

Don't Become A Change Statistic - Become A Changed Leader.

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The Leadership Difference.

The Chinese word for crisis and opportunity are the same. Working over the last 8 years with our Chinese based client, Liam Casey, of PCH International (Ernst & Young Entrepreneur Of the Year 2007), it has become evident to us that people like him see the opportunity while others only see crisis. There is always crisis in growing and developing yourself, your business, a team or even your family. However, how you handle difficult times is the making of you, your business, your team or your family.

Some senior executives thrive on crisis because they can avoid accountability and blame the economy and competitive factors for all their woes and never face up to their own inept leadership. Other leaders love crisis because they see the opportunity for change and renewal. This change renewal is like the white water rushing through what had become a stagnant pond due to in-action, complacency and an acceptance of mediocrity as a substitute for excellence.

Even now, as opportunity arises during the current crisis, business will be full of leaders who screw up change and renewal efforts rather than take advantage of the opportunities.

Why Change Efforts Fail?

Change efforts fail because executives think that announcing the change is the same as implementing it. Their people's concerns with the change are not surfaced or addressed. People most affected by the change are not involved in planning the battle and therefore end up battling the plan.

The business case for the change is not clearly communicated and is not compelling. Fear is used as a poor substitute for a compelling future where people feel they have a significant part to play. Fear is a short term motivation to change behaviour. That is why some people who have heart attacks go off alcohol or cigarettes, and improve their diet in the short term, but resort to old behaviours if the immediate health pressure is removed.

Many Change leadership teams fail to include a diverse mix of early advocates, real resisters or enough informal leaders. Proper piloting of the change is ignored so the realism of what is needed to support a change is never fully understood. The change is implemented without aligning other organisational systems such as performance management processes, reward systems, training programmes and customer service initiatives.

Leaders easily lose focus because they fail to prioritise, thereby causing "death by 1000 initiatives" and ridiculous implementation plans. People are starved of new skill development and those heading the change under-communicate, give mixed messages and lose credibility by not modeling the behaviours that the change requires.

Problems also arise when progress goes unmeasured and people are not held accountable for implementing the change. Those on board with implementation get no recognition and those resisting the change suffer no consequences for maintaining old unhelpful behaviours.

The power of the existing organisational culture to kill the change effort is misunderstood and all the options or possibilities are not fully explored before a specific change is chosen.

How We Can Help?

At Blanchard, we have more than 30 years of real-world change leadership consulting experience backed up by our own, and the best research from other change and development projects. With our help, you will not become part of the 70% change failure statistic, but instead you will lead change effectively so that:

- Resistance to change is minimised and maximum buy-in from those asked to change is achieved.
- Typical drop-offs in productivity and morale when change is launched can be minimised.
- The amount of time necessary to implement the change and achieve the desired goal is reduced to the bare minimum.
- The change leadership capability built during the process results in an adaptive organisation geared to successfully initiate and implement any further changes required on an ongoing basis.

Engage in a “Blanchard Executive Briefing” that carries a Full Money Back Guarantee if you are not highly satisfied with the session. Even if you are satisfied, the cost will be deducted from any Blanchard consulting or other intervention in the next year.

Call Peter O’Connor at Blanchard now to get more information and to hear about the Blanchard Executive Briefing - 01-523 7514.

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