Leaders Implementing Positive Change

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It’s may seem to be an uphill battle

The key: Communicate, Communicate, Communicate, Communicate
Overview

Distinction: Change or Transition

Lesson from the Wilderness

Model for Leading Change
  Major Emphasis; especially on Implementing Vision

Transformational Leadership
Change vs. Transition

- Change is external—different policy, practice or structure that leadership wants to happen
- Transition is internal—what followers must go through before the change can work
Transition

“Goodbye” to “Hello”

• In between, they’re in the “neutral” zone
• Give time to adjust to the need to change
• Know why embracing change is difficult
• Transitioning, not change, is the difficulty
• Help them transition with “5 P’s”
Five P’s to help Transitioning

• Purpose—Why we have to do this
• Picture—What it will like when we get there
• Plan—Step-by-step how we will get there
• Part—My part in helping us get there
• Positive—Attitude is crucial
Lesson from the Wilderness

Learning from Moses

- Magnify the plagues
- Mark the ending place
- Deal with their “murmuring”
- Give people access to decision makers
- Capitalize on opportunities in neutral zone
- Resist the urge to push ahead until right time
- Understand neutral zone leadership is special
Kline’s Seven-Step Model for Addressing Transition Issues

1. Assess and Address Human Concerns
2. Demonstrate Strong LDR — Thru-out Organization
3. Build Trust in the Leadership
4. Clearly Communicate the Vision
5. Create an Enabling Environment
6. Celebrate Success as you go
7. Implement/Institutionalize Change in the Culture

*These are in my article and the overview for today*
1. Assess and Address Human Concerns

What would be concerns of the followers?
Process Interference Factors

We covered these last session

Time
Tools
Guidance
Policies
Facilities
Training
2. Demonstrate Strong Leadership Thru-out the Organization

So, its not just strong at the top. Hmm!
3. Build Trust in Leadership

Give Credit—Accept Blame
Show Character, Competence, Confidence
What if trust is broken? Can it be regained?
Regaining Trust

• Acknowledge a violation of trust occurred
• Determine nature and cause of the violation
• Admit that you damaged the trust
• Accept responsibility for the violation
• Offer reparations to the victim
• Create a mechanism to prevent recurrence
4. Clearly Communicate the Vision

Make sure you have a strategic vision !!!
Vision to Implementation
“What are you doing?”

Prepare make the journey and lead others on a journey!
DRIVING IN THE FOG

Effective Vision Statement Reduces The Fog

Exemplary Leaders Look to the Future

If you don’t know where you are going, any road will get you there
What is a Vision Statement?

- Your preferred destination
- What you want to achieve
- Where you want to go
- What you want to accomplish

What does Strategic Visioning Involve?
Knowing the requirements for strategic visioning will help you develop and communicate the vision.” (Kline, 2008)

- Group specific
- Attractive
- Challenging
- Realistic
- Strategic

Let’s Consider two Classics
We the People of the United States, in order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defence, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.
A Vision for Equality

Video

Dr. Martin Luther King delivers this famous speech in 1963 to more than 200,000 at the Lincoln Memorial in Washington, D.C. ("I have a Dream"). (12 mins)


Did it meet the vision criteria?
A Vision for Equality

Did it meet the vision criteria?
Did Dr. King Meet the Criteria?

- Group specific
- Attractive
- Challenging
- Realistic
- Strategic
Vision to Implementation

We must engage in Strategic Thinking
Sample

Suppose H.S. graduate ready for college

- **Vision:** Become successful, tenured college professor
- **Mission:** To attain necessary education and experience — *What you will do about it; your reason for doing it* —
- **Goals:** Earn Bachelors, Masters, Doctorate; Demonstrate outstanding Teaching, Research, Service
- **Objectives** Avoid Debt, Complete three degrees in 8 years, Tenured 7 years later
- **Plan (Actions)** Study, Find Mentor(s), Earn Scholarships, Improve Writing Skill

Conditions — Level of Performance — Measures
Did Dr. King Kline Meet the Criteria?

Yes that was me, but I didn’t have it spelled out that completely at the beginning

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**Conditions — Level of Performance — Measures**
Strategic Thinking and Strategic Planning require us to Think Outside the Box

You must know what’s inside the box before you start thinking outside the box

Video
You must know what’s inside the box before you start thinking outside the box.
Smart Objectives

• S.M.A.R.T
  – Specific
  – Measurable
  – Achievable
  – Relevant
  – Time Period

Objectives are prerequisite to Implementation
5. Create an Enabling Environment

We are in the World to Help Others
For an Enabling Environment

• Know your people
• Help your people
• Attend to the five P’s
  • Purpose—Picture—Plan—Part—Positive
• Identify practical methodologies
• Re-assure your people

It all comes down to Communication

If you can’t communicate, don’t try to lead.
6. Celebrate Success as you go

Everyone enjoys Celebrations
From Vision to Implementation

How to start a movement

Watch the Following Video and Notice
The first follower is actually a leader. The first follower starts the transformation. Leaders must transform others and the organization—
That’s Transformational Leadership!

Video
The first follower is actually a leader. The first follower starts the transformation. Leaders must transform others and the organization—*That’s Transformational Leadership!*
Think about you as a Leader.
Three Things a Leader Must Know

• Know where to go
• Know how to get there
• Know how to get others to follow
• But unless you know where to go and how to get there, you will not get others to follow. Leaders must get things moving toward the Vision
7. Institutionalize Change in the Culture

How can we be Transformational Leaders?
Transactional Leadership
This is NOT Transformational Leadership

Reward and Punishment

Strictly by chain of command

Focus on money and simple reward

Little attention to social and emotional factors

May work—as long as the demand exceeds the skill
Transformational Leader

Passionate

Creates mutual trust

Encourages/motivates others

Sells the vision and leads the charge

Balances devotion to processes and people

Implements positive change & enables transition

Demonstrates service to others and the organization
Review of Kline’s Model

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Leaders Implementing Positive Change

The key:

Communicate, Communicate, Communicate
Some Other Things to Think About

1. Don’t become complacent
2. Know your competitors’ actions
3. Don’t assume your change will last
4. Processes must often change to keep up
5. Remember the rules may change; therefore . . .
6. Engage a fresh “set of eyes” to take a good look
7. Let people know that change will increase performance
8. Help them see how change benefits them and the organization
9. Address any process interference factors including potential ones
Before We Stop

.
“Ten Key Features of Effective Leadership”
—APA asked for them based on the 3 presentations—

1. Leaders should be servants—serving others and the organization.
2. If you can’t communicate, don’t try to lead.
3. Effective communication is the effective sharing of meaning.
4. Leaders must adjust their leadership style to fit the situation.
5. Leaders must also be managers, for leadership without management is vision without fulfillment.
6. Leaders must focus on both people and the process (task, mission).
7. Leaders must have a vision.
8. Leaders must have a plan to fulfil the vision.
9. Leaders must communicate the vision, mission, and plan.
10. Leaders must implement positive transition and change.
Five Other Ideas — *I Implied or Stated*

- Leaders must know three things
  - Where to go—How to get there—How to get others to follow
- Leaders must be Learners (Leaders can be Developed)
  - Read about it—From experience of others—Wise counsel—Try it
- Leaders must focus on the 3 ate’s
  - Communicate—Relate—Motivate
- A 4th ATE is Delegate which requires three things
  - Time—Training—Trust
- Responsibility falls to the leader
  - Best policy is to give or share the credit and take the blame
Thank You for letting me share some ideas about leadership with you.

John Kline