

Strategy and Leadership PV237

Ing. Michala Kozinova, MBA.



Strategy and Leadership PV237

Leadership Through Change aka Change Management



Coaching through change exercise part 1

Situation: You are a leader of a group you have just introduced the change to. Here comes a practical exercise you can do to ease the change.

- **Explain the exercise and agree some ground rules for the discussion (safety, confidentiality, respect for individuals).**
- **Ask individuals in the team to write on sticky notes how they feel about the changes.**



Coaching through change exercise part 1

- **Ask them to stick the notes on a flip chart and then get the team to cluster the notes into similar feeling groups.**
- **Consider the results and draw attention to common ground (people will find comfort knowing they are not the only ones who feel that way).**
- **Start a discussion with how can these feelings be addressed.**



Coaching through change exercise part 1

- **Brainstorm – no censorship – no idea is stupid.**
- **Sort and prioritize the action list.**
- **Assign actions.**
- **Schedule a follow up: when and where you will discuss the progress.**
- **Repeat the sticky notes exercise when you feel you moved forward to double check.**



Case study - change is ALWAYS taken badly

Redesign of invoice approval process to reduce effort & errors and to get analytics

Old Way

- 168 Mouse clicks per transaction
- Manual
- Labor intensive
- Prone to error
- No analytics

Versus

New Way

- 12 Mouse clicks per transaction
- Automated
- Fully Auditable
- Advanced Analytics
- Reduction in Close Process

How do you think it was received?



Case study continued

It was not received well. To get this change approved and in production, it took:



- **7 in person meetings**
- **4 conference calls**
- **113 emails**
- **Personal involvement of the CIO, CFO, and two group VPs**



What did they miss?



“We failed to realize that generally people fear change and the personal impact of the change”



Coaching through change exercise part 2

Group work

- **Put the competency stages on the transition curve**
- **Elaborate on leadership actions needed for each stage**

Unconsciously
Competent

Unconsciously
Incompetent

Consciously
Competent

Consciously
Incompetent

Unconsciously
Competent



Competence stages

Change



Unconscious
Competence

Unconscious
Incompetence

Conscious
Incompetence

Conscious
Competence

Unconscious
Competence



Competence stages

