



The Role of Leadership in Change Management & Organization Alignment

Webinar

A client-focused firm specializing in...

*Strategy and Marketplace
Differentiation*

Diagnosis and Assessment

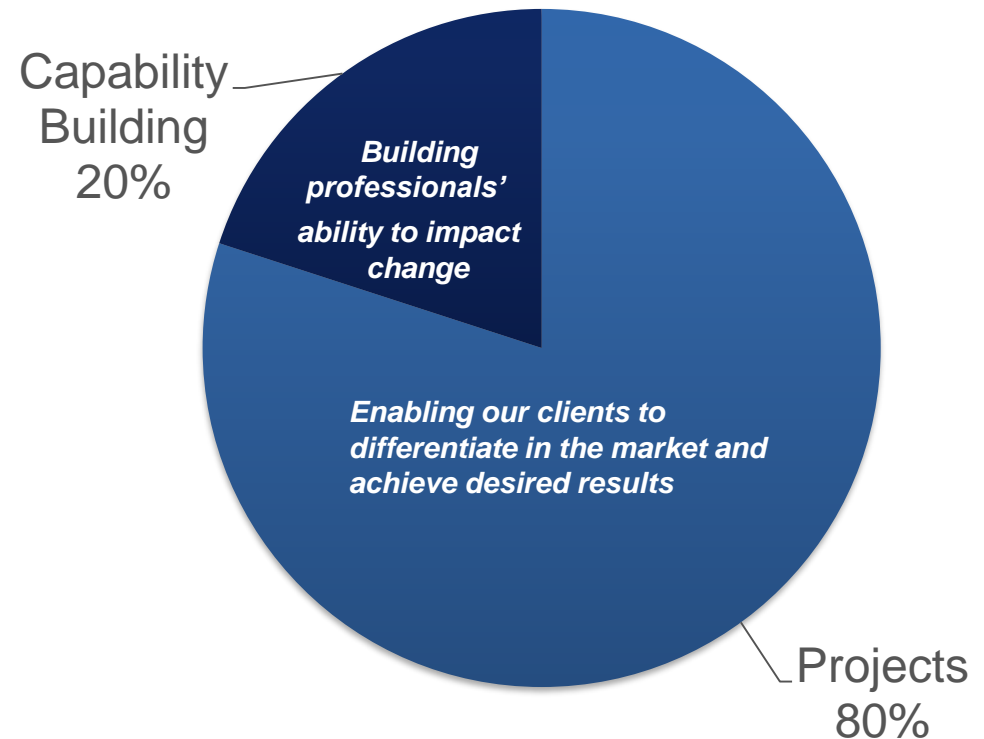
Organization Design

Change Leadership

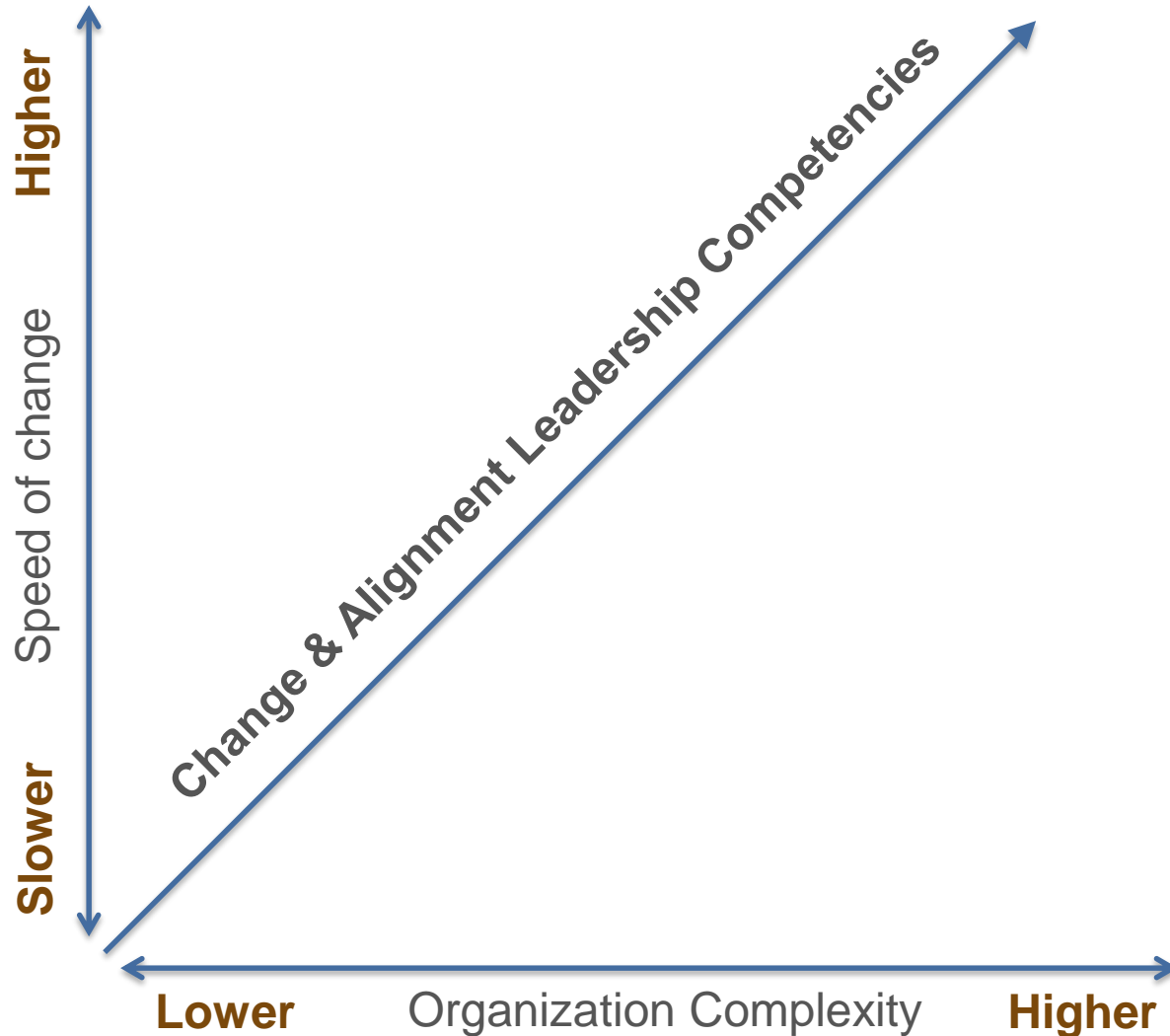
Leadership Alignment

**To drive differentiation
through alignment**

Work Breakdown



The Need for Change and Organization Alignment Competencies



Real change satisfies three conditions:

1. The change makes sense for the organization—it creates competitive advantage.
2. The change quickly becomes part of real work, not an alternate program or initiative to be imposed from the top or from outside.
3. A strong (influential, active, involved) and aligned leadership team with a clearly stated vision of success is engaged in the change process.

It can be helpful to think of change as a ***process, a series of interconnected steps leading to a desired outcome***. Real Change Leaders understand that each step counts & connects to the next.

Moving Leaders from Management to Change Leadership

Management	Leadership	Change Leadership
Focuses on present operations and past performance	Anticipates the future	Creates the future
Focuses team on goals	Creates personal line-of-sight to mission	Aligns organization to strategy
Focuses on planning, budgeting, goal setting	Focuses on setting a direction, envisioning the future and developing strategies	Enrolls people in the new strategic direction
Organizes people to accomplish work	Aligns people with the vision	Inspires people to fulfill and enlarge the vision
Addresses tactical concerns	Addresses strategic concerns	Integrates tactical and strategic
Measures, tracks, and reinforces performance	Motivates, inspires, and engages others in creating the vision	Tracks and shares progress toward reaching the shared vision
Relies on control mechanisms to identify & correct performance gaps	Relies on energized, motivated and inspired workforce	Relies on engaged workforce and stakeholders
Administers policies and rules	Offers guidance, coaching and insight	Challenges the organization to raise the bar
Focuses on improving job performance	Personally develops and mentors others	Identifies and develops change leaders

Real Change Leaders' Competencies

Real Change Leaders:

1. Are vision-driven
2. Recognize the need for change champions at all levels
3. Honor the primacy of customers
4. Commit
5. Treat change as both logical and emotional
6. Model the change they desire in others



Level 3 – *Real Change Leader*

Has ability to change the organization and can manage and support other leaders through the change.

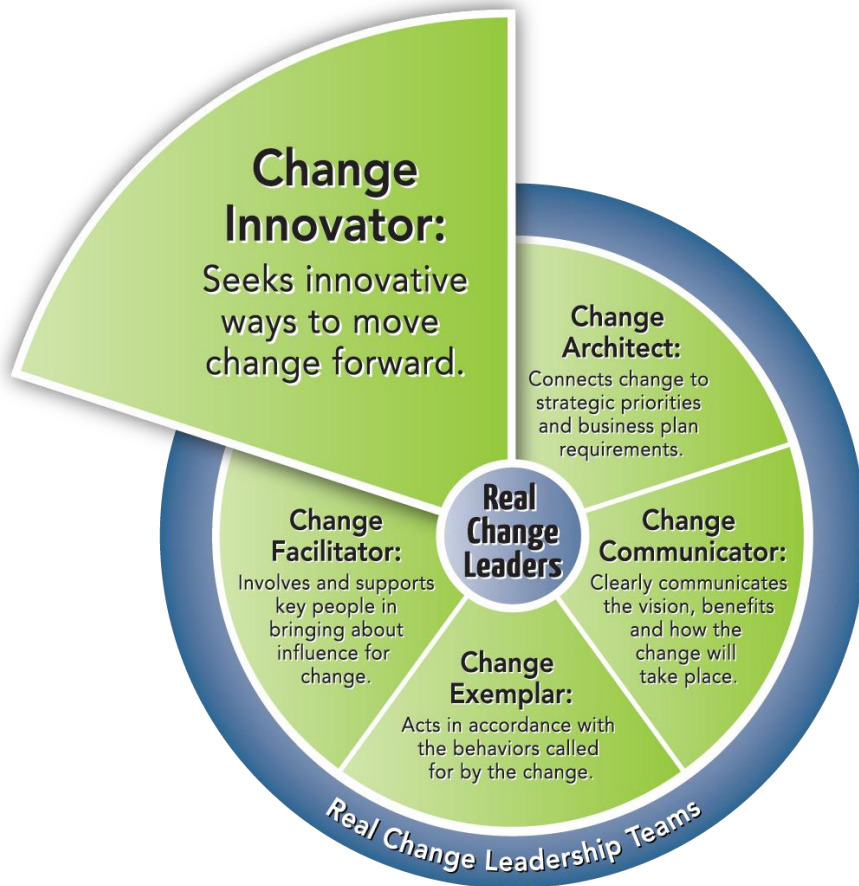
Level 2 – *Valued Contributor*

Has ability to change the organization with support. Can manage their organization, but may need support in one or more competency areas.

Level 1 – *Learning or Needs Support*

Needs support to manage the change. Should shadow successful change leaders and receive ongoing support and coaching from change practitioners.

Real Change Leaders' Competencies



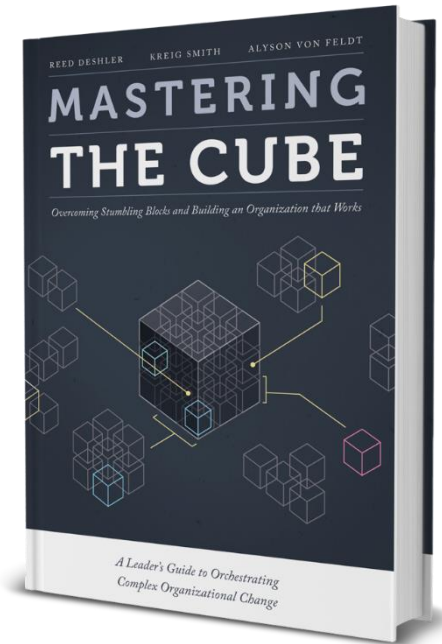
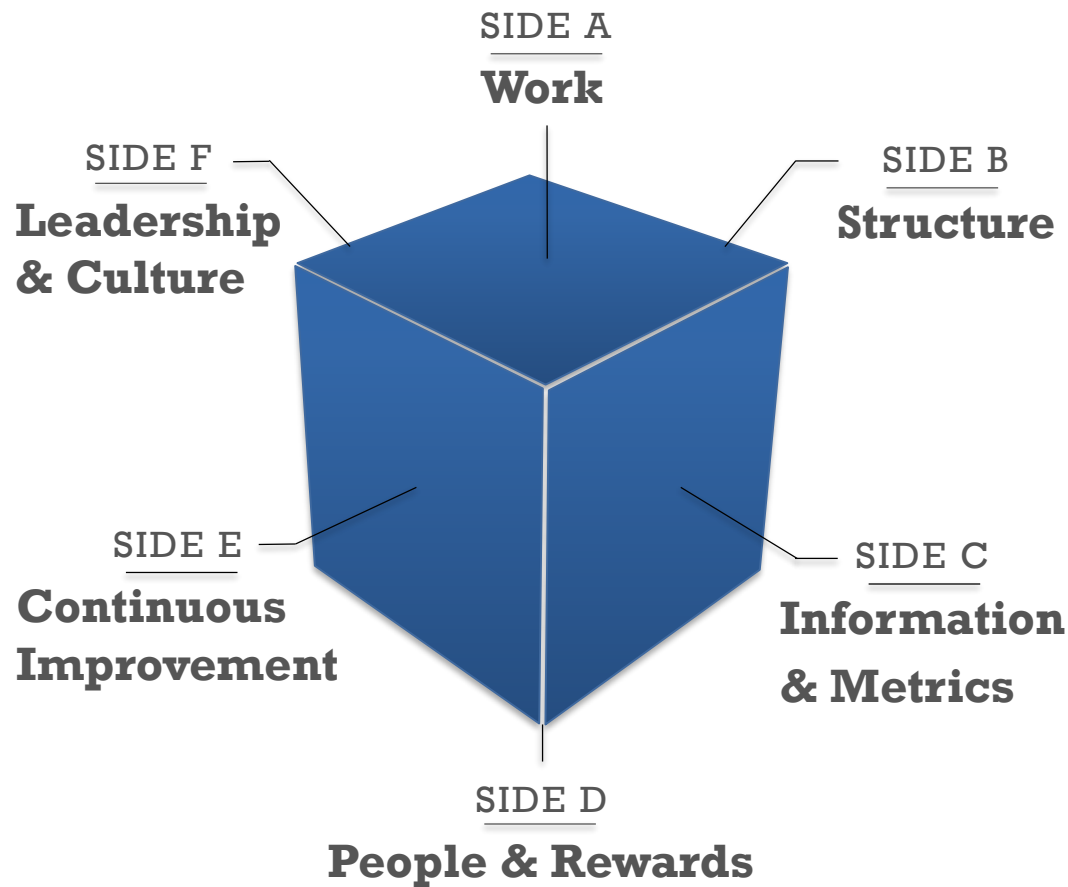
- Asks provocative questions to intentionally challenge the status quo.
- Articulates refreshing perspectives about new possibilities and suggests original, break-through solutions to former constraints or untapped market potential, resetting boundaries to a broader view of possibilities.
- Builds a diverse team, leveraging different perspectives and cultivating a risk-tolerant environment.

Real Change Leaders' Competencies



- Aligns change goals with the organization's strategic design choices and matches resources and capabilities accordingly.
- Leverages change activities to create strategic differentiation in the marketplace.
- Transforms long-term change milestones into short-term (weekly or monthly) targets and finds ways to make the change relevant to everyday work.

Mastering the Cube



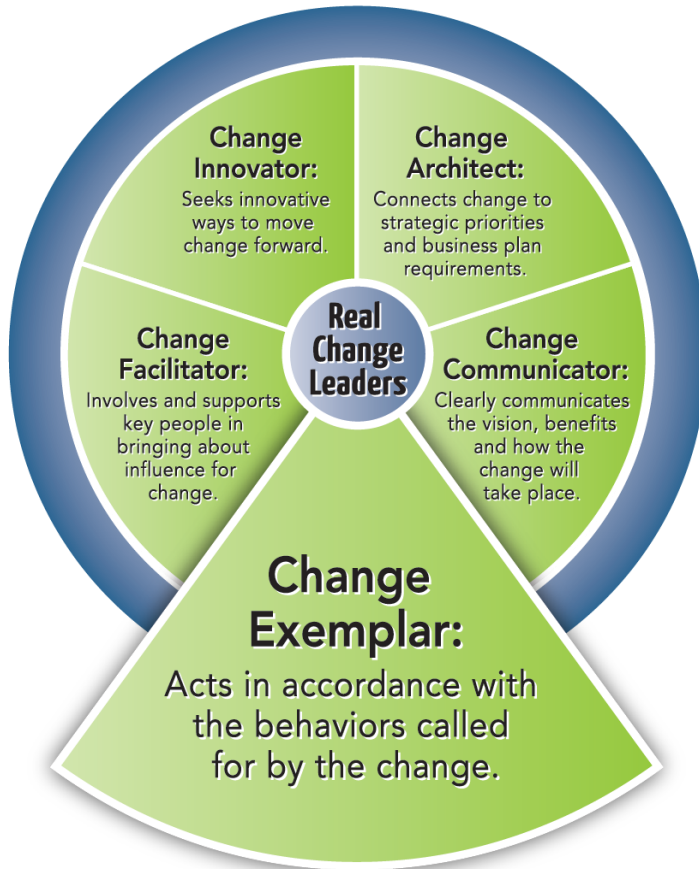
Real Change Leaders ensure the *Cube* is aligned

Real Change Leaders' Competencies



- Articulates the need for change in a way that everyone in the organization can understand it and rally behind it.
- Illustrates a clear vision of the positive benefits the organization can gain from the change and brings it down to the level of the positive effects on individuals.
- Communicates how people should expect the change will roll out, setting realistic expectations so obstacles can be anticipated and overcome.

Real Change Leaders' Competencies



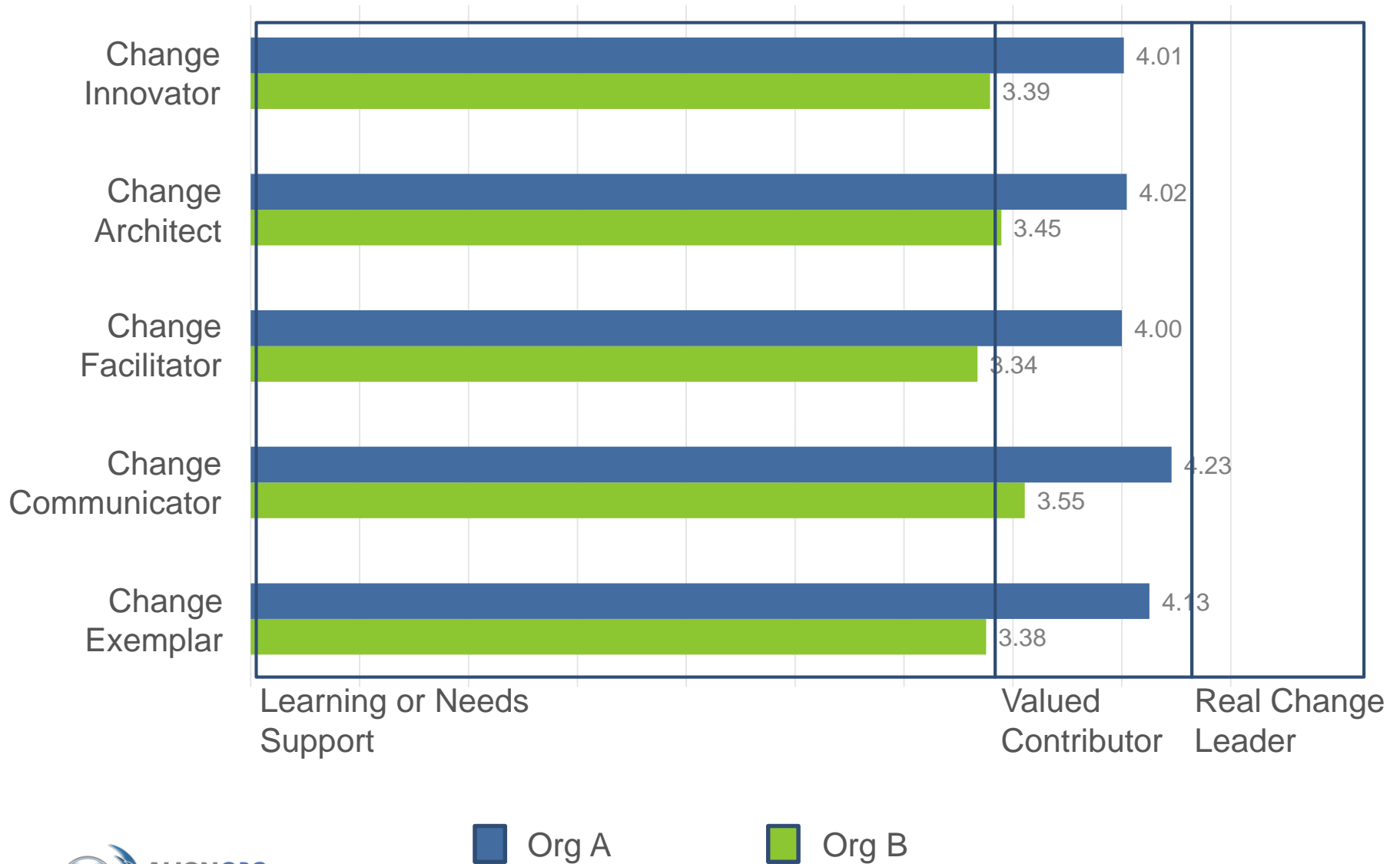
- Understands and uses visible, symbolic acts to illustrate that there has been a tangible shift in direction.
- Acts as a role model of the new behaviors needed and is visible and passionate in his/her public support for the change effort.
- Creates a sense of urgency around needed organizational change, encouraging others to embrace a new way of working.

Real Change Leaders' Competencies



- Recognizes and brings together key individuals with strong capabilities to successfully enact change.
- Creates cross-functional teams to assist with the change, unifying them around a shared vision.
- Identifies and involves those with positional or social influence to support and remove barriers for the change team.

Tale of Two Organization Transformations



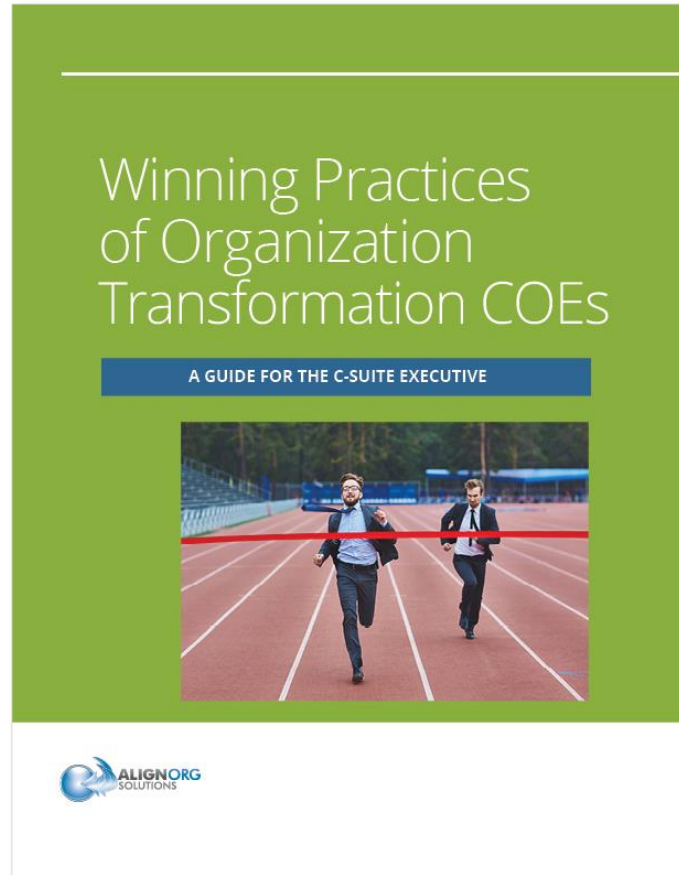
Become a Real Change Leader



1. What will you do to strengthen your **real change leader** competencies?
2. Reflect on a current organization transformation effort in your organization:
 - Assess whether your organization has the right leadership behaviors happening
 - Think specifically of what performance improvements could be achieved with the right change leadership



Thank you! Questions?



Our newest executive guide:

***Winning Practices of
Organization Transformation
COEs***

A Guide for the C-Suite Executive

Watch your email for the link to this practical guide that can help you build or enhance the effectiveness of your organization transformation capabilities.

Today's Presenters



Reed Deshler, is an organization catalyst. He works with executive teams and human resources teams to define winning strategies, align organizations and business models for success and mobilize employees in the desired direction. A change leader, organization design expert and principal of the management consultancy AlignOrg Solutions, Reed

brings multi-dimensional business models to life for Fortune 500 companies, middle-market businesses and non-profits so they can align strategy with operational reality.

Reed is coauthor of Mastering the Cube: Overcoming Stumbling Blocks and Building an Organization that Works, a guidebook that Clayton M. Christensen, professor at the Harvard Business School calls, “a great step-by-step manual on defining and changing the design of your company.”

Reed has guided numerous Fortune 500 companies — including Tyco, 3M, Abbott Laboratories, Hertz, Cummins, Cisco, and USAA — through change successfully. When companies are looking to propel growth through organizational transformation they call on Reed and his team. reed.deshler@alignorg.com



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Mike Smith, Ph.D. is a leadership and organization development catalyst who specializes in leading change management planning and aligning organizations' processes, choices and leaders to drive results. Mike comes with deep experience in the public sector and has advanced degrees in leadership

development and public administration.

Mike has worked with organizations across a myriad of industries including Tyco, Lowe's, Cummins, Honda, the Centers for Disease Control, the Department of Homeland Security among others. His focus is on supporting leaders in making and implementing choices aligned with strategy.

Mike has worked with executive groups in numerous organizations – public and private. He is a strong facilitator who helps leaders and groups through the decision-making and change processes in high-stakes, complex organizational situations. He helps leaders understand the use of power and influence to create and sustain real growth in organizations.

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