

Leading Through Complex Change
Helping Your Organization, Teams, and Stakeholders Navigate Change

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Prepared for:
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CONSULTING & COACHING



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Welcome



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Goals for Today

- Explore the dynamic and complex changes we are experiencing in our leadership roles within municipalities
- Examine two frameworks that will help us and our teams to better navigate change.
- Collectively share change management strategies and approaches.
- Make a personal commitment to enhancing how we navigate change.



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Leaning in on Our Collective Expertise


- Karen Fegan, CAO, Village of Delburne
- Mike Haugen, CAO, Kneehill County
- Dean Krause, CAO, Town of Rocky Mountain Horse
- Ryan Maier, CAO, Thorhild County
- Jordan Panasiuk, CAO, Town of Hinton
- Tim Timmons, CAO, Lacombe County



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Guiding Principles

- Share your experience, wisdom and expertise.
- Listen - stay open to divergent opinion.
- Test and share assumptions.
- Propose and don't dispose.
- Stay on point
- Permission to move things along.
- Ask for a microphone to share.
- Other(s)



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Introductions

At your table, share your name, role, and one image that resonates with you about the change(s) you are experiencing and why.



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Leadership

Self awareness and self regulated behaviours that foster continuous, positive self development - resulting in sustained and high quality performance of oneself - and others!

There's you and then there's the external world

You can choose your response!

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Managing Change

What is Change?

- Involves **leaving something behind, letting go and starting something new.**
- **Transforming**, converting of making things different.
- **Starts with a problem or an opportunity.**
 - How do you see it?
 - Can you identify it?
 - How do you frame it?
- To want to make change, **the problem or opportunity has to have meaning.**

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Managing Change

Your Stance - How Do You Experience Change?

- People in leadership roles come to expect chaos and they function effectively in it. It is constant!
- Change is important to the survival and success of our organizations.
- We need to forego despair related to change and chaos.
- We need to accept change as positive in order to reconfigure and identify new opportunities, possibilities and ways of responding.
- Having a *learning culture* is key to effective change.

"The more things change, the more they remain...insane."
M. Fry and T. Lewis

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Our Shared Context



- Karen Fegan, CAO, Village of Delburne
- Mike Haugen, CAO, Kneehill County
- Dean Krause, CAO, Town of Rocky Mountain Horse
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Your Context: What Are You Experiencing?

What changes have you been navigating in your specific role and within your municipality and community?

Group Activity (in teams of three)

You have 10 minutes

Please ensure everyone gets to share!




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Complexity Theory: Thoughts to Ponder

Complex adaptive systems - where actions of many are interconnected such that they produce system-wide patterns yet the collection of agents making up the system have the freedom to act in unpredictable ways.


- Eoyang, 2004



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Complexity Theory: Thoughts to Ponder

- **Simple:** baking a cake - few moving parts following a predictable trajectory.
- **Complicated:** sending a rocket to the moon - many moving parts that follow several predictable trajectories.
- **Complex:** raising a child - many moving parts that have no predictable trajectories.



- Getting to Maybe, F. Westley

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Foresight Horizon: Thoughts to Ponder

How can you see the terrain ahead?

There are different foresight horizons:

- **Clear:** specify alternative courses of action with ability to foresee the consequences to follow.
- **Complex:** operate in a world that is undergoing cascades of rapid change characterized by emergence, perpetual novelty and ambiguity.

When change is fast and foresight horizons and issues are complex - "combinatorial explosion of possible consequences" (Marilyn Struthers and Lane & Maxfield, 1995)



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Group Discussion

At you tables, answer the following:

- How do individuals and organizations *positively* respond to change?
- How do individuals and organizations *negatively* respond to change?

Track your responses on the flip chart paper at your tables.



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Change and the Human Dimension

- Change is often out of our control and messy.
- People respond differently to change.
- Everyone moves through change and adapts at a different pace.
- When we step into leadership roles, we need to:
 - Identify, assess and begin to understand the change
 - Create grounded and thoughtful responses to it
 - Help others make meaning of it
 - Support others through it and provide them with an ongoing sense of the end destination
 - Create a clear and compelling vision of where you are going
 - Communicate and manage expectations as we move through change
 - Pace is critical

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Change Management: The Human Dimension

"The first task of change management is to understand the destination and how to get there and transition management is to convince people to leave home."

-William Bridges



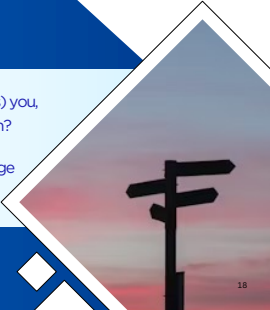
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In Teams of Two

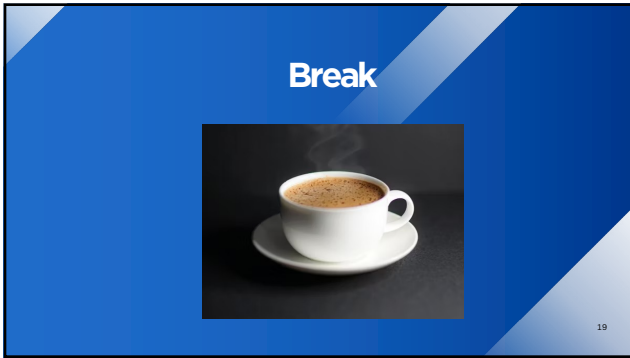
Please answer the following:

- What has felt most difficult about the change(s) you, your team and organization have been through?
- What have you learned about navigating change effectively?

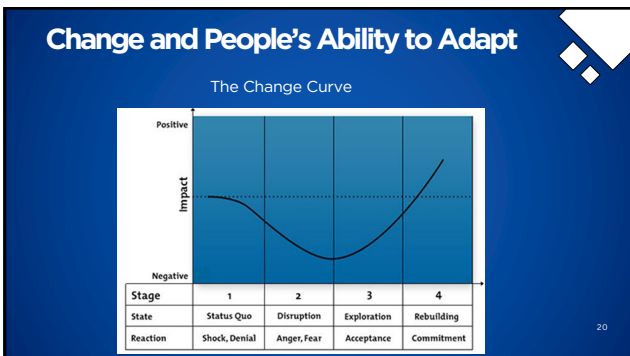


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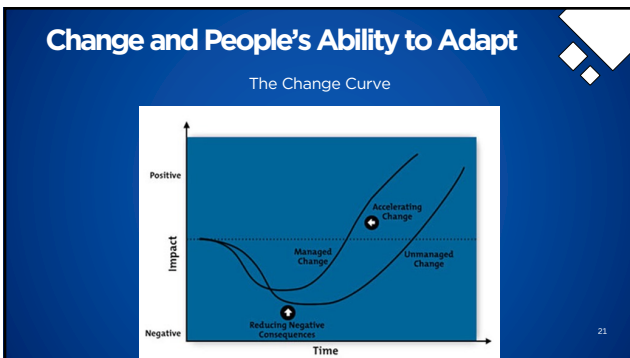
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Change and People's Ability to Adapt

The Change Curve

At you tables, discuss the following:

- When have you seen a change management or transition strategy or plan developed and rolled out?
- What did it involve?
- Did you learn anything about how to manage change effectively?

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Change Management and the Human Dimensions: Supporting People

Three Key Phases to Change:

Ending - Letting Go	Neutral Zone	Beginning - Launching the Change
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Limbo between new and old - unknown place

- Credit: William Bridges 23

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Change and the Human Dimension

The Ending - Letting Go

- Take time to assess and define the change.
- Identify who is losing what.
- Accept the reality and importance of people's losses.
- Do not be surprised by overreaction and acknowledge the losses openly and empathetically.
- Expect and accept the signs of grieving and loss.
- Compensate for the losses, wherever possible.
- Give people information - communicate, communicate, communicate.
- Clearly define what is over and what is not.
- Mark the endings and treat the past with respect.
- Demonstrate that endings ensure continuity of what really matters - give meaning to the change

"Change your thoughts and you change the world."
- Norman Vincent Peale

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Change and the Human Dimension

The Neutral Zone - The Time of Pregnancy

The place of not knowing - neither the old way or the new way - going into the wilderness creates anxiety and ambiguities and impatience.

1. Normalize this period - help people understand it is a normal part of change.
2. Redefine this phase in the change process in a way that has meaning.
3. Create temporary systems to give structure and strength during this time of unknowing and ambiguity.
4. Strengthen teams and intergroup and service connections.
5. Use a transition monitoring committee or team.
6. Create space for creativity and innovation.

"One doesn't discover new lands without consenting to lose sight of the shore for a very long time."
- Andre Gide

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Change and the Human Dimension

Launching New Beginnings

1. Consider the timing.
2. Clarify and communicate the purpose of what you are doing regarding the change.
3. After defining the purpose, create a vision, picture or image.
4. Create a transition plan for the change.
5. Define the part that everyone needs to play.
6. Reinforce the new beginning - again and again.
7. Monitor progress and continually improve.
8. Take lessons forward into new change processes.

- Adapted from W. Bridges 26

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Change Management and the Human Dimensions: Supporting People

Three Key Phases to Change:

Ending - Letting Go	Neutral Zone	Beginning - Launching the Change
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How can this model of change inform a change process you are moving through?

- Credit: William Bridges 27

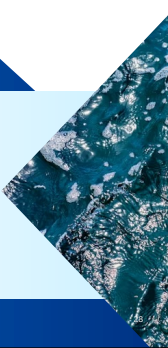
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In Teams of Two:

Applying Change Strategies to Our Work

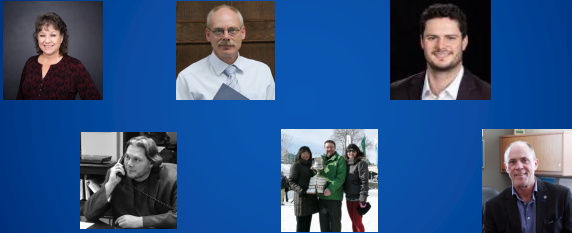
- Think about the complexity of your work and the tremendous change you and your teams are experiencing in your municipality.
- Discuss how this model can concretely help you and your team(s) to move through the ongoing change and turbulence we are all experiencing.
 1. Letting Go
 2. Neutral Zone
 3. New Beginnings

Focus on what you can concretely do to support and motivate yourself and your staff. Think of your locus of influence.



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Top Advice



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Our Stance: How Do You See Change?



Research shows that 4 out of 5 people are unprepared for change. 30

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Our Stance: How Do You See Change?



What is your posture?

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Our Stance: How Do You See Change?



What is your posture?

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Our Stance: How Do You See Change?



What is your posture?

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Our Stance: How Do You See Change?



What is your posture?

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Our Stance: How Do You See Change?



What is your posture?

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Our Stance: How Do You See Change?

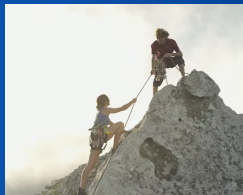


What is your posture?

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Our Stance: How Do You See Change?



What is your posture?

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Our Stance: How Do You See Change?



What is your posture?

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Using a Metaphor to Ground Us

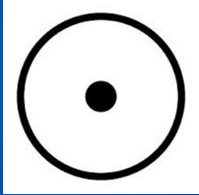

If a picture is worth 1000 words, then a metaphor is worth 1000 pictures

A metaphor is a figure of speech which makes an implicit, implied or hidden comparison between 2 things that are unrelated but share some common characteristics.

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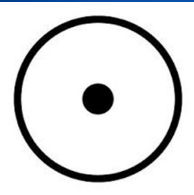
Using a Metaphor to Ground Us



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Using a Metaphor to Ground Us



Part of this includes thinking of a metaphor that would help you develop a stronger or improved posture for navigating change.

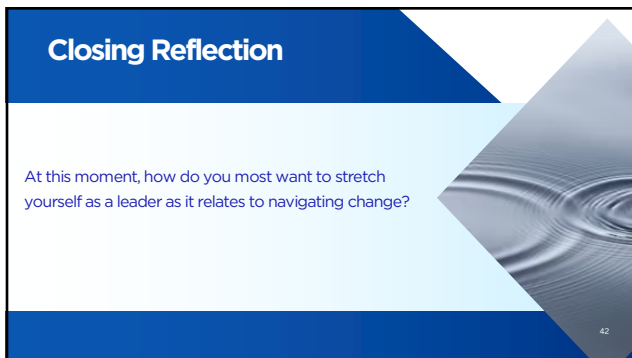
Think of a metaphor you wish to work with while you are navigating change.

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Closing Reflection

At this moment, how do you most want to stretch yourself as a leader as it relates to navigating change?



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Thank You!

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awakening pure potential

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