



Leadership Essentials

Getting Results



PARTICIPANT GUIDE

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Participant Guide

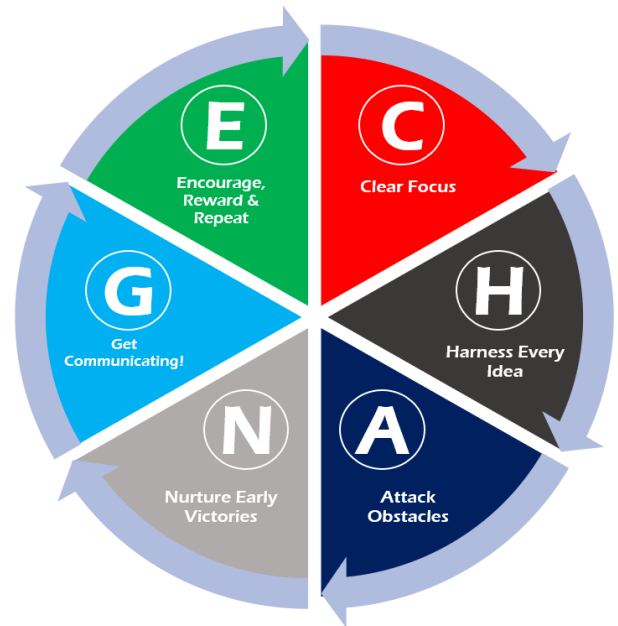
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Objective: In this lesson, we continue to break down an actionable process towards sustaining change.

Sustaining Team Performance

"Quick victories reinforce the perception of forward progress which is critical for the team to build collective confidence in its ability to upset status quo." ~ Ian Mathews

The CHANGE Roadmap was developed specifically for a manager looking to improve the results of their team and sustain change.



Phase 4: Nurture Early Victories

Early victories should be cheap, easy to implement and visible. They help you build credibility, signal that your team should embrace change and encourage feedback.

Challenge: Forming a Change Posse

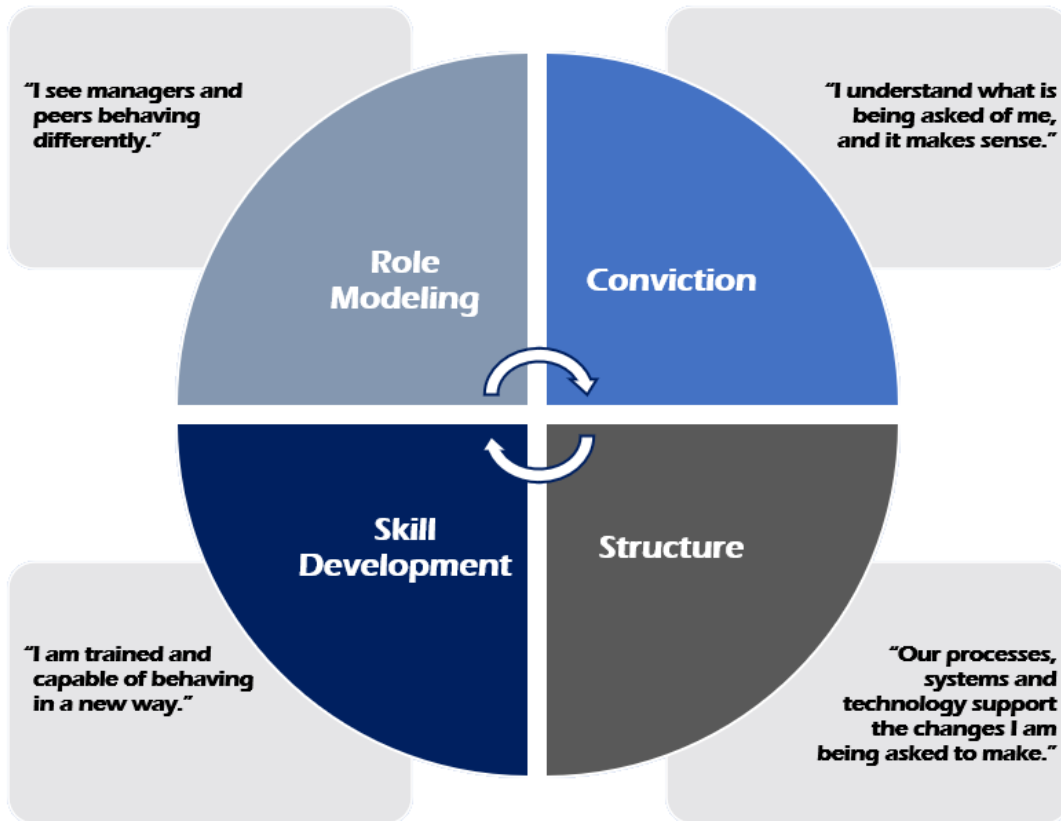
Part 1: Identify Your Posse - Most successful transformations begin with small groups that are loosely connected but united by a shared purpose. Recruit people who are enthusiastic about change and willing to test assumptions. Ask yourself the following questions:

Who are your best people to engage and lead the potential "early victory" ideas? Why?

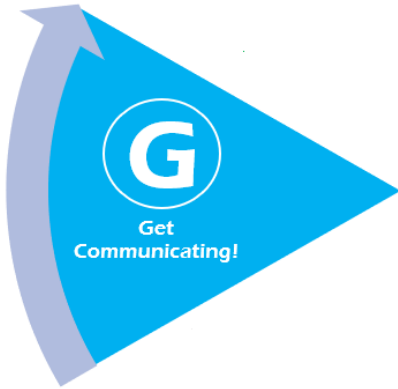
Do these people meet the following?

- Have credibility within their peer set, not just "company men and women," but are perceived as "truth tellers".
- Are encouraged and empowered to work outside of the normal hierarchy if necessary.

Part 2: Definitive Statements – Can your “Change Posse” make these statements with confidence? Enter the agent’s name in the table below. Put a check mark under each statement that is true for that particular agent.



Change Agent	Definitive Statement			
	“I see managers and peers behaving differently.”	“I understand what is being asked of me, and it makes sense.”	“I am trained and capable of behaving in a new way.”	“Our processes, systems and technology support the changes I am being asked to make.”
1.				
2.				
3.				
4.				
5.				



Phase 5: Get Communicating!

Chasing Alignment - Change efforts often fail as a result of poor communication. Leaders can err in one of two ways:

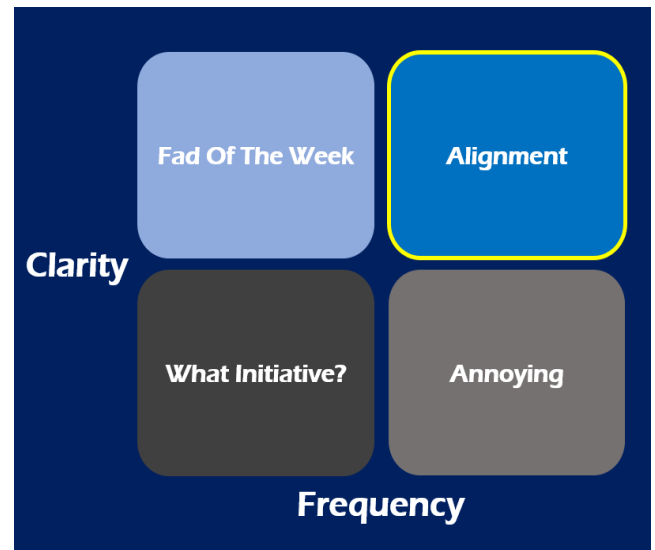
1. Lack of Clarity
2. Lack of Frequency

Clarity

A leader should be able to explain a change effort in two minutes or less to any level of the organization. You need a concise elevator pitch.

Challenge: To drive meaningful change in an organization, become a great story-teller. Remember these tips:

- Use examples that demonstrate behaviors you desire
- Use local and recent examples
- Share examples of individuals working well together in real time
- Use stories that demonstrate benefits to employees, shareholders and customers



What is your elevator pitch? Identify a story you could you share that would help stakeholders see why the company is changing, where it is headed and why it is important to them.

Frequency

How frequently should the leader communicate during a change effort?
Is your message high-fidelity?

"In between strategy and execution is a leader with an ability to align the two." ~ Ian Mathews

Challenge: Check the statements below that are true and reflect on those that you did not check as true. Include your comments below.

- Your change effort first on every meeting agenda.

If not, why?

- You are using every communication medium available to you.

If not, why?

- You publicly reward everyone who sacrifices for the mission.

If not, why?

Your behavior as a leader is consistent with the behaviors you expect from your team.

If not, why?



Challenge: Do you drive change or hope for it? Check yourself in four areas as a leader.

Calendar:

How much time are you investing in this change? Is this adequate and if not, how can it be improved?

Energy:

How are you demonstrating your passion for your plan and this change? Is there room for improvement and if so, how?

Rhetoric:

How much public and private conversation takes place on the topic? Is this adequate and if not, how can it be improved?

Resources:

How much money and talent are you investing in the change? Is there room for improvement and if so, how?

Six Alignment Questions

If you can't get your best people to explain this succinctly, don't bother asking any more questions. You have your work cut out for you and need to start from scratch.

Challenge: Using the following worksheet, ask yourself and your team the following questions. If your team can't answer these questions as you would, this represents a opportunity to increase the frequency and quality of your communication.

Question						
Self-Response						
Team Response						
Why are we doing this?						
What is your role in this?						
How does this change help customers?						
What is the risk of keeping the status quo?						
What have we not thought of?						
How can we move faster?						



Phase 6: Reinforce, Reward & Repeat

This phase is where a leader needs to consolidate victories and press on for even more change, by reinforcing, rewarding and repeating.

When to use intermittent versus continuous reinforcement:

	<u>Continuous</u>	<u>Intermittent</u>
The behavior is new.	✓	
A pattern is not established.	✓	
A behavior is expected.		✓
You need the behavior to last.		✓

Challenge: For behavior to last, your team must be motivated intrinsically. Considering both continuous and intermittent reinforcement, identify your team members and the type of reinforcement that would motivate them intrinsically. Identify one to two strategies/ideas that would motivate each member.

Team Member	Type of Reinforcement	Strategy

Team Member	Type of Reinforcement	Strategy

Remember:

"Buster Douglas taught "Iron Mike" a lesson in complacency. As soon as Tyson focused on "maintaining" and quit trying to "improve," his fortunes took a turn for the worse."
~ Ian Mathews



- People, teams and organizations can never reach total victory.
- Markets change and new competitors' surface. We adapt or become irrelevant.
- Your change effort will only be successful if it encourages more change.
- Once you have demonstrated tangible results and momentum, leverage early success to drive a next wave of change.
- Use increased credibility to change systems, structures and policies.
- Articulate the connection between your team's changed behaviors and measurable company success.
- Hire, promote and develop employees who live and die by the new vision.
- Send a powerful message by matching your words and actions.
- Replace those who continue to resist.

