Perspectives on Change Leadership

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Introductions

Two NWA initiatives supporting transformational change

Achieving Excellence in Community Development (AE)	Sustainable Homeownership Program (SHP) now the Sustainable Business Initiative (SBI)

Question Zero: What exactly are we trying to accomplish?

Always a good place to start!!

"Don't be silly, the staff loves that we brought in a change management consultant."

Change requires both

Leadership	Management
Strategic	**Tactical**
Learning	**Systems**
Innovation	**Improvements**
Vision	**Control**
Influence	**Processes**
Navigating uncertainty	**Creating greater certainty**

Recall one change initiative you were part of

- Professional or personal

- Organizational or individual

- Recent or historic

- Successful or unsuccessful

Take 20 seconds and write it down

Seven observations about the conditions leading to successful change

1. Start with the why
2. Clarity about the Future
3. Truly understanding the status quo
4. Realism about the process
5. Focus, focus, focus
6. It takes a team
7. Time and space for learning

1. Question Zero: Start with Why

2. Clarity about the future state

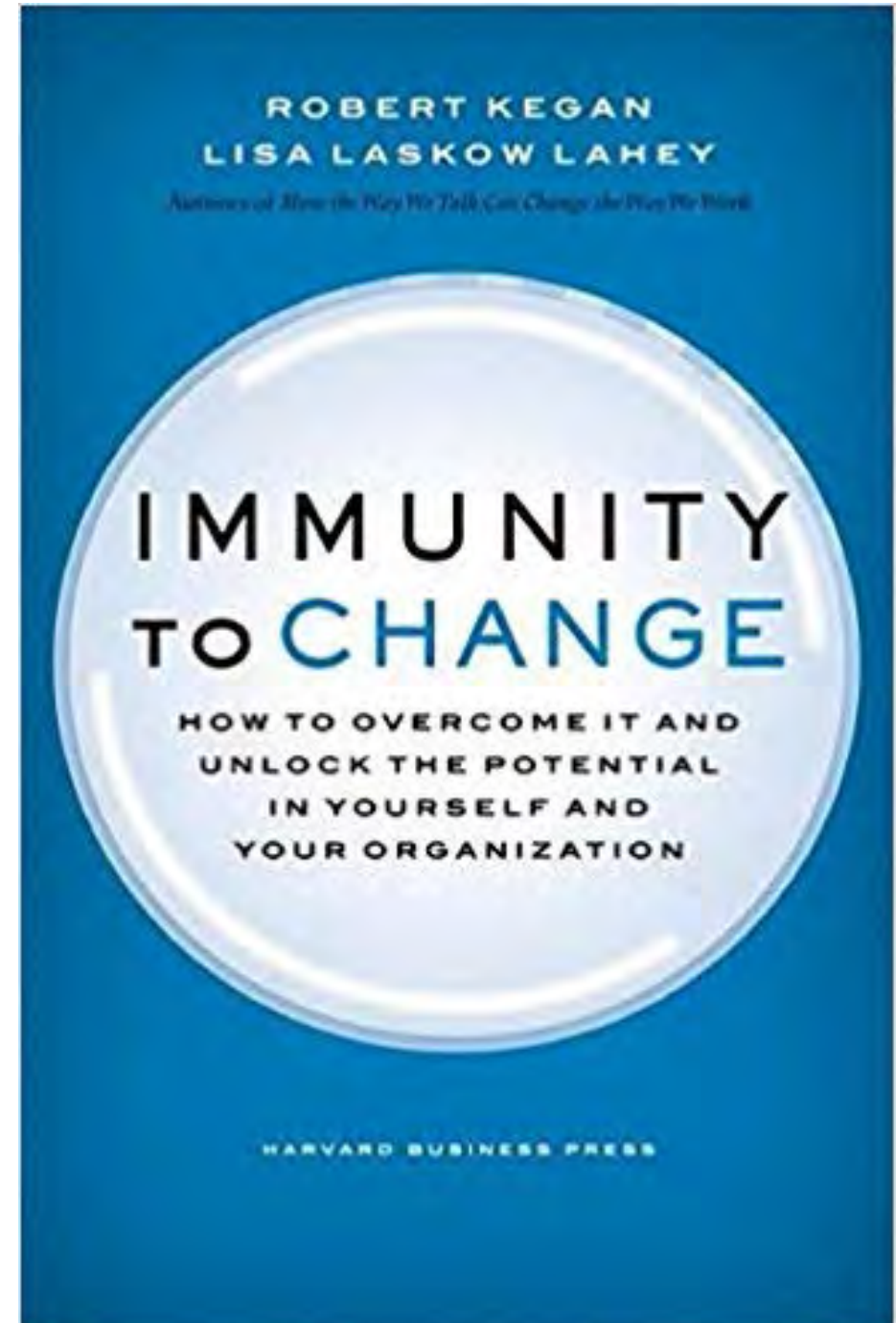# AN AE CHALLENGE "FROM/TO"

FROM "REACTIVE"	TO "PROACTIVE"
☑ Majority of Funding/Revenue is grant-based, reimbursable and "after the service"	☑ Majority of Funding/Revenue is earned (fee-for service, fundraising, investment, development, etc.)
☑ Much is out of our control and not dependent on our performance (Fed./State/Local budgets and politics, etc.)	☑ Our performance dictates our impact and revenue opportunities
☑ No "head-room" to focus on Research & Development	☑ An emphasis on building/testing new services and revenue opportunities (through set-aside funds and technical training)
☑ "Do what we can with what we have" approach to programming & services	☑ Be out in front of issues in our community as a "go-to" organization
☑ "Take what we can get" approach to fundraising	☑ A culture of fundraising & development; it never stops
☑ Not fun. Always "behind" and trying to fill gaps	☑ More rewarding & exciting for staff, board and volunteers

3. Understand the narrative that underlies the status quo

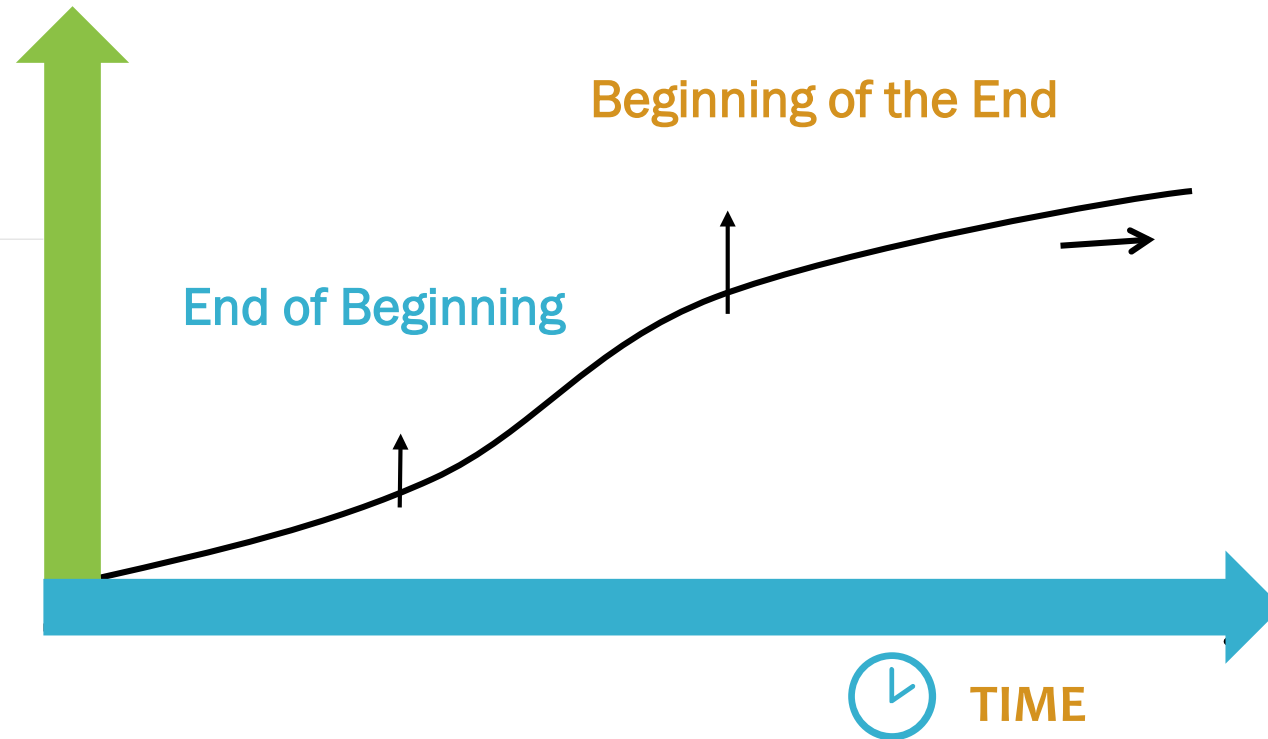From <u>their </u>perspective, not yours!

ROBERT KEGAN
LISA LASKOW LAHEY
Authors of How the Way We Talk Can Change the Way We Work

IMMUNITY
TO CHANGE

HOW TO OVERCOME IT AND
UNLOCK THE POTENTIAL
IN YOURSELF AND
YOUR ORGANIZATION

HARVARD BUSINESS PRESS

4. Understand Change is Non-Linear

PEOPLE & OUTCOMES

ACTUAL OUTCOMES AND RESULTS, AS WELL AS NUMBER OF INDIVIDUALS REQUIRED TO TAKE RISKS FOR PERFORMANCE

Beginning of the End

End of Beginning

TIME

5. Focus and discipline

6. It takes a team

7. Make space and time for learning

"Welcome to Change Management 101.
We'll start with some free falls."

Resources on change leadership

➢ Lahey, Lisa and Kegan, Robert. **Immunity To Change,** Harvard Business Review, 2009.

➢ Kotter, John. **Accelerate.** Harvard Business Review, 2014.

➢ Bridges, William and   Bridges, Susan. **Managing Transitions: Making the Most of Change.** DeCapo Press, 2016

➢ Katzenbach, Jon and Smith, Douglas K. , **The Discipline of Teams,** John Wiley and Sons, 2001.

➢ Simon Sinek, **Start with Why**. https://www.youtube.com/watch?v=u4ZoJKF_VuA

Questions, comments, observations

Thank you!