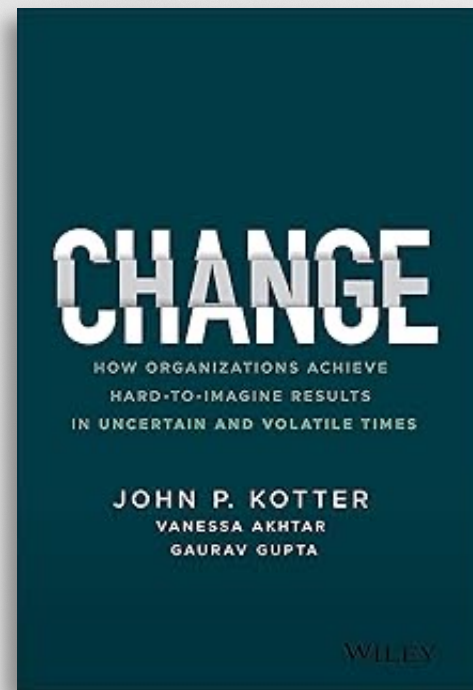
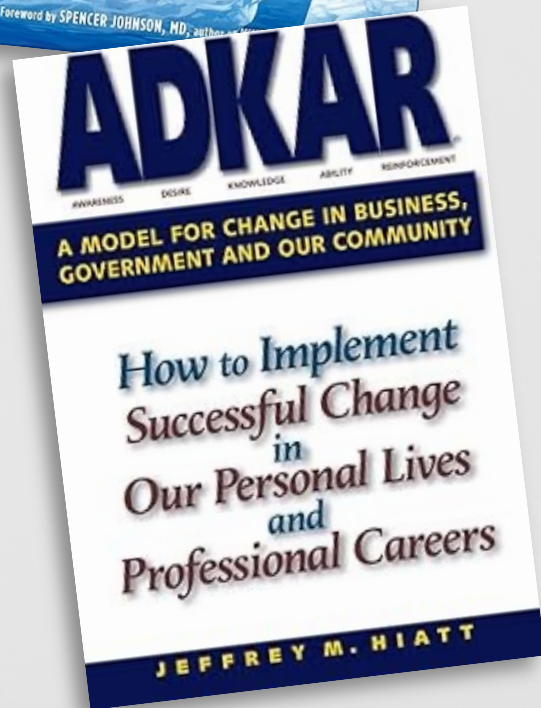
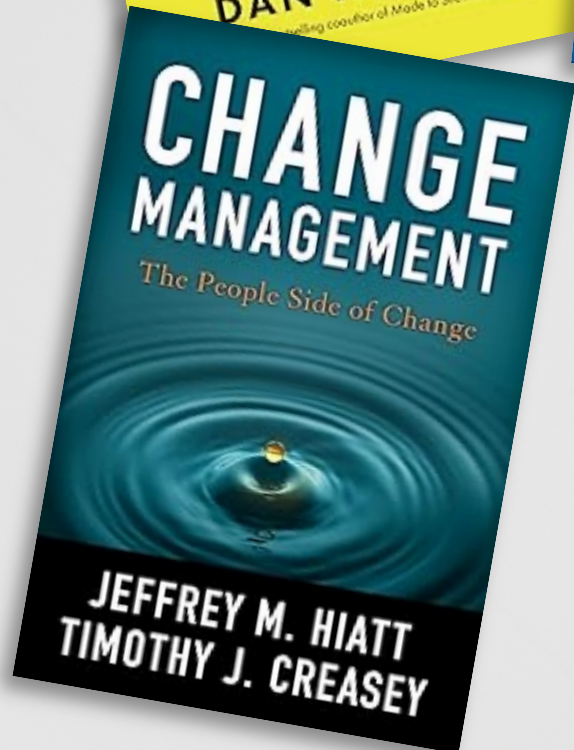
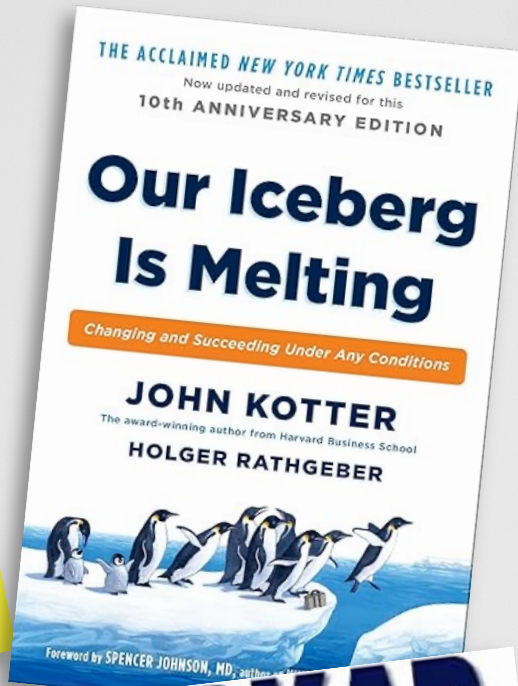
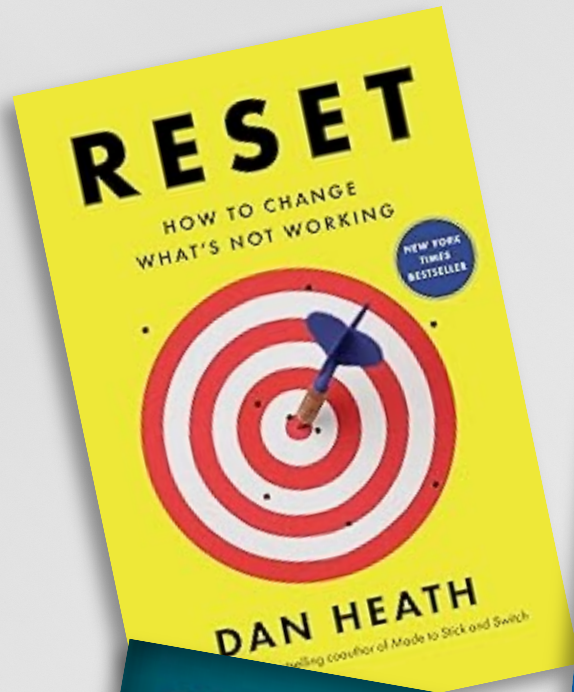




LEADING CHANGE

The 5 Tensions to Manage for
Successful Transformation





**DISGRUNTLED
DANA**



**RESISTANT
RAJ**



**CONFUSED
CHRIS**



**TRAILBLAZING
TERRY**



**UTOPIAN
UMA**



PROBLEM TO SOLVE



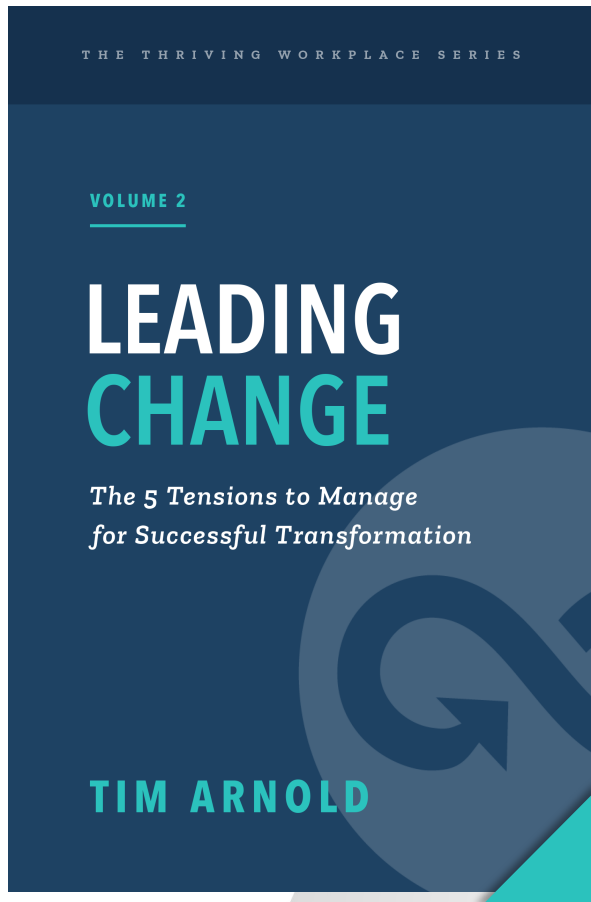
TENSION TO MANAGE

- Requires "either/or" thinking
- Assumes there is one right answer
- Critical for kicking off a change management process

- Requires "and" thinking
- Acknowledges & embraces "conflicting values"
- Critical for navigating the change management journey

LEADING CHANGE

5 UNAVOIDABLE TENSIONS



01 **Embrace Innovation**

02 Validating Facts

03 Focus on the Short

04 Promote Planning

05 Value Complexity

Consistency

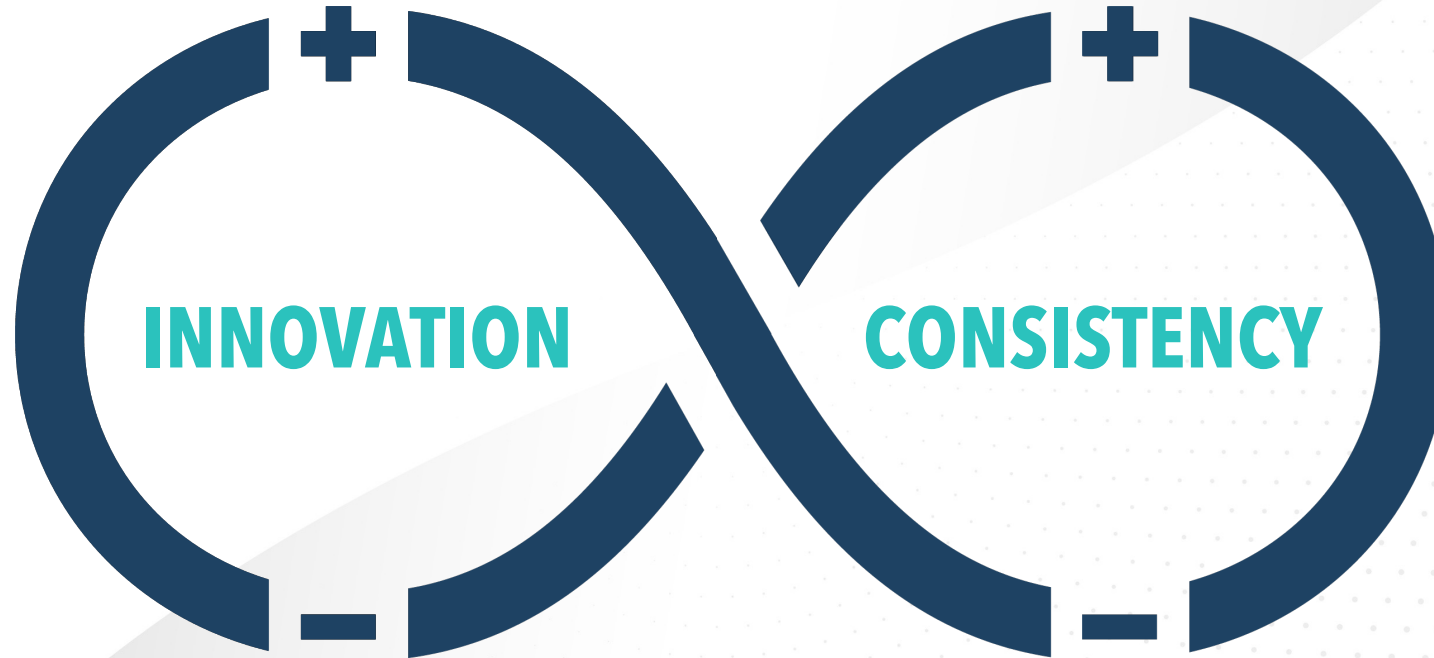
Feelings

Long Term

Action

Simplicity

POSITIVE RESULTS



POSITIVE RESULTS



NEGATIVE RESULTS



WHEN OVERDONE

NEGATIVE RESULTS

WHEN OVERDONE







WHAT IS CHANGING? & WHAT ISN'T CHANGING?

HOW TO EMBRACE INNOVATION

BLAMEWORTHY

MISTAKES

PRAISEWORTHY

Amy Edmondson, Right Kind of Wrong



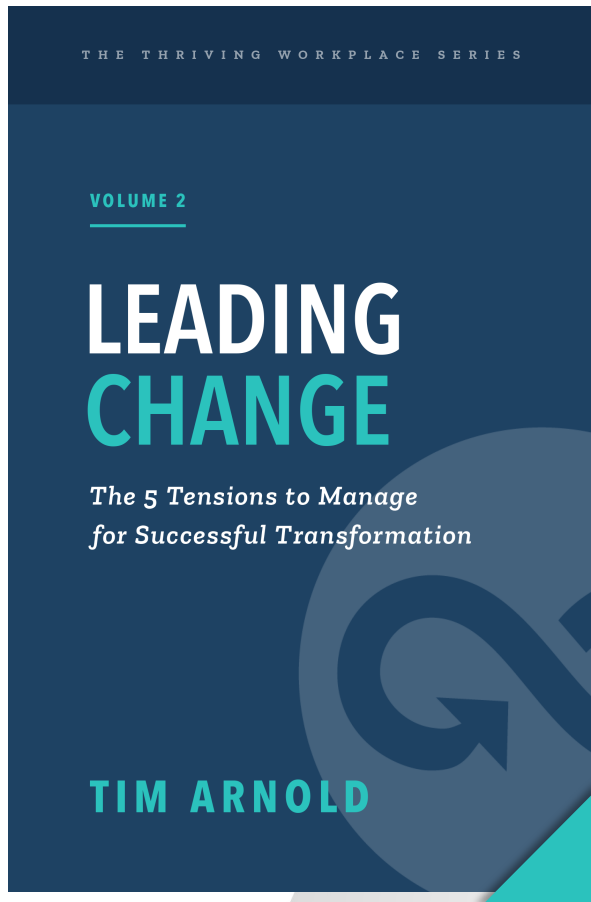


IF WE WERE TO SAY YES
TO THIS NEW, NOVEL IDEA OR OPPORTUNITY,
WHAT WILL WE HAVE TO SAY NO TO?
AND ARE WE OK WITH THAT?

Tim Arnold
Leading Change

LEADING CHANGE

5 UNAVOIDABLE TENSIONS



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Simplicity

THE CHANGE CYCLE

Adapted by E. Kubler-Ross

ACCEPTANCE

- Reorganize
- New plan in place
- Live in Present
- Moving on



BARGAINING

- "Yes, but..."
- Struggling to find meaning
- Exploring options



ANGER

- Frustration
- Irritation
- Anxiety
- Sadness



DENIAL

- Shock
- Avoidance
- Fear
- Confusion



PERSONAL REFLECTION

1

What stage of the Change Cycle do you feel you're in right now?

2

What does it take to move through the Change Cycle in a healthy way?





"RESISTANCE TOWARDS CHANGE

ISN'T JUST A CASE OF
PEOPLE BEING DIFFICULT-

IT'S A NATURAL PSYCHOLOGICAL RESPONSE
TOWARDS THE UNKNOWN.

MORE THAN BEING TOLERATED,
RESISTANCE SHOULD BE
EXPECTED

AND PLANNED FOR."

DISGRUNTLED
DANA



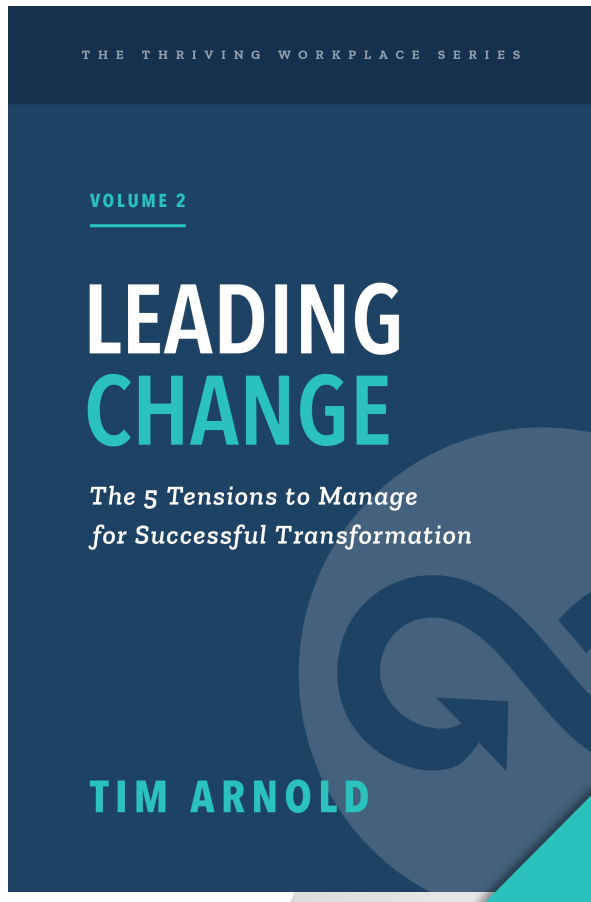
William Bridges
Author, *Managing Transitions*

RESISTANT
RAJ



LEADING CHANGE

5 UNAVOIDABLE TENSIONS

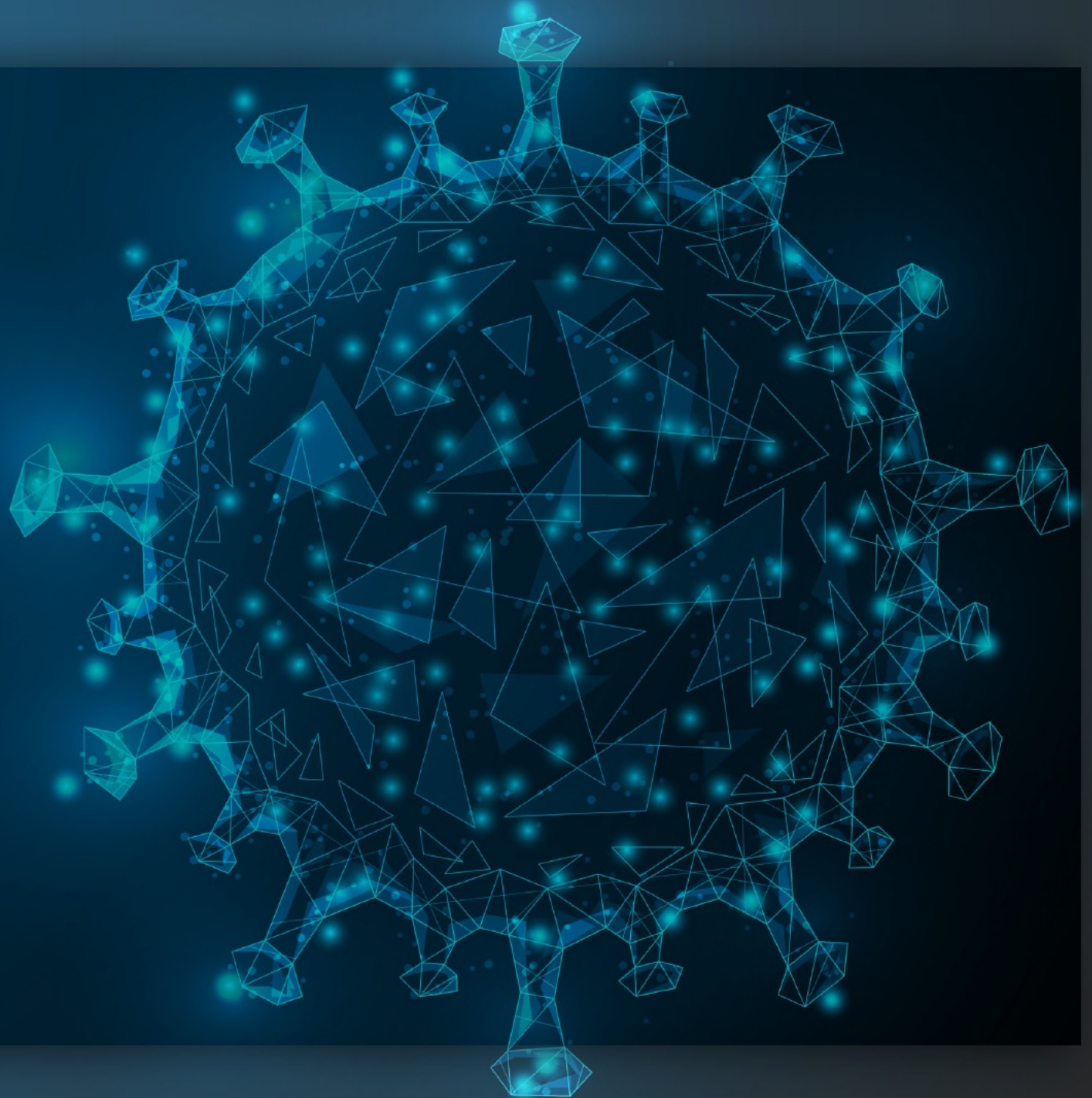


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PANDEMIC

SHORT VS. LONG TERM



HEALTHY FOCUS ON THE SHORT TERM

1 **ARE WE FLEXIBLE?**

Is our long-term vision and strategic plan flexible enough to accommodate short-term opportunities?

2 **ARE WE AWARE?**

Are we regularly scanning the environment for emerging trends, threats, and opportunities that require immediate action?

3 **ARE WE SUPPORTIVE?**

Are we fostering a culture that encourages and rewards agility and responsiveness to changing circumstances?

HEALTHY FOCUS ON THE LONG TERM

1 **DO WE HAVE MISSION ALIGNMENT?**

Do we ensure that current changes are aligned with our organization's long-term vision and strategic plan?

2 **ARE WE CREATING CAPACITY ISSUES?**

Are we adequately prepared to sustain the success of current changes in the long term, considering the ongoing time, energy, and staffing commitments required?

3 **ARE WE CREATING CHAOS AND CONFUSION?**

Are we ensuring that current changes are **not** creating confusion around what we offer for our clients and in our teams?



WITHOUT **SHORT-TERM** WINS

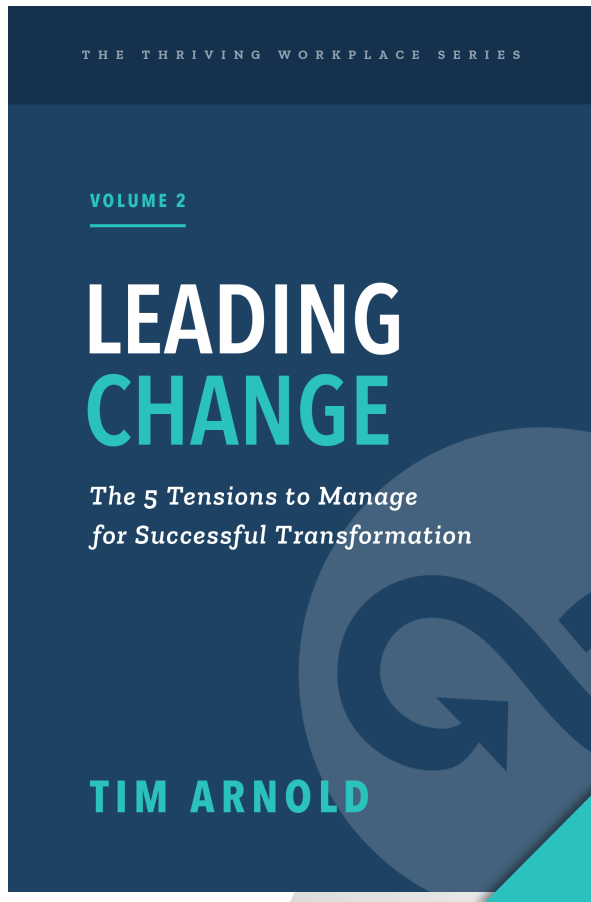
TOO MANY EMPLOYEES **GIVE UP**
OR ACTIVELY **JOIN THE RESISTANCE.**

John Kotter

Harvard Professor, Author,
Thought Leader

LEADING CHANGE

5 UNAVOIDABLE TENSIONS



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HOW TO EMBRACE PLANNING

1 PLAN =
CONFIDENCE

2 GO
SLOW TO GO
FAST



HOW TO EMBRACE ACTION

1 STATE THE
DATE

2 LET
EXPERIENCE
BE YOUR GUIDE



EVERYBODY HAS A PLAN

UNTIL THEY GET PUNCHED IN
THE FACE.

Mike Tyson

Former Professional Boxer



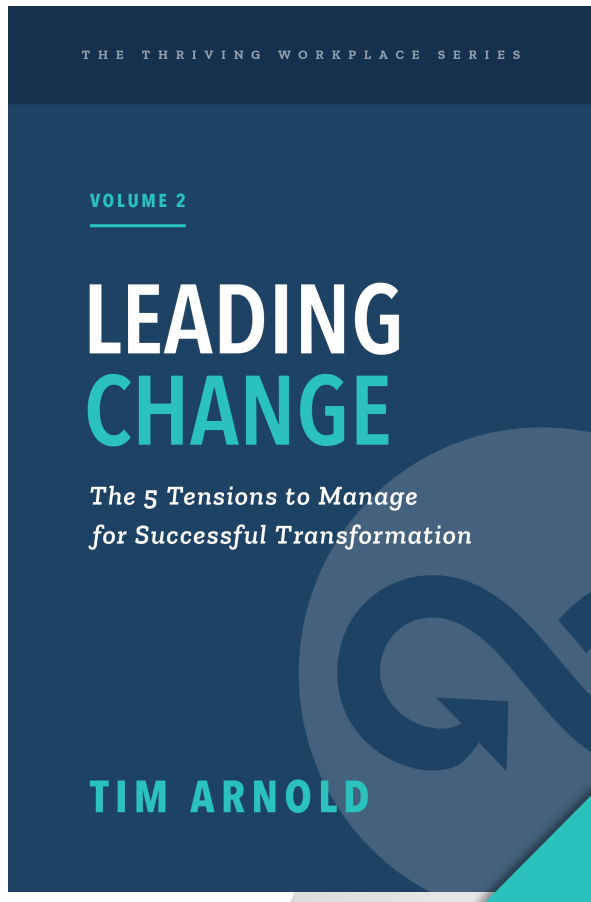


**I HEAR AND I FORGET.
I SEE AND I REMEMBER.
I DO AND I UNDERSTAND.**

Confucius

LEADING CHANGE

5 UNAVOIDABLE TENSIONS

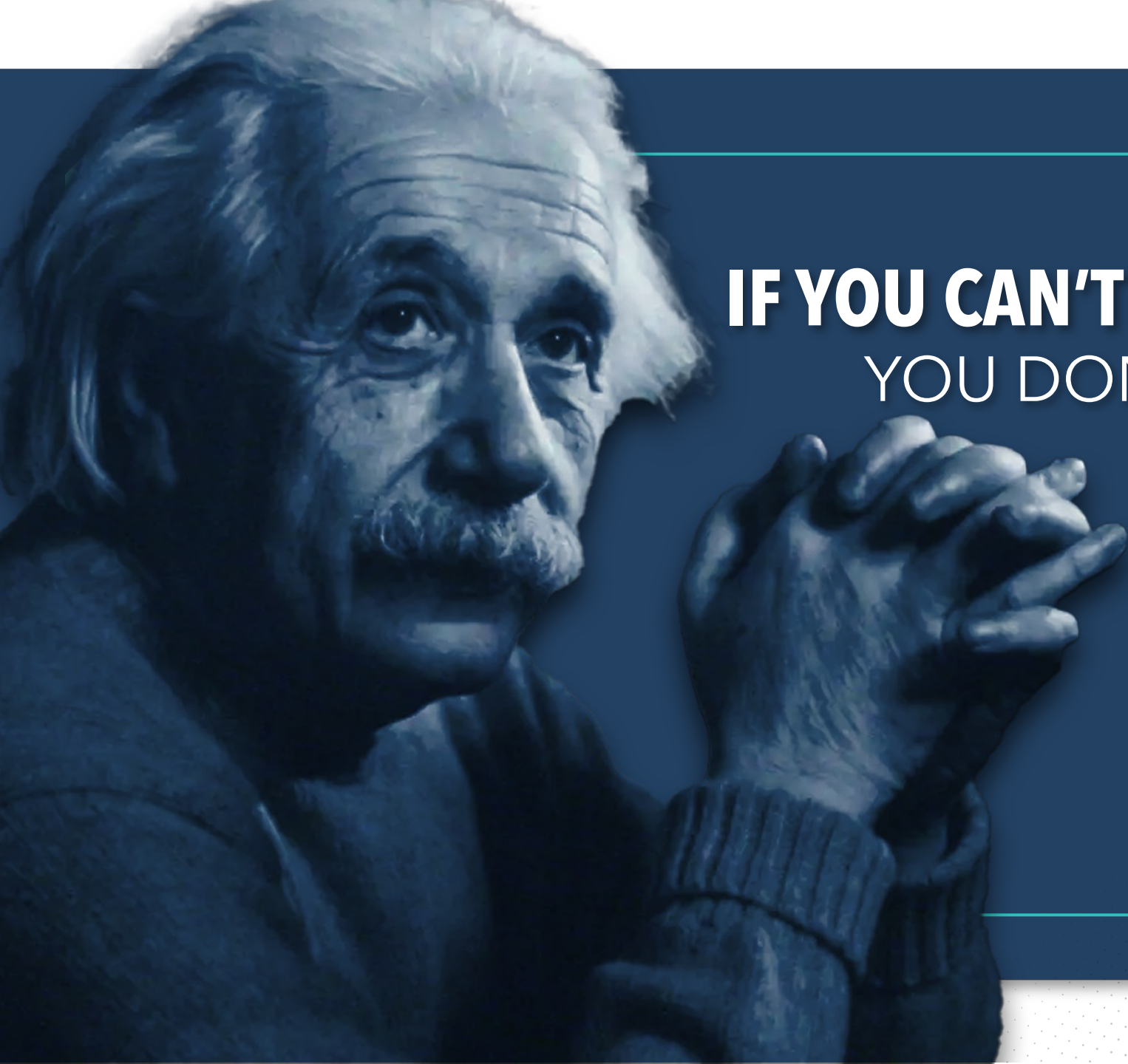


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Consistency
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THE CURSE OF KNOWLEDGE

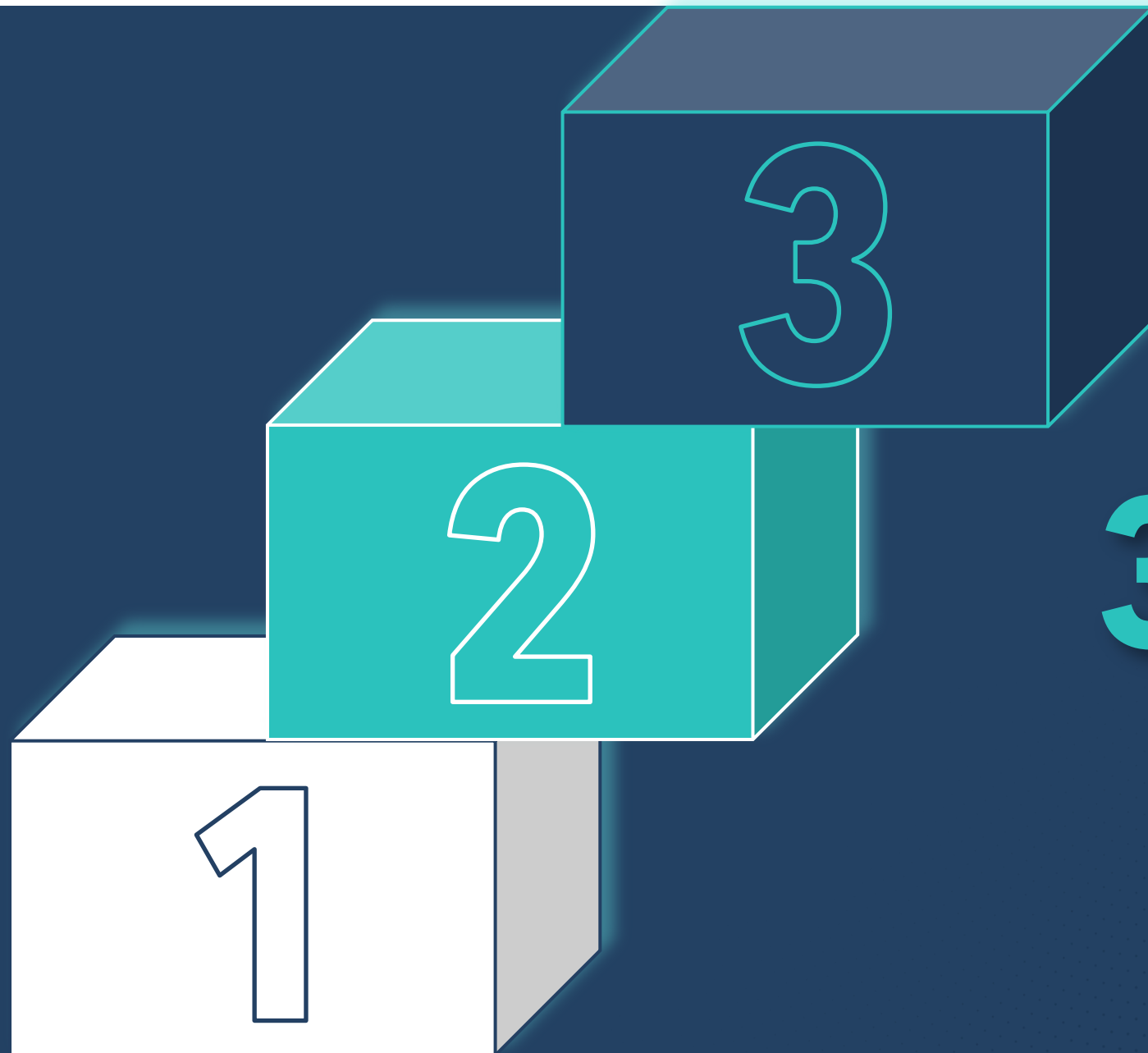




IF YOU CAN'T EXPLAIN IT **SIMPLY**
YOU DON'T UNDERSTAND IT
WELL ENOUGH

Albert Einstein





THE 3-STEP PLAN

PERSONAL APPLICATION

1

What is a change or innovation you're currently navigating?

2

Try to explain it to your partner in three simple steps.





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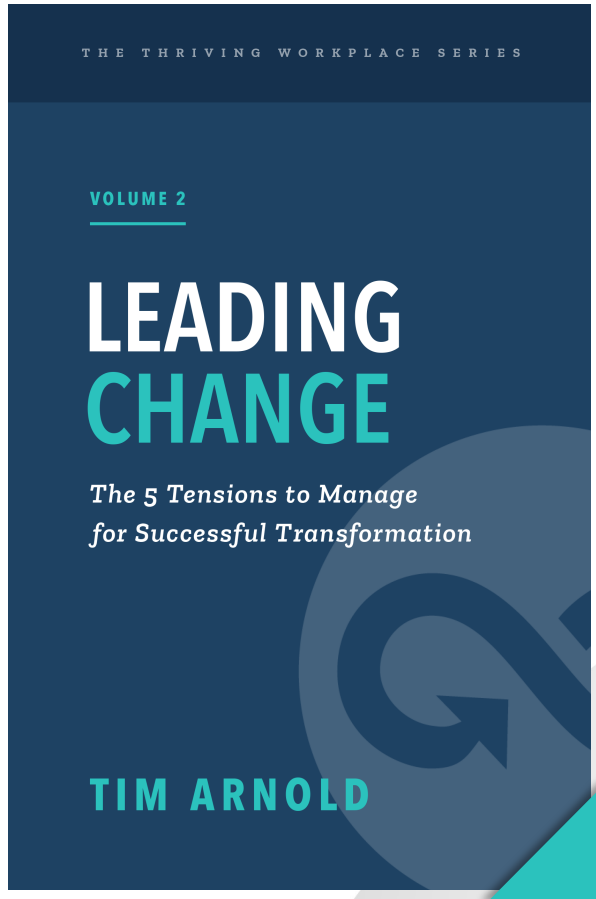


**UTOPIAN
UMA**



NEXT STEPS

timarnold.ca/resources



amazon

01

DOWNLOAD
SLIDES & RESOURCES

02

SIGN UP
FOR NEWSLETTER

03

STAY
IN TOUCH





LEADING CHANGE

The 5 Tensions to Manage for
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