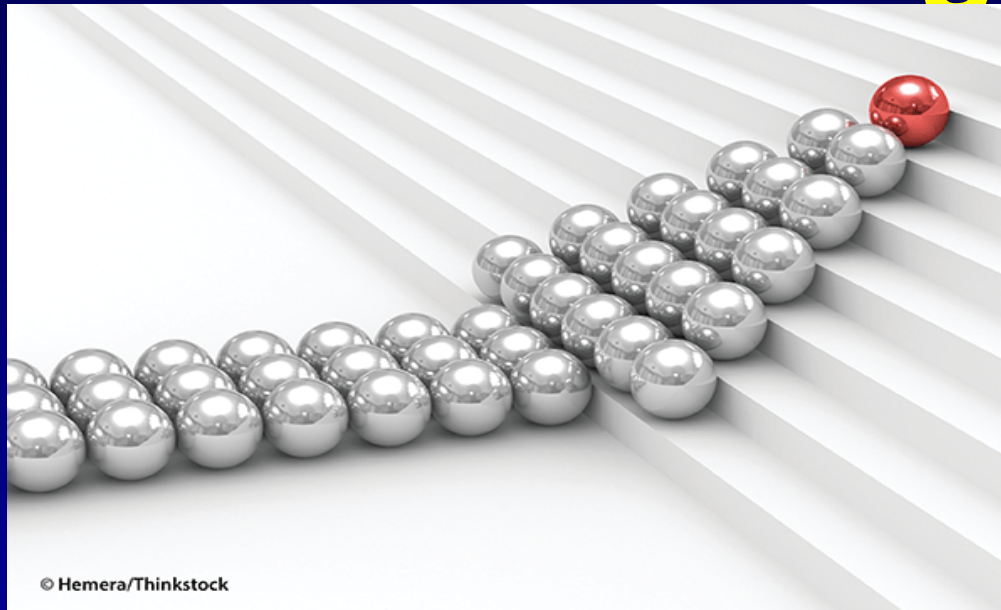
Implements positive change & enables transition

Demonstrates service to others and the organization

Review of Kline's Model

- 1. Assess and Address Human Concerns**
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Leaders Implementing Positive Change



The key:

Communicate, Communicate, Communicate

Some Other Things to Think About

- 1. Don't become complacent**
- 2. Know your competitors' actions**
- 3. Don't assume your change will last**
- 4. Processes must often change to keep up**
- 5. Remember the rules may change; therefore . . .**
- 6. Engage a fresh “set of eyes” to take a good look**
- 7. Let people know that change will increase performance**
- 8. Help them see how change benefits them and the organization**
- 9. Address any process interference factors including potential ones**

Before We Stop

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“Ten Key Features of Effective Leadership”

—APA asked for them based on the 3 presentations—

1. Leaders should be servants—serving others and the organization.
2. If you can't communicate, don't try to lead.
3. Effective communication is the effective sharing of meaning.
4. Leaders must adjust their leadership style to fit the situation.
5. Leaders must also be managers, for leadership without management is vision without fulfillment.
6. Leaders must focus on both people and the process (task, mission).
7. Leaders must have a vision.
8. Leaders must have a plan to fulfil the vision.
9. Leaders must communicate the vision, mission, and plan.
10. Leaders must implement positive transition and change.

Five Other Ideas — *I Implied or Stated*

- Leaders must know three things
 - Where to go—How to get there—How to get others to follow
- Leaders must be Learners (Leaders can be Developed)
 - Read about it—From experience of others—Wise counsel—Try it
- Leaders must focus on the 3 ate's
 - Communicate—Relate—Motivate
- A 4th ATE is Delegate which requires three things
 - Time—Training—Trust
- Responsibility falls to the leader
 - Best policy is to give or share the credit and take the blame

**Thank You for letting me share some
ideas about leadership with you.**

John Kline

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