LEADERSHIP & CHANGE MANAGEMENT

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What To Do When…

- High-level decision makers change?
- Things aren't progressing according to plan?
- Interest and commitment to SJC wane?

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4 Steps to Leading Change Management Efforts

- Listen
- Manage uncertainty
- Know organizational priorities
- Bounce back

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Active Listening

- Full concentration & attention
- Understand what is being said
- Respond
- Remember what was said

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Exercise: The Freudian Walk

- One listener; one talker
- Listener may only acknowledge in silence or ask for clarification but may not express opinion; must keep the person talking for 5 minutes
- Talker discusses facts but also opinions and feelings about the topic

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Discussion Theme

- Uncooperative stakeholders

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Managing Uncertainty

- 4 types of uncertainty
  - Variation: the best laid plans often don't align with reality
  - Foreseen Uncertainty: identifiable & predictable influences
  - Unforeseen Uncertainty: influences that can not be predicted
  - Chaos: the basic structure of the plan is uncertain

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Exercise: The Uncertainty Profile

- Working in teams identify one or more types of uncertainty that you face in your role in leading the SJC reform efforts
- Discuss different strategies for managing these uncertainties

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Know Organizational Priorities

- Strategic priorities vs. universal priorities
- Strategic priorities
  - External
  - Focused on system users
  - Needed to achieve organizational goals
- Universal priorities
  - Internal
  - Employee/workload focused

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Organizational Priorities Discussion

- Thinking about your most "reluctant" stakeholder, what are his/her strategic and universal priorities?
- How do their priority areas align with the priorities of SJC?
- What priorities can you identify that would align with SJC?

Bounce Back

- "In order to succeed, people need a sense of self-efficacy, to struggle together with resilience to meet the inevitable obstacles and inequities in life"—Albert Bandura
- One small crack doesn't mean it's broken, only that it has been put to the test and didn't fall apart
- Set backs provide opportunities for learning and improvement
- Maintain focus on core purpose despite changed circumstances