



Lesson 3 – Leadership Priorities and Qualities

~ Leadership Priorities

(1) Recognising the emotional reality of change

- ❖ There are two levels of change impact
 1. **Organisational change** - new processes, procedures and structures
 2. **Personal transition** - emotional and psychological stages
- ❖ This emotional impact is usually neglected
- ❖ Many thought leaders are now speaking about the human dimension of change
- ❖ John Kotter - "*People change when you speak to their feelings*"
- ❖ William Bridges - "*Change only works only if people get through the transition*"

(2) Managing Transitions [William Bridges]

Recognise the difference between organisational change and the individual transition that accompanies those changes:

- ❖ Transition is NOT the same as change
- ❖ Change is what happens to you - externally
- ❖ Transition is what you experience - internally
- ❖ Transition takes longer than change
- ❖ What often seems like resistance to change is in fact people stuck in transition

- ❖ Change implementation delays are often about people stuck in transition
- ❖ Most change models and methods focus on the external aspects of change

The 3 transition phases are:

1. Ending, losing, letting go - dealing with losses with and preparing to move on
2. The neutral zone - critical psychological realignments and re-patterning occurs
3. The new beginning - developing new identity and new sense of purpose

Understanding the process

- ❖ The higher you are in your organisation - the more quickly you transition
- ❖ Your people won't "just get it", they will take at least as long as you did or longer
- ❖ It is transitions - not organisational changes - that hold people back
- ❖ Because of their backgrounds many leaders do not have the necessary people skills or experience to lead their people through a transition.

(3) Most change methods ignore the emotional dimension of the personal transition

(4) Ignoring the transition is a major cause of change resistance and change failure

(5) Leading your people through this transition is as important as managing the organisational change

(6) Leadership requires high levels of emotional intelligence

(7) Your level of emotional awareness - and the extent to which you embrace and harness the emotional dimension of your organisation - is directly linked to change success and ongoing organisational performance

~ Leadership Qualities

The Practitioners Masterclass considers some of the key wider aspects of the emotional dimension in terms of what it takes for you to inspire and motivate people through and beyond the change initiative. Here is a summary of the topics covered:

- ❖ Leadership or management
- ❖ Burns - Transactional or Transformational Leadership?
- ❖ Covey – Comparison of leadership styles
- ❖ Kouzes & Posner - The 5 practices of “Exemplary Leadership”
- ❖ Goleman - Emotional intelligence & Primal leadership
- ❖ Kotter - Key tasks for change leaders
- ❖ Katzenbach - The importance of emotional connection
- ❖ Harnessing emotional energy
- ❖ "Workforce value proposition"
- ❖ Motivation in the workplace
- ❖ Axelrod - How to engage with people when you don't have time

The purpose of this section is to draw your attention to relevant and key themes in these areas and to challenge you to take a view of your own personal leadership qualities.

You will be educated to challenge people and know what the right questions are to ask - a key survival skill

<http://www.strategies-for-managing-change.com/practitioners-masterclass.html>
