

CHANGE LEADERSHIP: ENABLING CHANGE

A LEADERSHIP MODEL FOR THE 21ST CENTURY

25 YEARS
OF THE
P.LOG

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The
Logistics
Institute

"Leadership development doesn't work because it fails to address the totality of who and what we are as human beings. It fails to recognise the profound depths of our inner worlds and the power and responsibility that go with what we think and feel. It fails to respect the causal nature of the mind, whilst mistakenly looking for the levers of change in the outer world of effects. And in its analysis and reduction of the objective brain, it overlooks the realities of the subjective mind."

Chris Pearce, Why Leadership Development Is Still Stuck In
the Dark Ages, Forbes, November 19, 2018

LEADERSHIP IMPERATIVE: As organizations continue to transition from bureaucratic and transactional groups to organic networks, aka eco-systems, and as supply chain logistics networks [SCL] morph into global value chains [GVCs], the necessity for individuals to become contextually intelligent increases. Organizations that evaluate performance based on the ability to navigate complexity, uncertainty, and ambiguity will ultimately prove to be the most effective.

Contextual intelligence is not a bigger version of the usual way we generate knowledge and intelligence. It does not involve more data, more information, more knowledge, or even more intelligence. It is not about what we need in order to make decisions, but it is about how we make decisions in context.

THE INTELLIGENCE CHALLENGE: Contextually intelligent leaders need to be able to diagnose the multi-dimensional complexity of contextual factors inherent in a situation, such as global supply chains, aka GVCs. They must adjust behavior, both intentionally and intuitively, to make decisions in context. They must be able to handle all the external, internal, interpersonal and intrapersonal factors that contribute to the uniqueness of each situation and circumstance. They must transform data into useful information, convert information into knowledge, and assimilate that knowledge into practice. And they must extract wisdom [not just understanding or awareness] from different experiences.

STRATEGIC PLANNING IS AN OXYMORON

As experienced practitioners and professionals, we are competent planners. We study, analyze, plan, execute, evaluate and adjust. Planning is how we effectively manage processes, standardize operations, implement procedures, and project KPIs. But is planning enough in the 21st Century?

Strategy demands Strategic Intent, which is a "never-ending dynamic and circular process" based on the purposeful interpretation and reinterpretation of on-going events, requiring our ability to interpret circumstances as they unfold, and using instinct, political savvy, curiosity, flexibility and imagination.

Strategic Intent is an essential element to contextual leadership. This ability is an individual's skill and is not an organizational phenomenon.

CHANGE MANAGEMENT VS CHANGE ENABLEMENT

Management by definition is about control, creating process and developing checklists to ensure compliance. Enablement, on the other hand, is about creating patterns of interaction which allow individuals to grow and develop. It even encourages destructive patterns of behavior, because we cannot change from the current state to the willed future without “doing things differently” [Drucker]. Change is not simply about doing different things. At heart, change is disruptive.

Management provides deliverables, with a focus on doing different things: we use strategy documents and plans; we develop checklists and conduct surveys; we focus on what has been done in order to project what needs to be done; and we rely on the roles and responsibilities of a select group of professionals.

Enablement is about interactions, with a focus on doing things differently: we coach for success; we facilitate group discussion and foster interpersonal interactions; we customize and adapt reusable simple assets without reinventing any wheels; we focus on accelerating the adoption of change; we rely on the roles and responsibilities of everyone affected by change.

What is the goal of change - outcomes or inputs? Broadly speaking, change management focuses on inputs, where change enablement focuses on outcomes. Is my project flying along because we are actually making change happen [outcomes] or because we are revisiting and revising estimated budgets, plans, projections, objectives and goals [inputs] in the face of complexity?

No one denies that change is complex, and in the end the real issue is how do we handle that complexity. The need to justify and measure inputs endlessly pressures us to focus on the documents needed to manage the change process, rather than on enabling and accelerating actual change. Without doubt it is critical to manage the change process; the real issue, however, is making change happen, that is, changing the current situation into the willed future.

Change enablers need to frame their interactions from the perspective that everyone involved in change, from sponsors to stakeholders to team members, are intelligent beings who have valid reasons for their actions. That puts change enablement squarely in a Contextual Leadership Ethos:

- *personally complex* - real and perceived, psychological and social, physical and metaphysical;
- *contextually complex* - including such things as: geography, genders, industries, job roles or titles, attitudes, beliefs, values, politics, cultures, symbols, organizational climate, the past, the preferred future, and personal ethics;
- *inter-personally complex* - needing to recognize these contextual variables in self as well as in external and internal stakeholders.

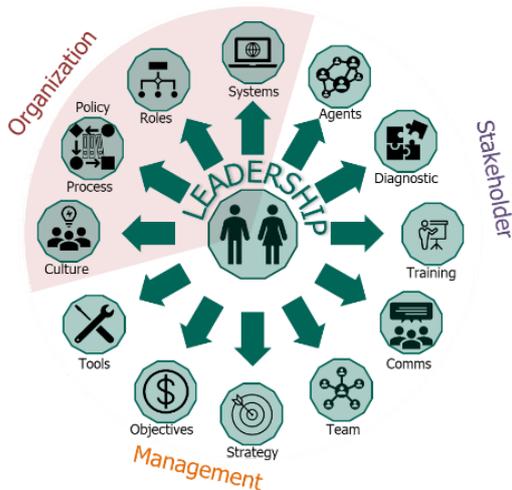
Matthew Kutz, Toward a Conceptual Model of Contextual Intelligence: A Transferrable Leadership Construct, Leadership Review, Winter 2008

ENABLING CHANGE

To enable change you must become contextually intelligent.

To be contextually intelligent, you must

- Identify and manage personal and institutional bias
- Use divergence to create choices
- Disrupt through aggressive outward exploration
- Build empathy and compassion
- Explore new perspectives
- Use strategic scenario planning
- Craft an innovation skills portfolio
- Converge perspectives to make choices
- Develop iterative low-fidelity experiments
- Learn from real world collaboration
- Focus on grass roots buy-in



Change Leaders need to behave, lead and enable. In this Change Leadership Program, we will explore:

- Your Behavior: assertiveness, motivations, social skills, conflict,
- Your Leadership: conflict resolution, shared social skills, ethics, persuasion,
- Your Change Tools: stakeholder mapping, change mapping, change strategies, change momentum

BEHAVING

Assertive Behaviour

Motivations

Your Social Skills and Inefficacies

Conflict

- Diagnosing assertive behavior to ensure you obtain your objectives and understand how to manage others
- Understanding your key motivations and how they impact your ability to influence others
- Learning how to deploy your skills and how your inefficacies create “ouch” points in your interactions
- Understanding how you and others change in conflict situations, how that impacts your effectiveness and how you can adapt your approach

LEADING

Conflict Resolution

Shared Social Skills and Inefficacies

Project Ethics

Persuasion

- Creating and applying a conflict resolution strategy to enhance your effectiveness
- Creating a shared understanding of specific areas of social skills and areas requiring focus and attention
- Applying an ethical framework to change projects and reviewing dilemmas of enforcing change at work
- Creating persuasive interactions which effectively take people with you

ENABLING

Stakeholder Mapping

Change Mapping

Creating Strategies and Plans

Change Momentum

- Categorizing, assessing and aligning stakeholders to deliver change
- Understanding key elements of a practical change map so change is appropriately enabled
- Building appropriate and time effective strategies and plans to enable change
- Building momentum to deliver change

CHANGE LEADERSHIP TOOLKIT & LEARNING OUTCOMES

Inner Leadership

Motivational Value Systems
How your MVS impacts interactions
Walking the spectrum
Your strengths and overdone strengths
Playing to strengths
Managing overdone
Personal IMPACT
Creating IMPACT statements

Vicarious Leadership

Assertive Interactions
Persuasion
Stakeholder Engagement & Mapping
Needs Analysis
Building Influence
Zones of Influence
Zone of paralysis

Change Enablement

Why Enablement
- What is different
- Building a network
Mapping the change
Communication
- Strategy & Plan, Execution
Training
- Needs Analysis
- Strategy and Plan
Facilitation Skills
So you need to run a class?

Return to Work Strategy

Work Strategy
- What is useful
- How might you apply it
- Commitments
Change Agents
- What they are
- How might you set them up for success
Aligning Objectives
- Company objectives
- Organizational objectives
Cultural Alignment
- Assessing Culture
- Adjusting Approach

Conflict & Resolution

Diagnosing the problem
Creating Solutions
Conflict Resolution

CHANGE LEADERSHIP PROGRAM

PROGRAM AGENDA

	Day 1 Monday	Day 2 Tuesday	Day 3 Wednesday	Day 4 Thursday	Day 5 Friday
GOAL	ENGAGEMENT	SELF/OTHERS	OTHERS	STRATEGY	CONSOLIDATE
8:00 – 8:30	Gathering	Learning Review	Learning Review	Learning Review	Touchpoint
8:30 – 9:45	Introduction	Conflict	Persuasion	Aligning Objectives	Casework
9:45 – 10:15	BREAK	BREAK	BREAK	BREAK	BREAK
10:15 – 12:00	Assertiveness	Conflict Dynamics	Stakeholder Mapping	Cultural Alignment	Casework
12:00 – 1:00	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
1:00 – 2:45	No Rules	Avoiding and Resolving Conflict	Change Mapping	Creating a Change Strategy	Casework
2:45 – 3:15	BREAK	BREAK	BREAK	BREAK	BREAK
3:15 – 5:00	Motivations	Skills and Inefficacies	Communication Strat and Plan	Case Study	Deliver Return to Work Strategy
5:00 – 6:00	DINNER	DINNER	DINNER	DINNER	
6:00 – 7:00	GRIT Circle	Projects and Ethics	Change Agents	Case Study	
7:00 – 8:00	Application	Playing to Strengths	Training Strat and Plan	Casework	