

Leading Change

September 3, 2020

When the world changes around you or when your world needs to change.

VUCA - Volatility, Uncertainty, Complexity and Ambiguity

Change Leadership - Old Way

The Boss: Has the answers. Gives the marching orders. Assesses others' performance.

The Rest: Do what they are told.

Change Leadership - New Way

The Boss: Sets direction. Invites input to clarify and improve. Creates conditions for continued learning to achieve excellence.

The Rest: Are contributors with crucial knowledge, insight and action.



Accountability for Meeting Demanding Goals

_____ Zone

- Low Safety and Low Standards
- Where people quit growing and stay.
- "I don't know and I don't care."

_____ Zone

- Low Safety and High Standards
- Where people are committed, smart, capable and yet afraid to speak up.
- They are fearful of their boss, losing their job, etc.

_____ Zone

- High Safety and Low Standards
- Where people are focused on safety but are letting the standards of their job fall back.

_____ Zone

- High Safety and High Standards
- Where people are both safe in their position and hold high their responsibility in the workplace.

Don't be afraid to _____.

Avoidable Failures:

- Fear
- Silence
- Lack of Courage

How to Create Safety

1. _____ - When you admit that you don't know, people want to help. You don't have to be the smartest person in the room or at the team table.

2. Remember, there is a _____ in every _____. You are a leader. Everyone around you is a leader. You are leading leaders.

Making Change Work

1. _____

Frame the work - What are we doing (Clarity) and why are we doing it (Purpose and Vision)?

2. _____

Who will help (developing the team) and how will it be done (Structures, Processes, etc)? Allow input into the creative side of change. Showing humility as a leader.

3. _____

Express Appreciation, Listen, Look forward even in failure and deal with people who are not acting appropriately.

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Leading Change

September 3, 2020 - Answer Key

When the world changes around you or when your world needs to change.

VUCA - Volatility, Uncertainty, Complexity and Ambiguity

Change Leadership - Old Way

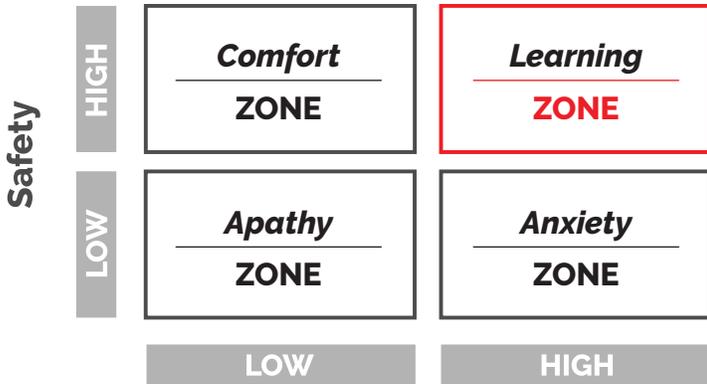
The Boss: Has the answers. Gives the marching orders. Assesses others' performance.

The Rest: Do what they are told.

Change Leadership - New Way

The Boss: Sets direction. Invites input to clarify and improve. Creates conditions for continued learning to achieve excellence.

The Rest: Are contributors with crucial knowledge, insight and action.



Accountability for Meeting Demanding Goals

Apathy Zone

- Low Safety and Low Standards
- Where people quit growing and stay.
- "I don't know and I don't care."

Anxiety Zone

- Low Safety and High Standards
- Where people are committed, smart, capable and yet afraid to speak up.
- They are fearful of their boss, losing their job, etc.

Comfort Zone

- High Safety and Low Standards
- Where people are focused on safety but are letting the standards of their job fall back.

Learning Zone

- High Safety and High Standards
- Where people are both safe in their position and hold high their responsibility in the workplace.

Don't be afraid to fail.

Avoidable Failures:

- Fear
- Silence
- Lack of Courage

How to Create Safety

1. Humble Learning - When you admit that you don't know, people want to help. You don't have to be the smartest person in the room or at the team table.

2. Remember, there is a leader in every chair. You are a leader. Everyone around you is a leader. You are leading leaders.

Making Change Work

1. Set the Stage

Frame the work - What are we doing (Clarity) and why are we doing it (Purpose and Vision)?

2. Invite Participation

Who will help (developing the team) and how will it be done (Structures, Processes, etc)? Allow input into the creative side of change. Showing humility as a leader.

3. Respond Productively

Express Appreciation, Listen, Look forward even in failure and deal with people who are not acting appropriately.

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