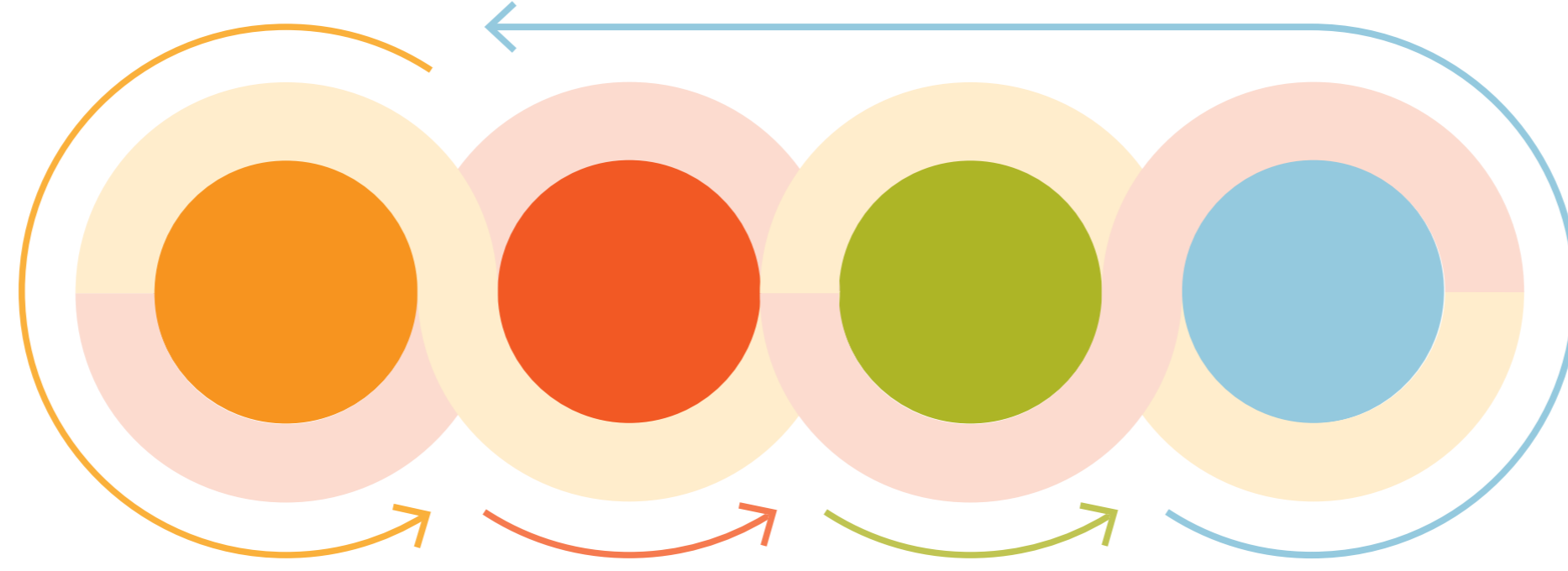


Guiding Compass for change leaders and makers

tips and tricks to develop and sustain the wheel of change

how to create the right environment to bring people with you on the turbulent but rewarding journey of transformation?



Awareness

This is the phase where the sense of emergency emerges, where the wind turns and you start to perceive a strong need and the necessary (re)volution ahead.

Symptom and sequelae: perception transition

Strategy & Design

This is the phase where you create a shared vision and set the goals of what has just begun. This is the storming phase, where heated discussions and ardent/exhilarated debates find place.

After-effect: mindset transition

Implementation

This is the most tumultuous phase: the effective start in the transformation. People feel excited or worried, but they fastened their seat belt and continue the ride towards the big eight.

Serious consequences: operational transition

Optimize and reinforce

This is the stage where you measure and test what has been achieved and where you seek to reinforce the positive impacts of the change and readjust those that need improvement. It is the end of a cycle that leads to the beginning of a new one based on what you have learned.

Long-lasting impact: evolution

Pitfalls to avoid

«The fears we don't face become our limits»

You always know when it's time to change. Whenever you feel it, go for it. It probably won't be easy all the way through, but can you hang in there just a little longer? Be reassured, you will learn a lot and hence grow. Remember the saying: «If you don't move forward, you begin to move backward».

Fear of non-productivity

Fearing a drop in productivity is normal, accepting that it will happen anyway is better. A change is an investment in the future; the payback will come.

Absolute truths

Everything is relative. There's no «The corporate culture», but many subcultures. Don't underestimate how important it is to check on what others think, feel about the change - instead of making assumptions based on your own perception/reality.

Rushing through

Make it last, don't go too fast. Not everyone has the same pace (and overview of the process). Communicate. Be patient and empathetic. Take the time to check on those who are not there yet. People need to feel on board, engaged.

Ground Control to Major Tom (central decision-making)

People want to be part of the process. Listen but also be heard. What's working, what's not. Why? Engage your fellow colleagues for your and their benefit. Do it «with» or the resistance will be real.

Going around in circles «ich bin müde»

Once the need for change has been accepted, you have to move on. People need to see that things are moving. Going back to decisions that have been taken, hesitating to start implementing will cause frustration.

Short-sighted copycat

Rather than copying ready-made solutions or success stories (Apple, Uber, Netflix, Spotify), put your context (culture, people) on the spotlight and build your own success story.

Superficiality

«Cementing of half-knowledge is the worst.» It might be dangerous if people feel like you're leading or trying to sell something you don't actually know. You don't have to know everything, and you can be honest about it.

Unclearly

Be as concrete as you can. The lack of clarity about what/how/when things are expected to happen or what's the role of each one in the process, can lead to fear, lack of trust, and disengagement. «You need to take people with you, but you also have to give people some safeguards.»

Delay the start

Don't miss the momentum! Otherwise people will perceive the process as endless and tedious. «The longer it lasts, the bigger the madness is, the more it hurts».

Free jump

Moving on without defining KPIs, success factors or other measurable criteria might be dangerous and contra-productive.

Deaf and blind for the sake of moving forward

Don't ignore questions that arise along the way, or feelings of insecurity. By addressing them, you will increase the likelihood of continuous engagement of the people you need in the long run.

Fake it until you make it and shhh!

You are at the end of a transition. How are the survivors doing? Were there repetitive concerns raised regarding discomfort or needs for readjustment? Be open and enable for constructive critics. Remember: there's no absolute truths.)

Let's believe it has an end

You know, transformation is constant. There is no end. But agile processes require small iteration circles. When the circles are too long, people suffer as people need to look forward and see an end to it.

Opportunities to seize

Collective and active

Organize collaborative workshops throughout the company to make everyone realize the need for change and seize the momentum to design the company's future. Reduce possible resistance through involvement, shared purpose and sense decided together.



Build small self-organised teams

that focus on different aspects and needs of the transformation. By sharing responsibilities while giving room to self-development, you also propagate the ownership of the transformation process.



Find your champions

Recognize where the energy and the knowledge is and engage those who want to play an active role in the transformation. You are not alone, and others can carry and propagate the vision. By involving the motivated, you create a positive resonance within the larger crowd, as you multiply the owners of change and the providers of reassurance.



Opt for situative leadership

Distribute the leading roles according to skills and so take profit from the strenghts and the diversity of the people around you.



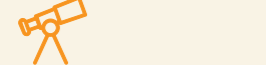
Define a strong Why How What

and spread the word. Communicate until there's no question standing.



Hey pal!

Seek advice and assistance from outside, hire coaches, experienced consultants, creative agencies, etc. and let them help you to bring



Design your own path based on shared purpose

What's the uniqueness of your team, of your culture. What is your particular purpose? Build a collective sense of shared purpose. Shared purpose normally allows for trust. Check what's the purpose of the team. Do you see each other heading to the same destination? If not, is it possible to align? Try 1:1 with the people concerned.



Give your people the content they need

Explain decisions, be transparent about it. Provide concrete examples for people to understand what are the implications of the transformation for their daily business. Let people tell what they want/need to know about it. Let them ask questions or find the information.



Transform or not transform, that is [not] the question

«People want to do a meaningful job and contribute to a solution.» Nobody is looking for inefficiency, so why do some people still resist the transformation? Hidden feelings? Try the iceberg exercise to find this out!



Don't get lost in translation

What does «good communication» mean? Define a framework for your needs: how visual? how transparent? how often? Check if the conveyed message has been properly received. Repeat it. Try to readjust your story-telling, channels, wording...



Let the vision pull you.

Visualize the change, align on the aspects which need attention, write them down. (re)Discuss. Don't leave margin of interpretation. Address differences and problems early on. «You have to take people with you, but you also have to give people safeguards.»



Take a preventive team-spirit boost

Go off-site for team building. Back to school? Strengthen your teams skills with the needed knowledge before the implementation starts. Instaurate team retrospective and encourage authentic and open dialogue.



Give room for experimentation

When you prepare an organization to transform, you must also set the ground for the culture to change. Give people the freedom to experiment and find what works best, allow and be comfortable with some uncertainty. «Only then will they (people) be able to fully exploit their potential.»



A small step for you one giant leap for the company

Start small. Strategic step by step. Try and learn for yourself, don't wait too long. Small failures mean that you're trying and learning. Smaller loops also mean faster success and more frequent joy.



Walk the Talk

Lead by example. Do what you say. Do not expect more from the employee that you would not do yourself.



Celebrate your successes

Communicate them. Praise your team (and yourself). Your victory is their victory and vice versa and let the world know about it.



It's a marathon, not a sprint

Remind the team to breathe, different people have different endurance. Provide people with tools for self- and emotion-management.



Be a cheer-leader

Be ready to sit on the bench sometimes. Put your team before your Ego. Praise them. It's not because you're not on the spotlight that you're not a good leader. A good leader knows when to take responsibility but also when to give the floor to her/his colleagues. Be FOR each other.



What's on your list, ma'am?

Systematically collect issues and address them. Ensure that any concerns that are repeatedly raised are listed and documented and the solutions found communicated transparently.



Learn my son

Insist on establishing a culture of learning and to that end, always strive to maintain a psychologically safe environment. Continually encourage people to speak up, ask questions and work towards common improvements and shared reliability. Only in this way can you ensure a strong organization that is able to meet complex and ever-changing challenges.



3Rs

Continuously request, rethink and rediscuss. Do collective lessons learned and adapt. Talk about what you have to do again differently to better it: generate a new iteration for an always improving organization.



Map the waves of change

and decide where the next ones will bring you. Transformation being a constant process, it can be good to visualize the next change cycles to come and break down to work packages according to the goals they pursue. It will foster common understanding and serve as a very good base for discussion and strategic decision making.



How to use the tool

See and discover for yourself how the experiences and insights of versed transitioners can help you lead and drive a successful and human-centered transformation. This tool is intended to serve as a point of reference and reflection on how to create an inclusive and empowering environment. Come back to it from time to time along the way to be inspired and wary of what can make a difference to the people you take with you on the journey and who will make the change possible.

Symbols legend: Basic psychological needs⁽¹⁾⁽²⁾

- Target: Meaningfulness and purpose
- Heart: Self-esteem enhancement and self-esteem protection
- Megaphone: Orientation and control
- Person: Pleasure maximisation and distress avoidance
- Hand: Attachment and belonging

(1) Grawe, K. (2004). Neuropsychotherapie. Göttingen: Hogrefe.
(2) Mourlane D. (2015). Emotional Leading. Die Kunst, sich und andere richtig zu führen. München: dtv Verlagsgesellschaft.