

The Critical Skills Leaders Need To Successfully Implement And Sustain Transformational Change

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FACT

Your Ability To Lead
Change Will Determine
Your Professional Success
And Personal Legacy

**Transformational leaders ascend to the
C-suite and Boardroom**

Agenda

1

What makes someone a transformational leader?



2

What makes leading transformational change so difficult?



3

What are the critical skills transformational leaders must develop?



4

Summary

Transformational Leadership

- ▶ When does a person become a transformational leader?
 - ✓ Time your **Purpose** becomes larger than you.
- ▶ What do transformational leaders do?
 - ✓ Make a **Step-Level, not incremental, positive Difference** to an organization.

Transformational leaders put themselves at risk to make things better for the whole.

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Competing Priorities

People already have a lot of things to do and not enough time to do them.



Politics & Skeptics

Status quo is a very formidable opponent that has knocked out many a change agents.



Uncertainty, Dilemmas, & Crisis

The path is not clear and the pain of change causes people to either not start or stop after they do.

Because of the above reasons, >75% of transformations fail.

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The Critical Skills Fall Into Four Categories

1. The ability to make your **Priorities** the main ones.
 - ▶ Understand the organization's culture. Organizations in trouble have three types of cultures:
 - PowerPoint Obsessed
 - Firefighting Obsessed
 - Victim Mentality Obsessed
 - ▶ Who to engage and how
 - Mavericks, Ghosts and Hubs are the people you should engage first
 - ▶ Understand cultural differences
 - Country, regional, local

The Critical Skills Fall Into Four Categories (Cont...)

2. Master the **Politics** of leading change.

- ▶ “Politics, not culture, eats strategy for lunch. New ideas are the appetizers and change agents are the main course.”
- ▶ Know the resisters and defend against tactics they use:
 - The Rope-a-dope
 - Moonwalking
 - Friday the 13th
- ▶ Defend against attacks
 - The “Block and Bridge” technique

The Critical Skills Fall Into Four Categories (Cont...)

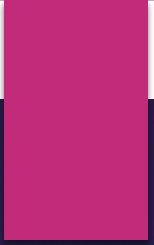
3. Gain the trust of **People** down and up the organization.

- ▶ You have to have the ability to “... Walk with Kings and not lose the common touch...”
 - People on the frontline (sales, customer service, supply chain, etc) will make or break the initiative.
- ▶ People value two things: **Security and Significance.**
 - People make decisions based on emotion not logic.
 - Spend time with people on their turf to gain their trust.

The Critical Skills Fall Into Four Categories (Cont...)

4. The ability to **Persevere**.

- ▶ Every transformational initiative will have uncertainty, team discontentment, and fires that have to be put out.
 - You have to be able to “See over mountains” and make good decisions under pressure.
 - You have to be inclusive to hear different viewpoints.
 - You have to understand the unconscious biases that affect your thinking and those of others.



Your toughest challenges will come when you are the closest to success. How you handle them will determine the initiative's and your success or failure.

CHANGE LEADERSHIP FRAMEWORK

- Set A Course for Change
- Set Expectations and Decide Where to Start
- Create the Core Team

- Become a Communicator
- Craft Messaging that Motivates
- Overcome Resistance

Priorities

Politics



Perseverance

People

- Put Out Every Fire
- Handle Team Discontentment
- Institutionalize and Leverage Change

- Read Minds, and Other Methods for Accurately Assessing Progress
- Master the Humble Art of Building Trust
- Navigate Group Dynamics

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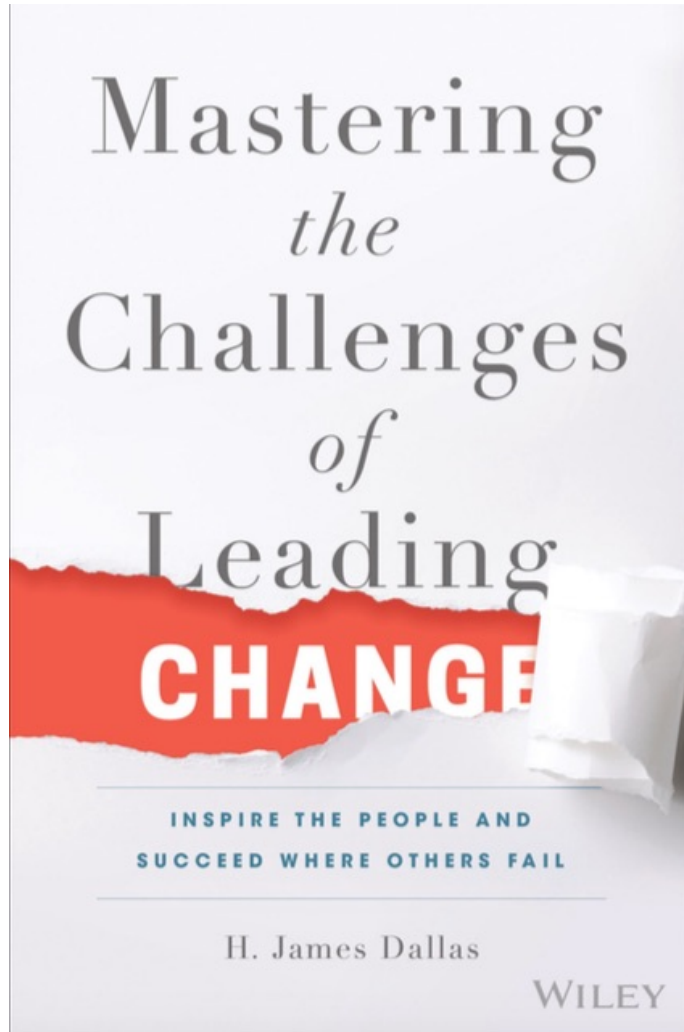
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TRANSFORMATIONAL LEADERS...

1. Are driven by purpose.
 - ▶ They are willing to be wrong for the right reason and to get lost for the right destination.
2. Know that transformational change won't be easy, so they prepare for it.
 - ▶ They know they will be criticized before congratulated.
3. Can lead in times of uncertainty and crisis.
 - ▶ They can see over mountains.

Now is the time, and you are the person.



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