



Change-Friendly Leadership

How to Transform Good Intentions into Great Performance

THE SUMMARY IN BRIEF

Most attempts to change fall flat. Around the world, countless change efforts are underway in all kinds of organizations, spearheaded by leaders with good intentions. Despite the good intentions, the majority of these programs will fail. Why?

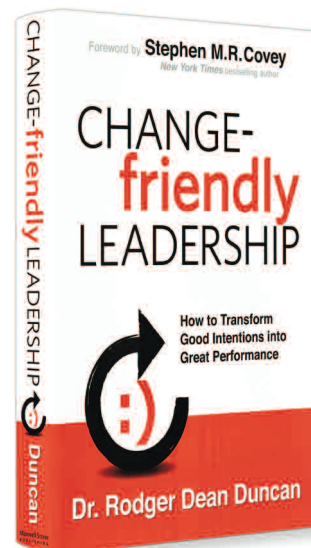
In *Change-Friendly Leadership*, practitioner Dr. Rodger Dean Duncan shows that humanness, approachability and friendliness are necessary, but often overlooked, elements of making change successful.

Change cannot be achieved by a press release, slogan or announcement. Effective organizational change requires the active, mindful participation of the people affected by the change. Leaders must learn how to bring their entire team on board with changes and ensure they are invested in the process as well as in the outcome.

The Friendly Factor is not just a play on words. It's the very foundation for effectively engaging people's heads, hearts and hopes. The Change-Friendly framework is based on timeless principles that are tried and true in even the toughest situations. Using this framework will enable you to create effective, lasting change in your organization.

IN THIS SUMMARY, YOU WILL LEARN:

- The three dimensions across which employees connect with an organization.
- The three critical aspects of authentic leadership.
- How to make your leadership think-, talk-, trust- and team-friendly.
- The seven steps of the Change-Friendly leadership model.



by Dr. Rodger Dean Duncan

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THE COMPLETE SUMMARY: CHANGE-FRIENDLY LEADERSHIP

by Dr. Rodger Dean Duncan

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What's the Big Deal About Change?

When our children were very young, my wife and I took the family on a cross-country trip.

For each of the various stops along the way, we reserved a room at a Howard Johnson hotel. We knew that all across the country these hotels were decorated with exactly the same wall colors, lamps and bedspreads. To help our children feel more “at home” each night, we even specified that each room must have the beds on the right and the TV on the left. Sameness, we reasoned, would be comforting.

On the third night, we checked into yet another Howard Johnson hotel. As soon as we walked into our room, our four-year-old son threw up his hands and with a tone of utter despair said, “We’ve been driving forever and we keep coming back to the same room.”

That’s exactly what change can feel like. Despite your best efforts, some people will continue to ask “Are we there yet?” Some won’t mind taking a trip, just not in the direction you’re headed. Others will resist getting in the car at all.

The big deal about change is usually not about strategy or structure or systems. All of those things are, of course, important. But the core of it all is *feelings*. In the world of human commerce, nothing changes unless and until people’s behaviors change. And the kind of behavior change that results in lasting (sustainable) change must accommodate people’s *feelings* — feelings that involve trust, confidence, passion and all those other intangible, but very real, things that make us human.

You can rent a man’s back and hands, but you must *earn* his head and heart. ●

The High Cost of Belly Flop: A Case for Engagement

Many so-called change efforts seem to employ the launch protocol of a belly flop — lots of noise, big splashes, a few congratulatory whoops and hollers. But then the pain sets in. Sometimes a lot of pain.

Change takes us out of our comfort zones and produces stress that people resist — not the change itself. Even positive change produces stress.

Effective change requires genuinely engaging the brains of the people expected to embrace and even champion the new state of affairs.

Effective change requires engaging people’s feelings — not merely making a business case for action, but making a compelling psychological case for action.

Effective change requires engaging people’s earnest hopes: their heartfelt aspirations, even their sense of self.

Discretionary Effort

By definition, a Change-Friendly work environment engages people’s heads, hearts and hopes. True engagement is a function of *discretionary effort*. People don’t become engaged because they’ve been ordered or compelled to. They become engaged because they deliberately *choose* to invest their energy, enthusiasm, ingenuity and passion in a cause that has meaning and value for them. An “engagement gap,” then, is the difference between the level of discretionary effort needed to produce desired results and the level of discretionary effort actually expended.

In our work with culture and performance issues, we notice that people connect to the organization across three dimensions:



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Rational: the “thinking” part of the relationship dynamic. How well do people understand their roles and responsibilities?

Emotional: the “feeling” part. How much passion and energy do people bring to their work? To what extent are they vested in what’s best for the organization’s stakeholders?

Motivational: the “acting” part of the relationship. How well do people perform their roles? How much effort do they put into personal improvement?

Based on responses to our questions (as well as our observations of their actual behavior), people are clustered into four groups:

Engaged. These people are giving full discretionary effort. They have high scores on all three dimensions (Rational, Emotional, and Motivational).

Enrolled. These people are partially engaged. They score well on the Rational and Motivational dimensions, but are less connected on the Emotional dimension.

Disenchanted. These people are partly disengaged. They have lower scores on all three dimensions of engagement, especially the Emotional connection.

Disengaged. These people have disconnected on all three dimensions. They do not contribute to organizational success and they are often a noticeable drag.

As you might expect, there can be migration within and between these clusters. With the right mix of opportunity, coaching and encouragement, Enrolled people can become fully Engaged. If they perceive opportunity to be diminishing, and absent the right coaching and encouragement, Enrolled people can become Disenchanted. ●

Change-Friendly: Its Rhyme and Reason

Leading effectively is a challenge under the best of circumstances. It’s especially so in an environment of change and transition. People are unsure about the future, and this ambiguity feeds the aversion to risk. In such an atmosphere, people need comfort and confident direction, not a drill sergeant.

My colleagues and I work with some of the world’s best organizations to help them make change a source of advantage rather than a source of anxiety.

Our guiding principles are the foundation of everything we do. We didn’t invent the principles. They are timeless. If these principles resonate with you, you’re well on your way to being a Change-Friendly practitioner. Try these on for size:

Keep it simple; Back to basics. Systems thinking examines the big picture to reveal the multiplicity of causes and effects. Smart organizations use it to find simple and cost-effective solutions to a wide range of performance issues. They sort through loops and links, ask the right questions and diagnose before they prescribe.

Make results, not excuses. Denial causes smart people to do dumb things because they prefer not to see, or simply can’t see, a warning signal. In most cases, it’s not a character flaw. It’s simply a part of being human. Worried about symptoms? Get real. Rush to the root causes. Create results, not excuses.

Control the journey. Every organization is perfectly aligned to get the results it’s getting. Unsatisfied with the results? Check your map and compass.

Be a gardener. Go for growth. A first tendency of many business people is to fix things. But successful leaders invest energy in *growing* rather than *fixing*. They know the organization is a living organism with many interrelated elements, capable of extinction or growth. Successful leaders are gardeners. They create a nurturing environment and they cultivate with care.

Lead the whole person. Some managers seem to regard people as *stomachs*. They try to motivate only with salary and benefits. Successful organizations use a different approach. They lead the whole person. People have heads. They want to grow and develop intellectually. They want to learn. Give them a good reason and they’ll even stretch their own comfort zones. People have hearts. They want to be treated with kindness, respect and dignity. They want good relationships. They want to feel appreciated. People have spirits. They want meaning in life. They want context. They want to be inspired. And they want to know that what they contribute really matters, that they *fit*. ●

You Make a Lousy Somebody Else: Authentic Leadership

Occasionally in a coaching session with a group of clients, I show a PowerPoint slide with a simple message: “*We are facing a serious problem! I need you to give everything you have over the next several weeks to help us solve it. I’m afraid you won’t sleep much or be able to spend much time with your family until things are back to normal.*”

I put a face on the request. The next slide shows photos of a wide range of people — Ronald Reagan, Pope John Paul II, Mikhail Gorbachev, Tony Blair, Martha Stewart.

I point out that each of the people has (or had) a formal leadership position. But you would not want to fol-

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low them — or anyone else — unless and until you had confidence in three things:

Character: the person's integrity, motives, principles and values. Character is what a leader is.

Competence: the person's skills, gifts, talents and ability to deliver on promises. Competence is what a leader does.

Cause: the person's reason for leading, vision, goals and "end game." Cause is what most often motivates and inspires.

After some lively discussion about character, competence, and cause, I then ask the people in the room: "What about you? What are you doing to inspire confidence in your character, in your competence and in your cause?"

The Change-Friendly Framework

Behaviors and relationships in place of titles and stature is the foundation of the Change-Friendly framework. It is based on what I call the power of the Four Ts: Think-Friendly, Talk-Friendly, Trust-Friendly and Team-Friendly. These Four Ts inform all the behaviors in the Change-Friendly protocol. ●

Think-Friendly: See the World Through a Fresh Lens

Sound thinking is at the center of every effective change effort. It doesn't necessarily have to be brilliant thinking, although that never hurts. It doesn't even have to be innovative or breakthrough thinking, although an occasional dose of that can certainly help. But it does need to be sound thinking — thinking that raises the right questions and elicits a range of reasonable answers.

Your brain has a mind of its own. No kidding. On its own accord, the brain tends to act more out of self-preservation than out of rationality. We have a natural tendency to tell ourselves stories that justify what we're doing or failing to do. We have a natural tendency to allow our stories to masquerade as facts. The good news is that we can teach ourselves a new set of behaviors that serve us better.

FIND-IT is an approach to challenging our own conclusions that I've discovered to be helpful. It stands for Focus, Inquire, Notice, Discern, Integrate, Translate.

To illustrate the utility of the FIND-IT model, let's consider Stephen R. Covey's classic story of his experience on a subway. At one station stop, a man stepped onto the subway along with several children. The man

sat down and stared blankly at the floor, the train lurched forward and the children went nuts.

Covey stepped across the aisle, sat down beside the man and asked a couple of simple questions:

"Sir, are these your children? Are you concerned that this littlest guy might get hurt in the crowd?"

"Oh, yeah," the man replied, "I realize the children are out of hand. You see, we just left the hospital. My wife has been gravely ill for several weeks. She died about an hour ago. I've told the children that their mother is gone and I'm afraid they're kind of in shock. I certainly am. I don't know how I'm going to live without my wife."

With that fresh insight, Covey's paradigm — his "story" or frame of reference — changed instantly. Instead of viewing the man as rude and uncaring, he now saw him for what he was — a fellow human swallowed by grief and shock. And when Covey's viewpoint changed, his behavior changed.

When we sincerely *Focus* on a situation, we begin to see things that were not, at first, apparent.

When we respectfully *Inquire* — not for the purpose of playing "gotcha" but rather for the purpose of discovering possibilities we had not considered — we are often surprised by what we learn.

When we mindfully *Notice* the details of a situation we begin to see and appreciate the individual pixels that comprise the landscape.

When we carefully *Discern* what's going on in a situation, we honestly distinguish between the facts (verifiable data) and our assumptions (the unsubstantiated stories we tell ourselves).

When we *Integrate* what we've noticed and discerned, we're well on the path to appropriate and useful conclusions, decisions and behaviors.

Finally, we're able to *Translate* it all in a way that leads us to productive outcomes. ●

Talk-Friendly: Put Your Best Voice Forward

Because it requires honesty and clarity, true dialogue can be uncomfortable. And because people like to avoid discomfort, it's tempting to allow some topics to remain unaddressed. Most of us have been in situations where there's a relevant issue that nobody seems willing to talk about. We might even say to ourselves, "There's an elephant in this room, and I sure wish someone else would

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tame that animal.” Well, to tame an elephant, you must first acknowledge its existence.

Talk-Friendly practitioners understand the difference between *implicit* and *explicit* communication. The elephant is implicit. But until the elephant’s presence is made explicit, the quality of true dialogue is limited.

Taming elephants is a three-part process:

1. Identify the elephant. Although you always want to be respectful, identifying the elephant is not the time to mince words.

2. Uncover the underlying assumptions that people have about the elephant. In a spirit of genuine curiosity and discovery, talk openly about your view of the “elephant” and invite the other dialogue participants to share their perspectives. You will be enlightened, and possibly even surprised, by the ways people have constructed their versions of “reality.”

3. Make it safe to talk openly about the elephant. People are afraid of elephants because they don’t want to get stomped on. Good dialogue skills, like listening with empathy and inquiring to discover, can help create an atmosphere of acceptance so people can deal openly with their concerns. Underscore the mutual interests you share with the other players. This is also an important time for participants to relinquish power. Position and status differences have a major effect on people’s readiness to explore different points of view honestly. ●

Trust-Friendly: Make Trust First to Make It Last

When trust is low, you pay a “tax” because everything requires more time to accomplish and everything costs you more. When trust is high, you receive a “dividend” because you’re able to get things done faster and at a lower cost. This dividend is real. It’s not just a feel-good factor. It’s an actual economic dividend and the data on it is overwhelming.

For example, a Watson Wyatt study showed that high-trust organizations outperformed low-trust organizations by 286 percent in total return to shareholders.

Drop the Pretense

One of the more common Trust Busters is using one’s higher status to compel obedience or obtain privileges. This is guaranteed to spawn resentment. When a boss pulls rank, people respond more out of compliance than out of commitment. Besides, pulling rank often comes across not as a sign of strength, but of weakness. Here are five steps to help you drop the pretense:

1. Question your motives. Are you using your position or authority to browbeat people into doing things your way? Are you trying to stifle open discussion?

2. Examine your case. Are there leaks in the case you’re trying to make for adopting your view?

3. Inspect your language. Are you using words like “Remember that I’m the boss ...” or “Just do what you’re told”? These are blatant examples of pulling rank, with bullying thrown in.

4. Consider the desired outcomes. If mutual purpose and mutual respect are what you really want in your relationships, you’ll realize that pulling rank introduces a tone that’s contrary to mutuality.

5. Practice your Talk-Friendly skills. Remember that true dialogue cannot occur in an atmosphere where one person tries to exert power over another. Stay on the lookout for communication barriers. These sometimes influence people to shift gears from collaboration to command-and-control. ●

Team-Friendly: Finding Strength in Unity

No doubt about it, teamwork is more common as a buzzword than as an actual practice. Without the benefit of nuance, teamwork is one of those catch-all terms often extended as the magic elixir for the moment’s most pressing execution issue. But when we’re strategic about putting both the team and the work into teamwork, beautiful things can happen.

Creating a Team-Friendly Environment

Regardless of their composition, teams don’t function in a vacuum. To help ensure success, it’s critical to establish and maintain the right environment.

A team is most likely to be effective when five conditions exist:

1. It’s a *real team*, not just a team in name only.
2. It has a *compelling purpose* that kindles the enthusiasm of its members.
3. It has a *reinforcing framework* that promotes and enables rather than inhibits team achievement.
4. It enjoys a *nurturing context*, not just lip service.
5. Team members have ready access, individually and collectively, to *skillful coaching* on teamwork issues.

Effective teamwork is not just a nice-to-have element in change efforts. It’s a DBM — a double-barreled must. If you’re serious about change, teamwork is not an option. Independence and turf protection are the

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absolute antithesis of a Change-Friendly environment. As we're reminded in the Japanese proverb, "a single arrow is easily broken, but not 10 in a bundle."

Change-Friendly Leadership Model

Managing change does not mean a narrow, lock-step approach that controls all the variables. It means setting boundaries around the chaos, challenging the status quo, and providing a deliberate and proactive process for getting from point A to point B and beyond.

The Change-Friendly protocol provides the framework. Based on the foundational behaviors of the Four Ts (Think-Friendly, Talk-Friendly, Trust-Friendly and Team-Friendly), the framework's seven mutually-reinforcing action steps bring order to the tactics required for successful change. ●

Step 1: Validate the Journey

Change is movement *away* from the Present. Change is movement through the Neutral Zone, a place that's neither completely old nor completely new. And change is movement *toward* a Future that promises not just something different but, hopefully, something better.

The Neutral Zone is the transition from the Present to the Future. In the Neutral Zone, people are anything but indifferent. They may feel unsafe, confused, uncertain or all of the above. This is the price of change. Because the Future is not absolutely firm and fixed, simply traveling through the Neutral Zone will help alter and redefine the Future.

Your challenge is to Validate the Journey. Every change begins with an ending. People look at the Present and try to compare it to the Future by asking countless questions all related to "What's in it for me?".

When you ask people to go from where they are to someplace else, your task is to create a vision they can understand and will be willing to embrace. Defining the Future with absolute, irrevocable certainty is rarely possible. But you should try to paint a picture of it with as much clarity as is practical. ●

Step 2: Scan for Speed Bumps

Resistance is a force that slows movement. It can bring change to a screeching halt. It comes in a wide variety of forms. But resistance will occur. Count on it.

Change never occurs in a vacuum, neither does resistance. Both occur in the context of real people struggling with real (or imagined) issues that have real (or imagined) consequences. The better you understand that

context, the better able you are to behave and lead in a Change-Friendly way.

As you scan for speed bumps, you will sometimes notice the early warning signs of an impending storm that threatens your change effort. But you have an advantage over a meteorologist: you can actually redirect or even stop the storm. Rather than ducking for cover from resistance, you can meet it head on.

Let's consider some of the common warning signs of resistance:

Confusion. No matter how carefully you've worked to validate the journey, some people simply won't get it. It's not that they're deliberately pushing back. They just don't yet understand the implications of the change you're proposing.

Silence. Silence can be tough to handle because it's sort of like lassoing a cloud. Never assume that silence means acceptance.

Diversion. Many resisters are from the Yeahbut Tribe — "Yeah, but this won't work because ..." Diversionary tactics include scapegoating, rehashing the past, and telling victim, villain and helpless stories. Some diversions are no doubt deliberate, but many are unconscious.

Resistance is covert or overt — concealed or transparent. A critical part of a Change-Friendly environment is getting inevitable resistance out in the open so you can address it. Only when you understand people's concerns can you work to find common ground. Unless and until you make it safe to disagree, you won't have a chance of engaging people's heads, hearts and hopes. ●

Step 3: Chart the Course

Every good change agent needs a map that shows not only where you've been and where you're going, but keeps you well grounded in the here and now.

The chart the course step is where your planning begins to morph into implementation. To enhance your opportunity for success, it's critical that you mindfully determine the what, when and where of your beginning.

Use Multiple Influence Levers

How many times have you seen someone who's reluctant to complete a task and you chalked it up to "an attitude problem" or some other personality issue? While it's possible that the person did indeed need an attitude adjustment, it's also possible that he or she simply didn't know "how" to complete the task.

This motivation/ability dichotomy should not be viewed as a problem. It is, in fact, a solution. After all,

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both motivation *and* ability are crucial in every successful change effort. Here are six levers to use:

Lever 1: Link to passions. Many people think that Lever 1 is the only factor at play. When someone fails to perform to expectation, some managers automatically assume the worker is lazy or uncaring or uncommitted. The key is to change the *meaning* of a particular expected behavior from negative to positive, from something that's a nuisance to something that's gratifying.

Lever 2: Shrink the know/do gap. To translate knowing into doing, identify and focus on the vital behaviors that produce the results you want.

Lever 3: Enlist social support. This is a key to the success of programs like Weight Watchers and Alcoholics Anonymous. Research clearly validates the advantages of social support in a business setting, too.

Lever 4: Work in concert. Synergy is one of the most powerful levers we can use in accomplishing our goals. Lever 4 is also effective in helping establish new group norms. In organizations that employ networks of learning partners, personal accountability is improved, performance is boosted and other positive change is accelerated.

Lever 5: Focus on behaviors. In organizations where personal accountability for performance is highest, behaviors are not left to chance. The key is to be precise about expectations, then promptly close the gap between observed behavior and expected behavior.

Lever 6: Make it easy. Carefully scan your work environment and honestly examine every single system — with “system” defined as a procedure, process, practice or activity. Unchallenged systems tend to produce fake work. ●

Step 4: Build a Coalition

Don't kid yourself. Change does not occur in isolation. You must Build a Coalition.

To help clarify the resources available to you, you need to know the CAST of characters:

- *Champions* are people who favor the change but lack the power to sanction it. As advocates for the change, Champions must willingly work to gain commitment and resources for it.

- *Agents* are people who plan and execute the implementation of the change, including diagnosing potential problems and addressing the problems strategically.

- *Sponsors* are the people who authorize, legitimize, and demonstrate ownership for the change. You can

(and should) have different kinds of Sponsors.

Authorizing Sponsors have sufficient organizational power and/or influence to initiate commitment of resources. Reinforcing Sponsors help promote the change at the “local” level. Sometimes a single person can fill both of these roles, but successful change efforts usually involve multiple Sponsors. In short, Sponsors are responsible for creating an environment that enables change to occur.

- *Targets* are people whose knowledge, assumptions, attitudes, emotions and behaviors must be altered for the change to be sustainable. Targets play a critical role in both the short- and long-term success of the change. They must be educated to understand the changes they are expected to accommodate, and they must be appropriately engaged in the implementation of the change.

Use Cascading Sponsorship

An effective coalition of players can help implement change in a corporate environment. To ensure clear communication along the way and to improve the likelihood of stakeholder engagement, the Authorizing Sponsor (likely with the help of Champions and Agents) builds a network of Reinforcing Sponsors. This cascading sponsorship is an important key to any successful change effort. It's so critical, in fact, that its absence virtually guarantees failure.

Cascading sponsorship develops and maintains an infrastructure of people who continue to reinforce the integrity (business case and psychological case for action) of the change.

In your Build a Coalition work, literally create a “map” of your coalition showing each of the key members of your CAST of characters. A visual representation of roles and relationships is much easier to work with than a mere list of people. Remember that your coalition must be constantly monitored and managed. ●

Step 5: Ford the Streams

Smart change agents carefully navigate the currents of organizational change. And when the currents aren't going their way, they Ford the Streams.

In a 2011 study of multiple industries around the globe, Booz & Company concluded that “there may be no more critical source of business success or failure than a company's culture — it trumps strategy and leadership.” This isn't to suggest that strategy doesn't matter, the researchers said, “but rather that the particular strategy a company employs will succeed only if it is supported by the appropriate cultural attributes.”

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Cultural awareness is critical for leaders. Leaders who fail to become explicitly conscious of the cultures in which they operate have no hope of “managing” their cultures. The cultures will manage the leaders.

In this world of subcultures, it makes sense to Ford the Stream rather than try to re-channel the entire river. Work for cultural alignment rather than absolute cultural integration. In most change efforts, it’s much easier to draw on the strengths of the subcultures than to invest what is often fruitless energy in trying to change the subcultures. A good approach is first to agree on values.

Culture is your organization’s operating system. Tend to your culture with tender-loving care and it will help you and your people get the outcomes you’re after.

Diagnostics That Count

Just as a good physician gathers diagnostic data on your health condition before prescribing a remedy, so should you collect pertinent data on your culture before introducing adjustments in alignment. Solid diagnostics can help you discover and understand what’s really going on.

In addition to an overall culture assessment with appropriate demographic breakouts, use 360-degree performance feedback. A good 360-degree tool provides individuals with personalized, specific data. It compares the individual’s own views about his or her behaviors and performance with the views that others have of him or her. ●

Step 6: Stay on Message

Too many so-called leaders buy into the myth that simply sending a message will produce the result they want. That single mistake is at the root of most challenges with change efforts.

Change-Friendly leaders get very clear on what, how and when they want to communicate. Then they Stay on Message.

You must implement a thoughtful reinforcement system. If you can remember the word PICNIC, you’ll have a helpful set of guidelines at your disposal. Reinforcement for new, desired behavior should be Positive, Immediate, and Certain. Reinforcement of old, undesired behavior should be Negative, Immediate and Certain. If people in your organization have a “this, too, shall pass” mentality about change, the PICNIC approach can help bring them around to the reality that this change is not going away. ●

Step 7: Mind the Gap

My young grandson, Duncan, loves the family trips to England and Scotland. On his first trip, he especially liked the recorded safety message played loudly as passengers stepped on and off the train: “Mind the gap!” It’s also an appropriate safety reminder in managing change. After all, minding the gap is what change is all about.

The Change-Friendly leadership framework, though presented in a linear fashion, is intended for use in a flexible and fluid way. Consider this metaphor: If you were flying a plane cross country or driving a car across town, you’d likely plan a specific route. But when faced with an unexpected headwind or traffic jam, you’d make necessary course corrections. Leading in an atmosphere of change requires course corrections.

Personal behaviors, and the cultures they produce, tend to be somewhat elastic. It’s sometimes easy to snap back into a previous habit or behavior. Even the most attentive performer can have an occasional relapse. Consequently, Mind the Gap work must be both personal and institutional. Individuals must be given systems and processes to help them stay on course. And the organization must provide an atmosphere that constantly reinforces the behaviors that produce the desired outcomes. Culture building is not like installing a new air conditioning system. It requires constant vigilance.

Explore, Discover, Explore

Leadership does not require a title. Many people who provide the uplifting and encouraging influence of true leadership do so without authority or position. Change-Friendly leadership is not about ordering people around. It’s about engaging people’s heads, hearts, and hopes. Don’t diminish the importance of this by calling it “soft stuff.” Appropriate engagement of people is absolutely essential to success with all the “hard stuff” of organizational performance. And it must never end. There are brief stopping off points along the way, but it’s a journey, not a destination. ●

RECOMMENDED READING LIST

If you liked *Change-Friendly Leadership*, you’ll also like:

1. ***The Reinventors* by Jason Jennings.** For most businesses, success is fleeting. There are only two real choices: stick with the status quo until things inevitably decline, or continuously change to stay vital. Jennings reveals the steps to continuous change.
2. ***Change the Culture, Change the Game* by Roger Connors and Tom Smith.** Learn how to build a culture of accountability in your organization. The authors reveal how to transform your entire organization.
3. ***Turnaround Leadership* by Shaun O’Callaghan.** Learn the warning signs of an impending crisis and how to rebuild a business after a crisis has hit.