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Leadership Development Initiative (LDI) Curriculum

Leading Change

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Overview

Change management and leading change are core leadership skills. Exposing oneself to a variety of change models builds flexibility in leadership and change.

One applicable model of change comes from the book SWITCH: How to Change when Change is Hard. In this model, the authors of SWITCH describe a metaphor; that our emotional side is an Elephant and our rational side is its Rider. Perched atop the Elephant, the Rider holds the reins and seems to be in control. The reality is that the Rider is relatively powerless compared to the strength of the Elephant. Moving both of them down a chosen path (toward positive and sustainable change) requires a set of change management skills that include coordination and communication.

Objectives

After this presentation, participant will:

1. Understand why leading and implementing change is difficult.
2. Describe the behaviorally-based change model.
3. Know how to make change efforts 'work'.
4. Know how to sustain change efforts.

Important Teaching Points

- We tend to seek information that reinforces our bias and dismiss conflicting information.
- When making change, identify the "bright spot" and learn how to reproduce the effect.
- Don't focus on the big picture at first; think in terms of changing a specific behavior.
- Change comes from emotion not information; "Knowing something isn't enough to cause change. Make people feel something."
- In almost all successful change efforts, the sequence of change is not ANALYZE-THINK-CHANGE, but rather SEE-FEEL-CHANGE.
- Things you see are more likely to evoke emotion than things you read, so use visual arts to help bring change about.
- The directions we give people need to be clear and direct; "Change is easier when you know where you're going and why it's worth it."
- Change the way things are done so that making the 'right' decision is easier than making the 'wrong' one.
- Build habits; uses less energy, and change is more sustainable.
- Changing behavior changes behavior!

Resources / References

1. Heath, Dan and Chip. (2010). Switch: How to Change Things When Change is Hard. New York, NY: Crown Publishing Group, Random House Inc.
2. Heath, Dan and Chip. (2013). Decisive: How to Make Better Choices in Life and Work. New York, NY: Crown Publishing Group, Random House Inc.