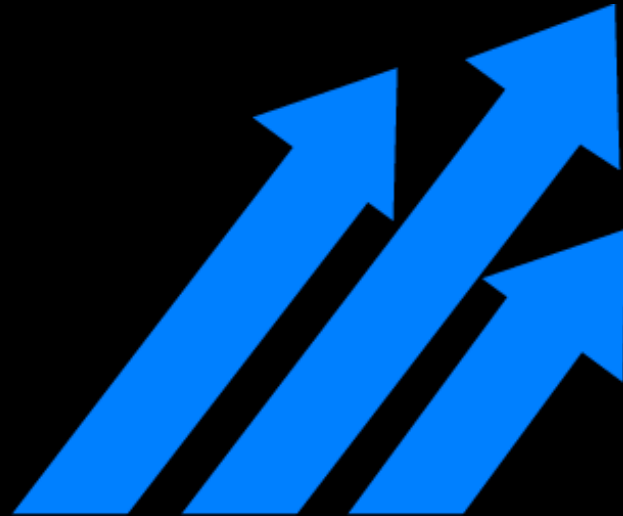


intelliVen

Intelligent Strategies. Successful Ventures.



LEADING CHANGE

Peter DiGiammarino

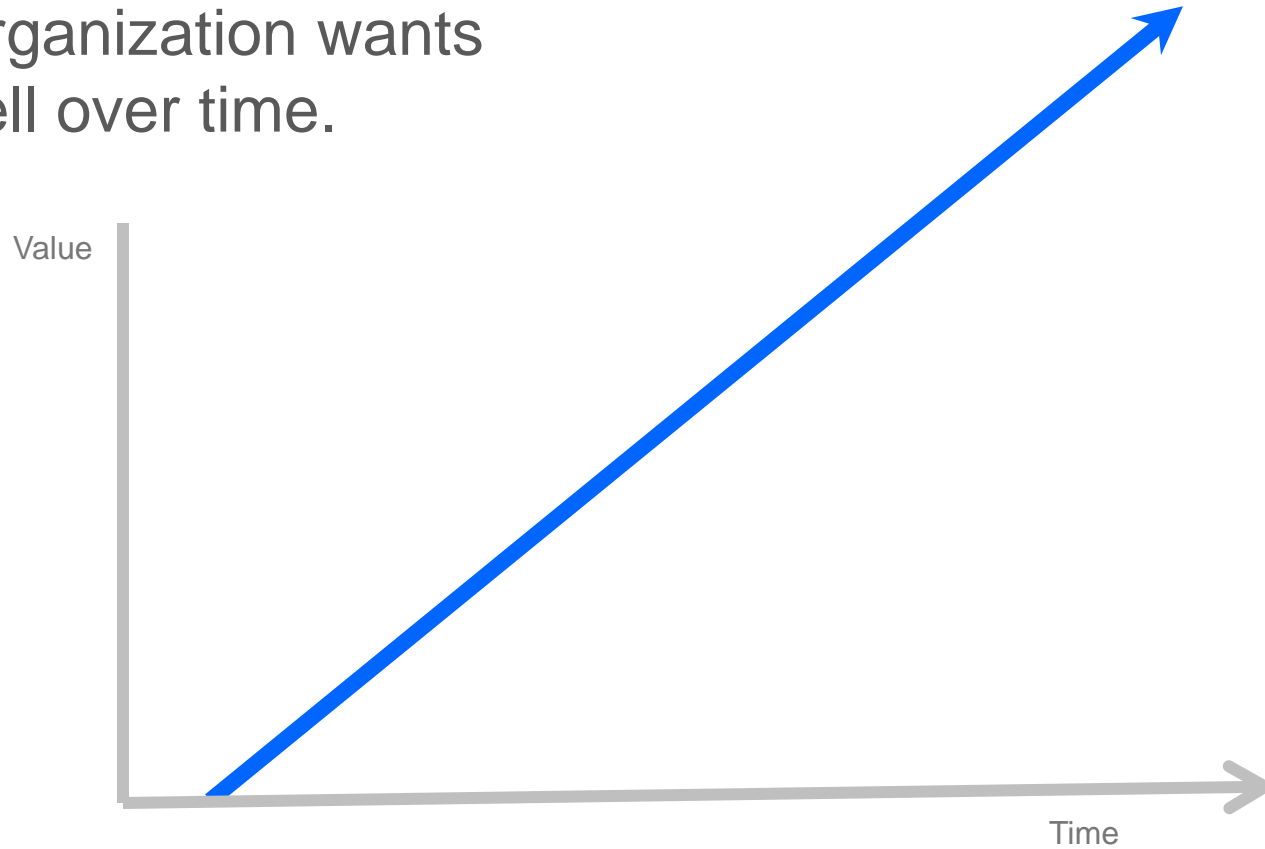
Adjunct Professor University of San Francisco
CEO IntelliVen LLC

SparkPR All Hands Session
Guerneville, CA
March 3, 2016

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The Dream

Every organization wants to do well over time.



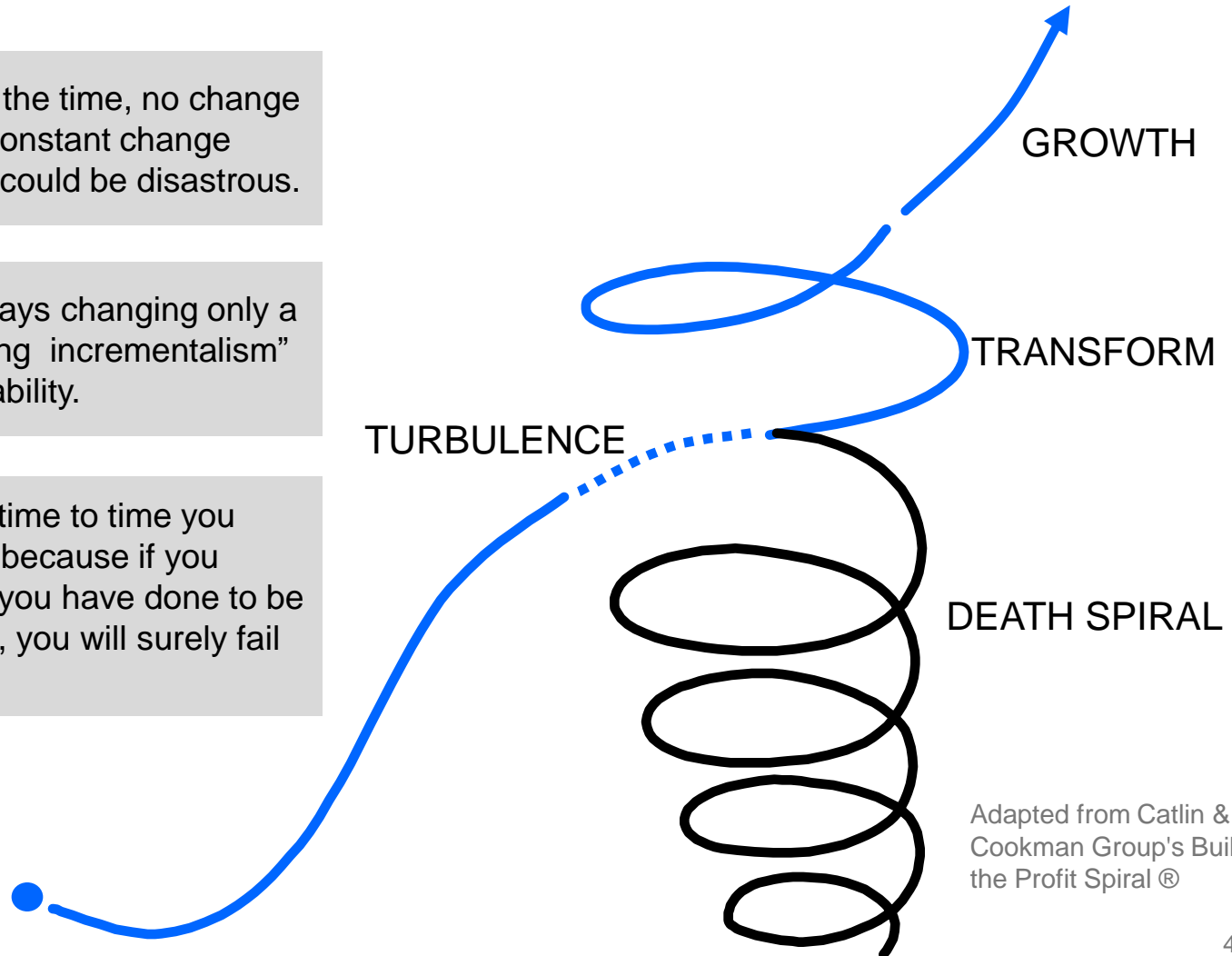
Turbulence requires action.

There are three choices of action in the face of growth and changing internal and/or external circumstances.

No change: Most of the time, no change is the right answer; constant change would be chaos and could be disastrous.

Change a little: Always changing only a little leads to “creeping incrementalism” and eventual vulnerability.

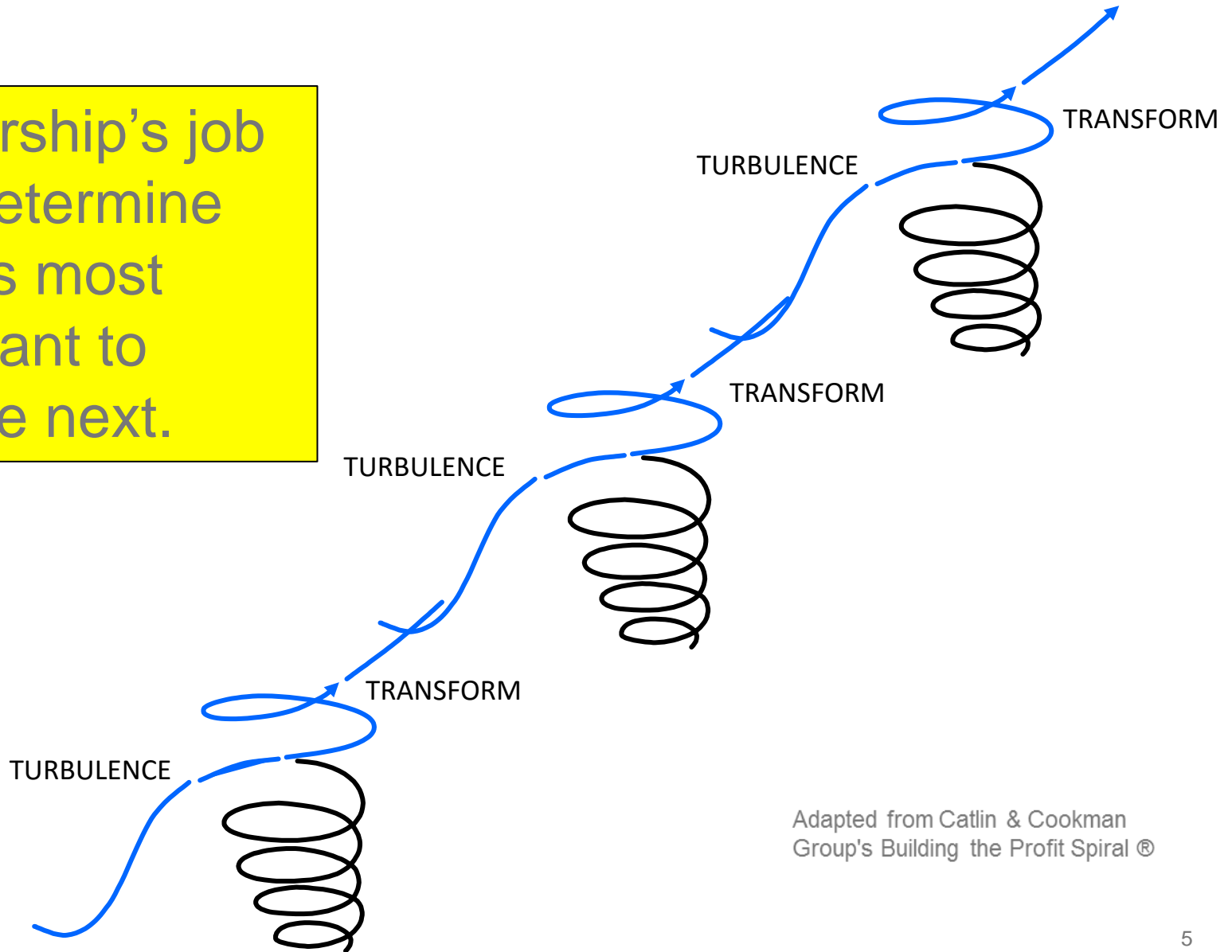
Change a lot: From time to time you need to change a lot because if you always do only what you have done to be successful up to now, you will surely fail (eventually).



Adapted from Catlin & Cookman Group's Building the Profit Spiral®

The Reality

Leadership's job is to determine what is most important to change next.



Adapted from Catlin & Cookman
Group's Building the Profit Spiral ®

Truth. It takes a team.

How many arrows do you see in the figure below?

Action.

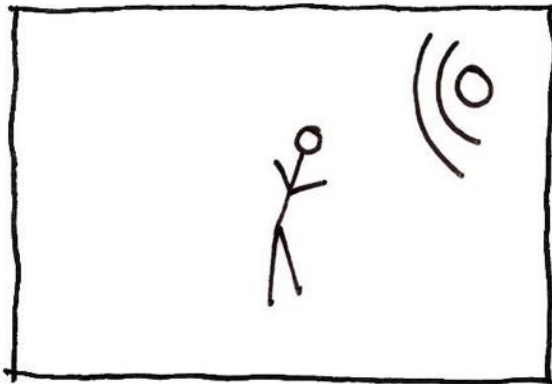
Get Aligned

Decide what kind of leader to be and collect followers.

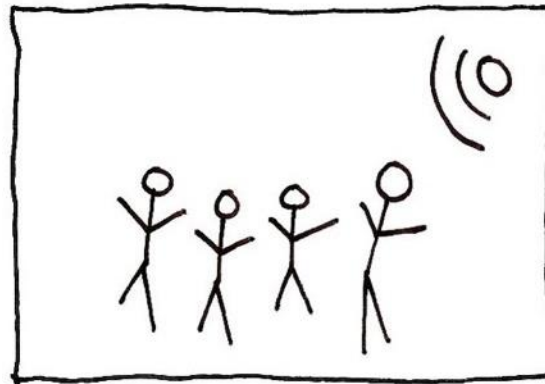


The Leader's Job

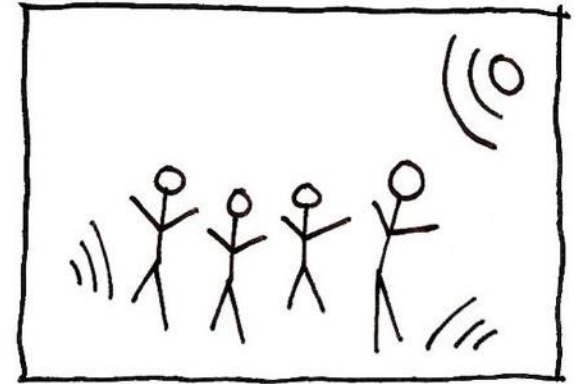
Set Direction



Align Resources

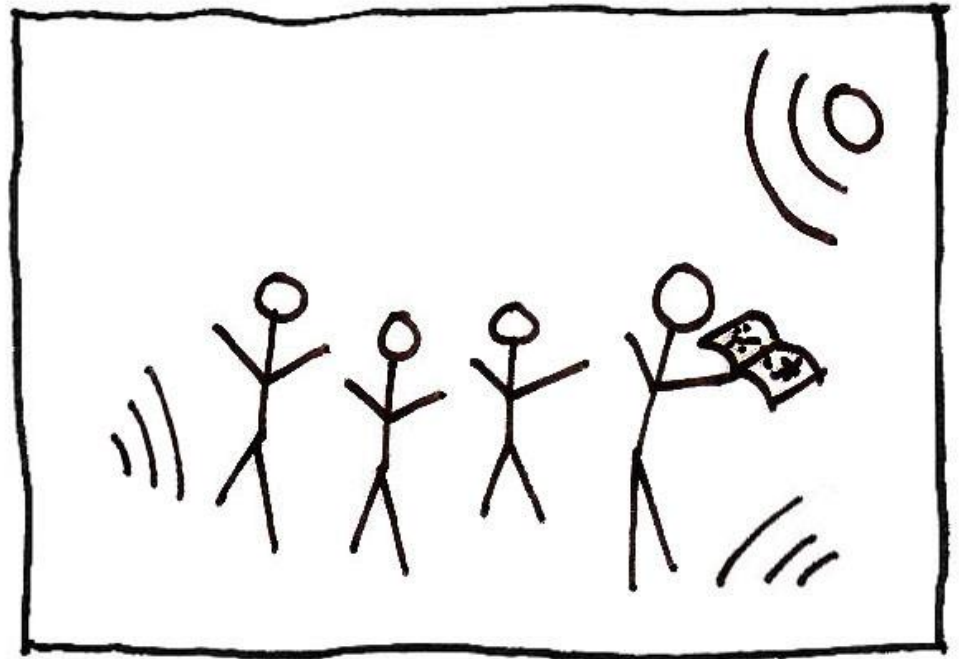


Motivate Action



A leader also ...

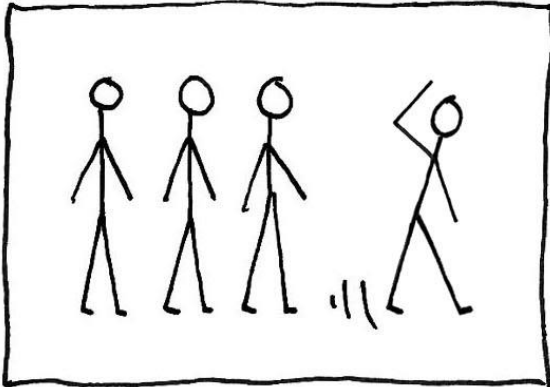
- develops
 - holds
 - nurtures
 - communicates and
 - drives to achieve
- ...a **vision**.



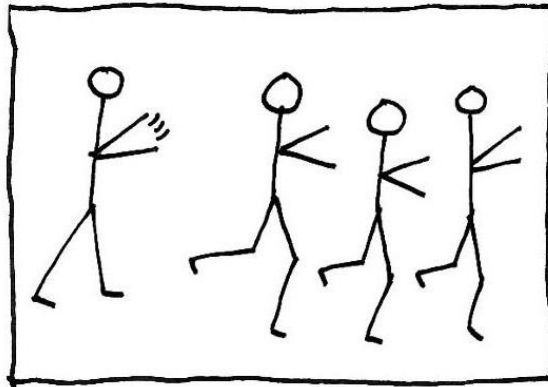
NOTE: There are many ways **to be** as a leader.

Intentionally choose the kind of leader to be.

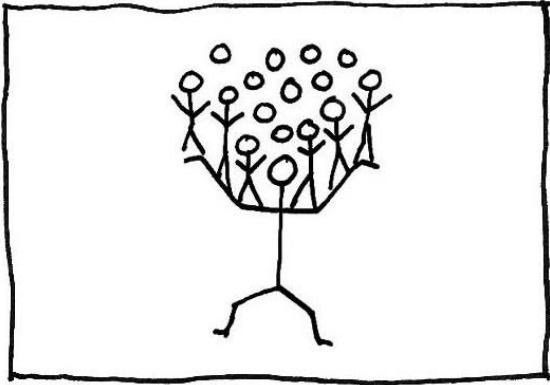
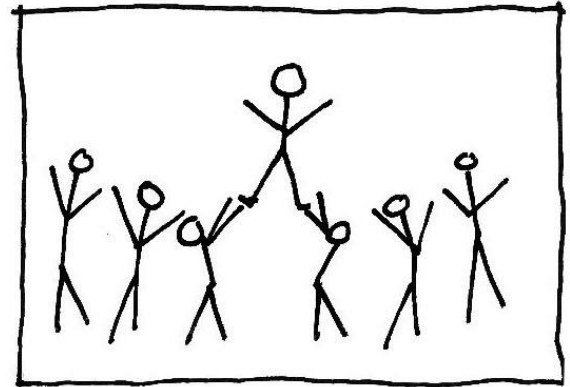
SERGEANT: follow me



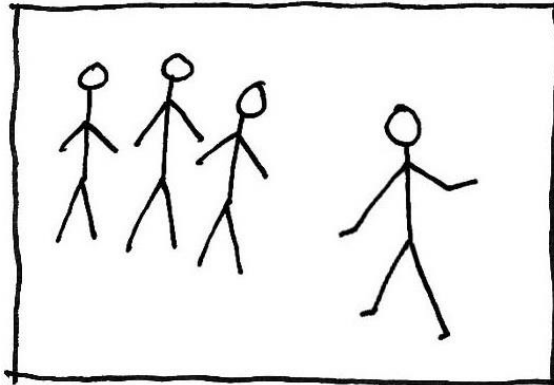
HERDER: get along



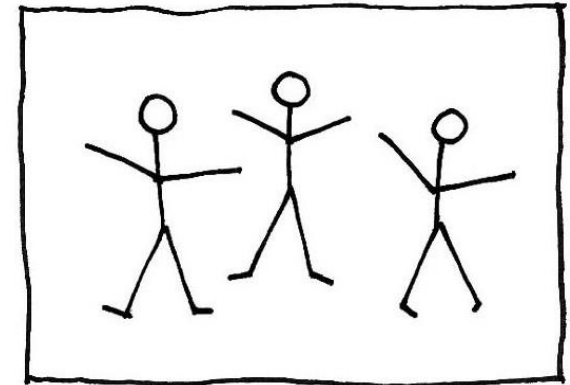
ICON: team carries leader



HERO: leader carries team



TEACHER: come along

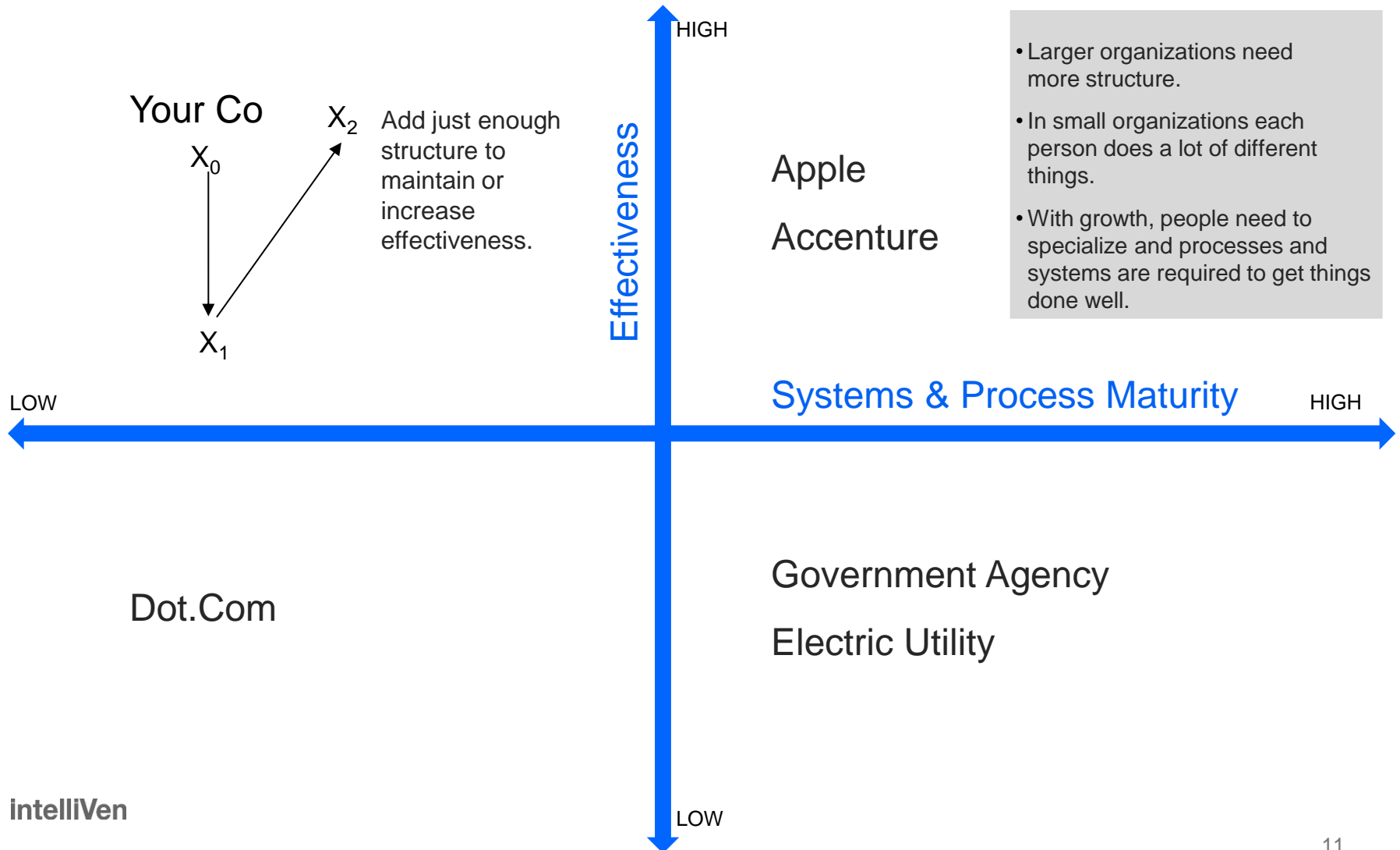


LEAGUE: team of leaders

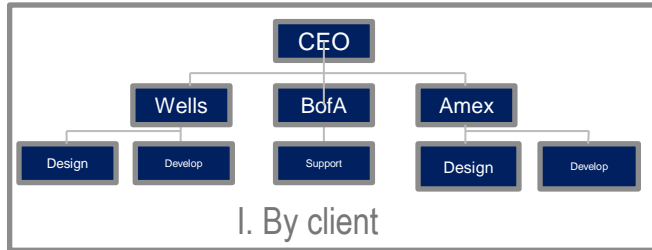
The right way to lead:

- Consistency and predictability add to the odds of leader success.
- Pick a style based on:
 - Mission
 - Talent
 - Timing
 - Leader orientation.

With growth in size and complexity, add just enough structure for maximum effectiveness.

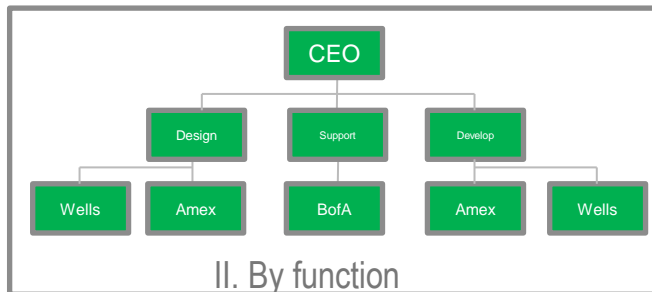


The Right Way to Organize



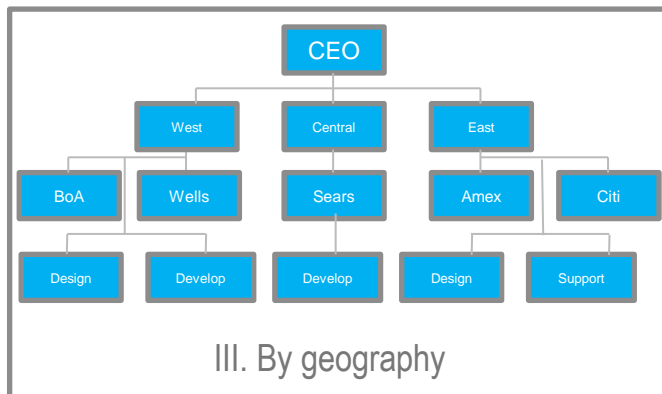
There Is No One Right Organization

The organization that will work is the one a group decides to make work, after much study and debate, despite its flaws. It is easy to make any organization fail. It is harder to make one work. The group that bands together to design its own future and that then signs up to make it work every day in the field of play is the one that is most on track to success.



Organizations Change Slowly

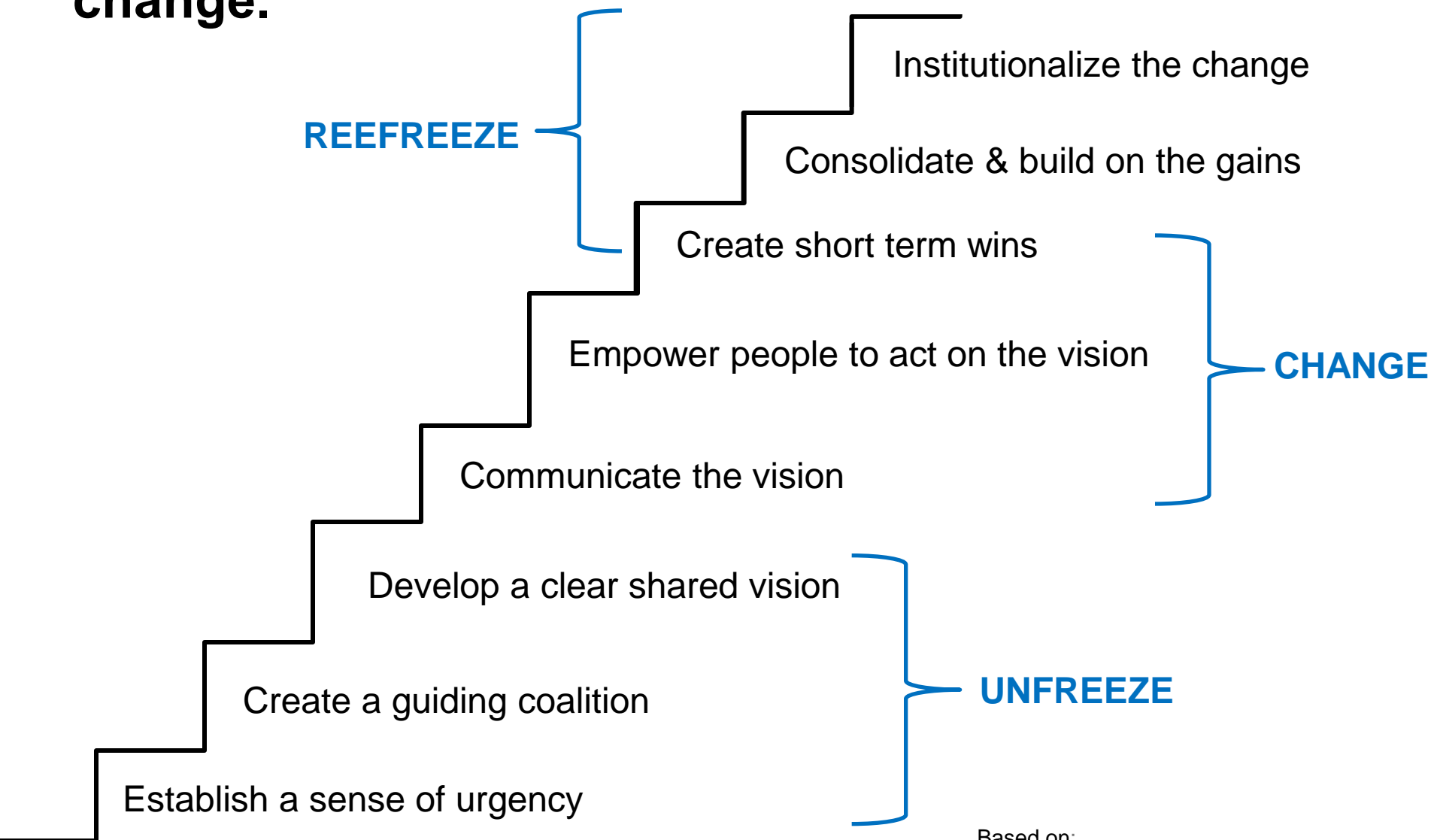
It is often better to make small moves than to make wholesale changes. Organization change is hard on people. It helps to go slow, and to keep everyone clear about what is going on, why it is going on, and what is needed from them to succeed.



No Organization Is Forever

Each organization is just one step along the way to the next. When an organization is put in place, it is a good time to also think about what might be next because it won't be long before adjustments will be needed to stay on track to success. The best organizations develop a core competence at constant change.

Kotter's 8-Step Change Model and Lewin's theory of change.



Based on:

John Kotter (1996) *Leading Change* and
Lewin K (1947) *Frontiers in Group Dynamics*

Discussion:

- What do you take away from today's session?
- To Learn more see:
 - IntelliVen Posts:
 - [How leaders should think about the importance of determining what is most important to change next.](#)
 - [How to increase the odds of successful high-stakes behavior change.](#)
 - [How to use the Change Framework to turn initiatives into action.](#)
 - Texts:
 - [Manage to Lead: Seven Truths to Help You Change the World](#) by Peter DiGiammarino
 - [Leading Change](#) by John Kotter

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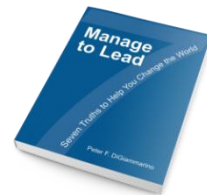
Free to you

- PDF of today's slides

Fee-based

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 - Leader Assess Plus
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 - Initiative-to-Action
 - Contracting and Governance
 - Culture Development
- Manage to Lead Workbook
- Executive Coaching

Today's session



For more information call: IntelliVen @ 415:848-2634

Thank you.