



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

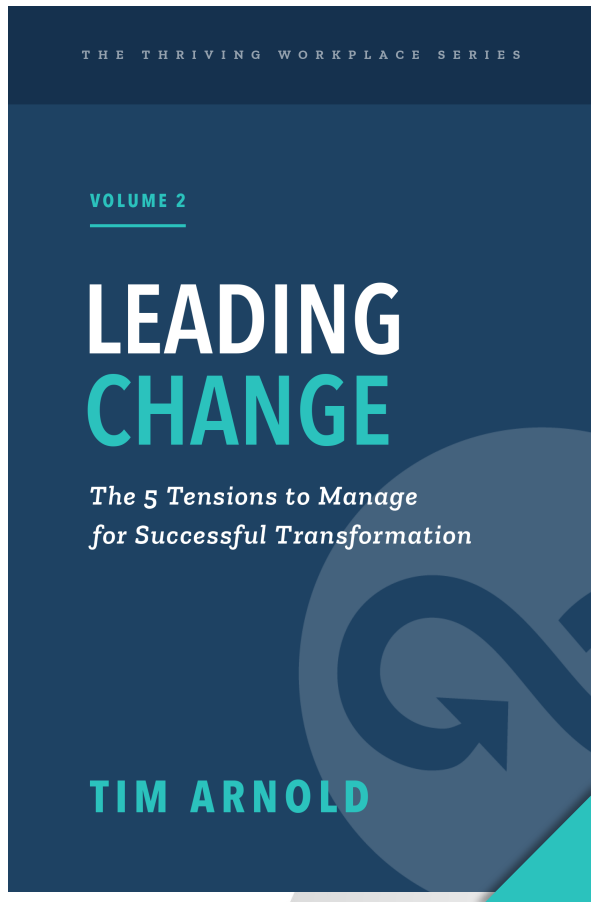


BREATHING



LEADING CHANGE

5 UNAVOIDABLE TENSIONS



01 **Embrace Innovation**

02 Validating Facts

03 Focus on the Short

04 Promote Planning

05 Value Complexity

Consistency

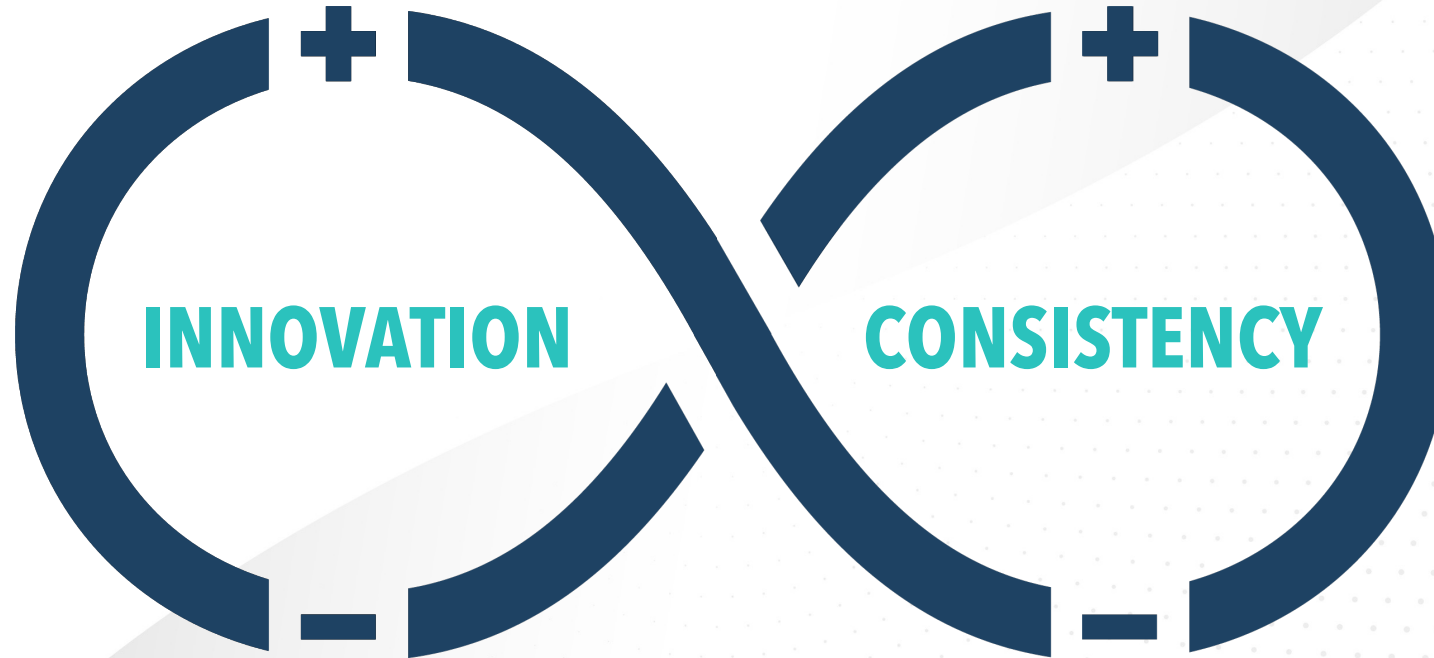
Feelings

Long Term

Action

Simplicity

POSITIVE RESULTS



POSITIVE RESULTS



NEGATIVE RESULTS



WHEN OVERDONE

NEGATIVE RESULTS

WHEN OVERDONE



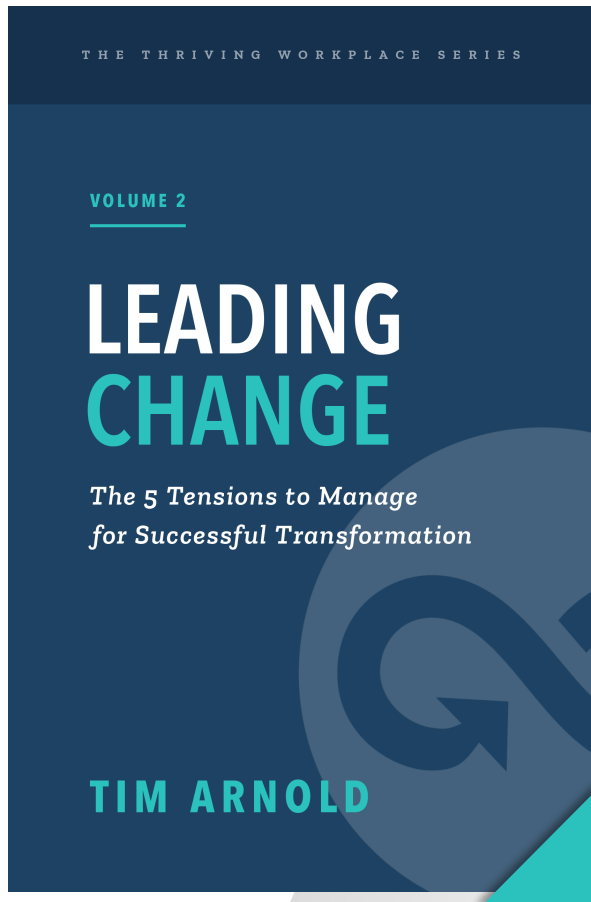




WHAT IS CHANGING? & WHAT ISN'T CHANGING?

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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



DENIAL

- Shock
- Avoidance
- Fear
- Confusion



ANGER

- Frustration
- Irritation
- Anxiety
- Sadness





"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
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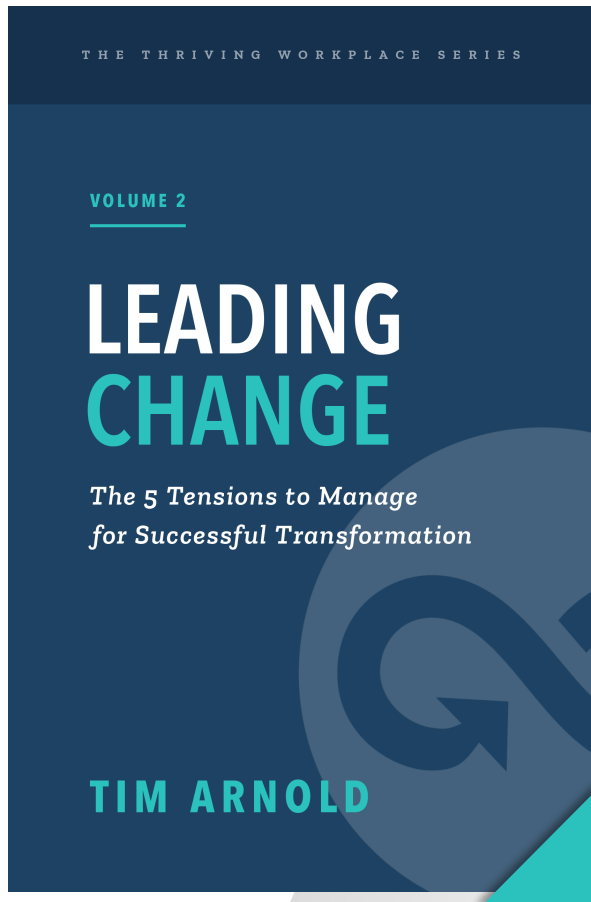
William Bridges
Author, *Managing Transitions*

**RESISTANT
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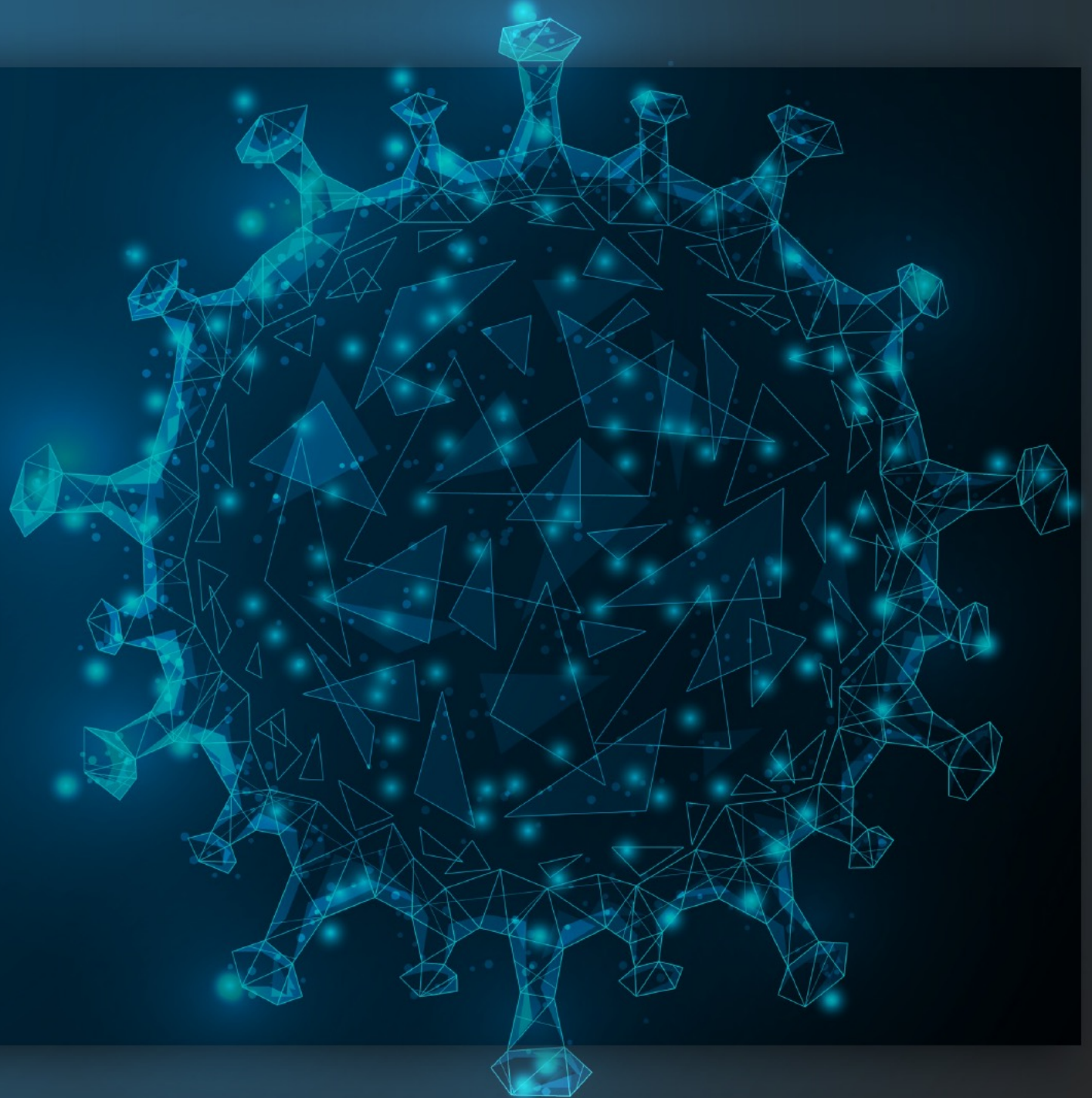


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PANDEMIC

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

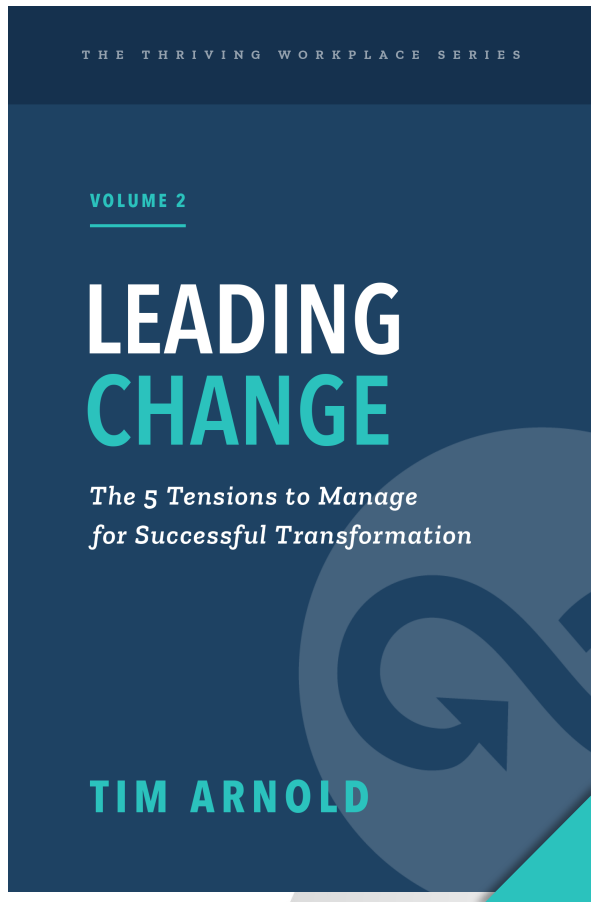
TOO MANY EMPLOYEES **GIVE UP**
OR ACTIVELY **JOIN THE RESISTANCE.**

John Kotter

Harvard Professor, Author,
Thought Leader

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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



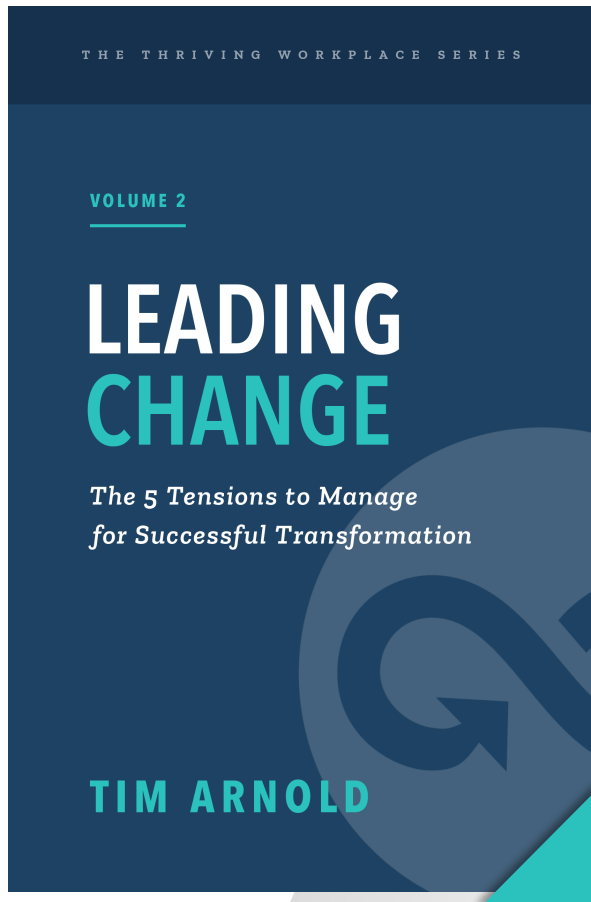


**I HEAR AND I FORGET.
I SEE AND I REMEMBER.
I DO AND I UNDERSTAND.**

Confucius

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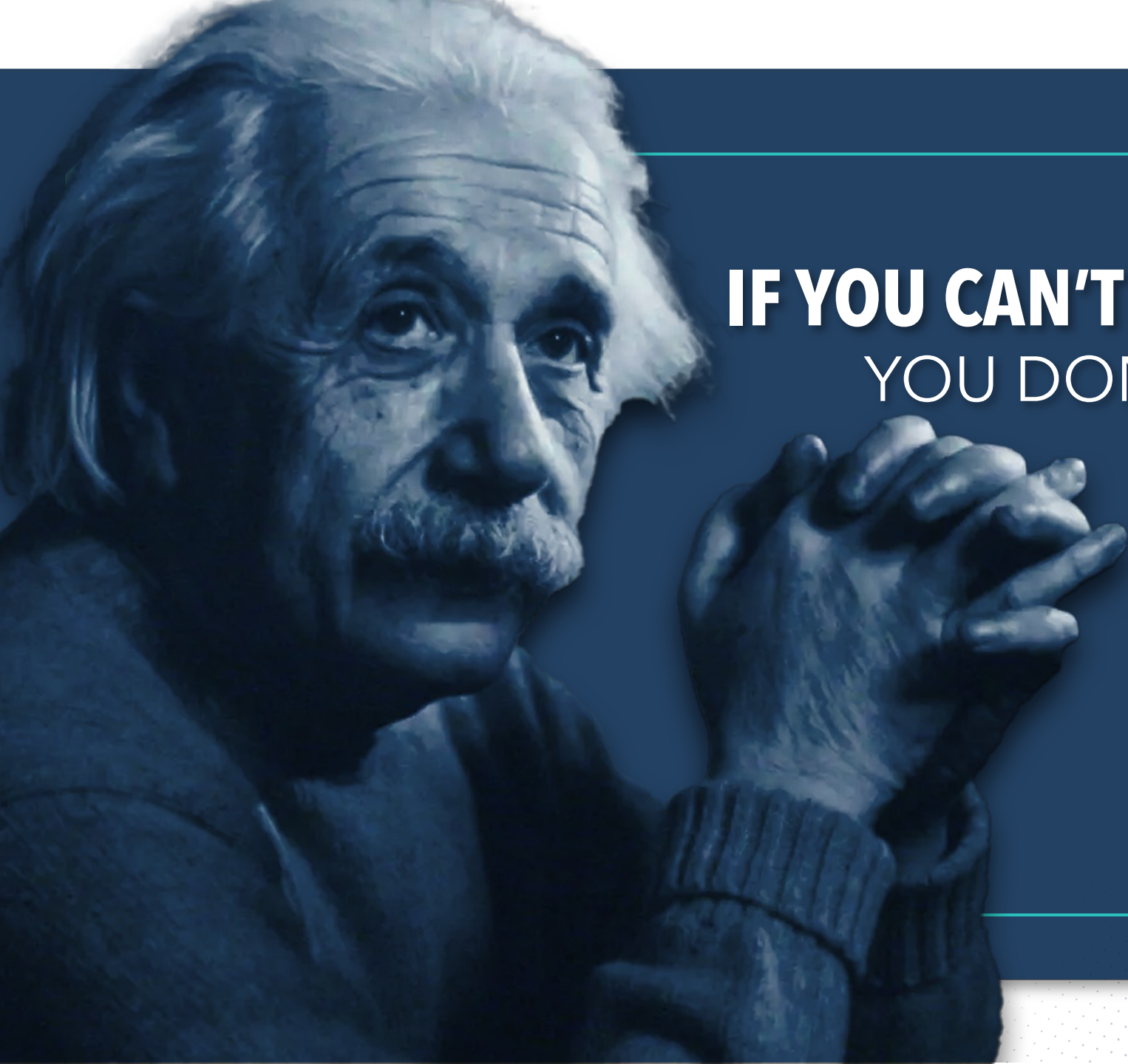


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THE CURSE OF KNOWLEDGE

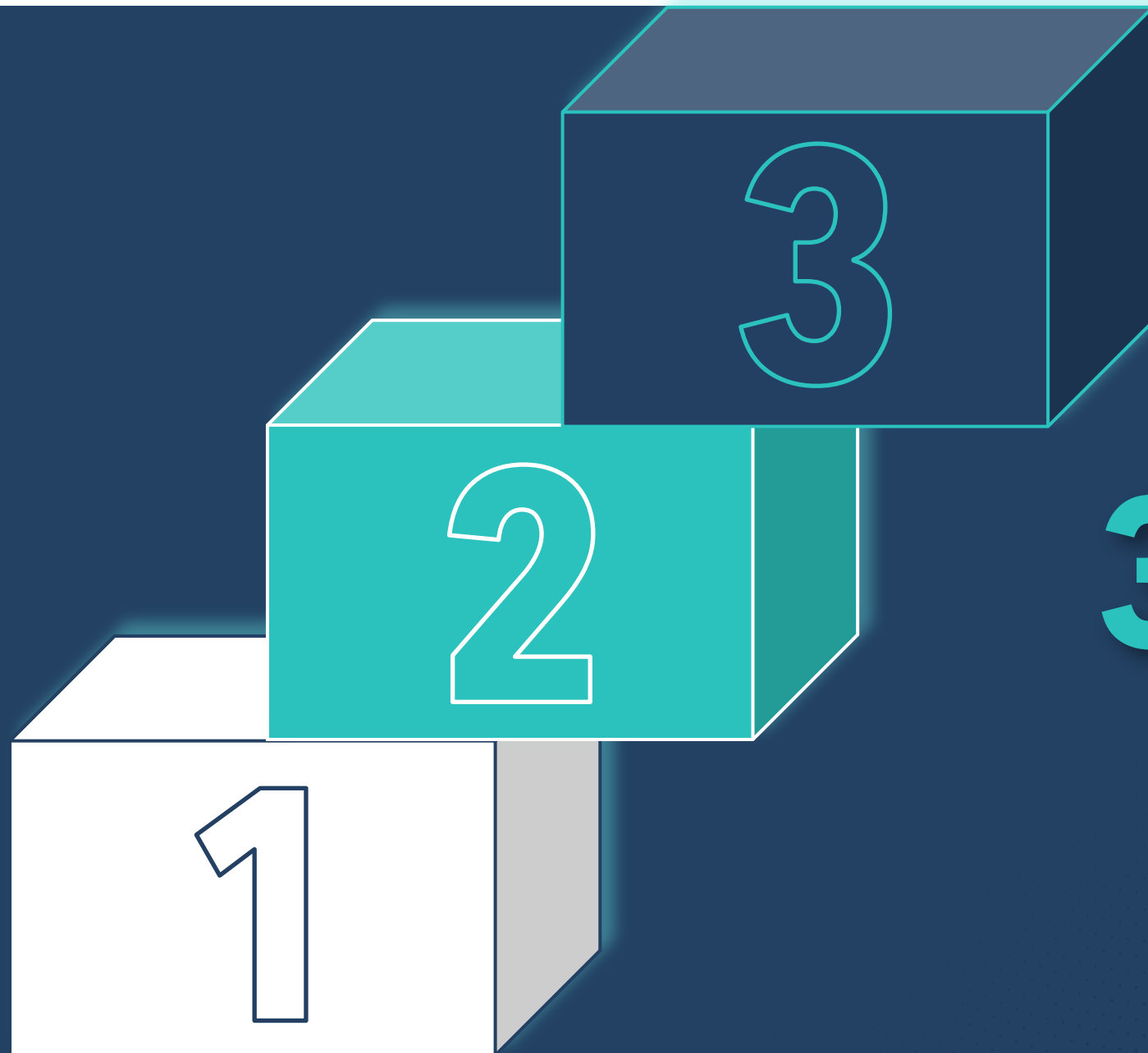




IF YOU CAN'T EXPLAIN IT **SIMPLY**
YOU DON'T UNDERSTAND IT
WELL ENOUGH

Albert Einstein





THE 3-STEP PLAN

PERSONAL APPLICATION

1

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

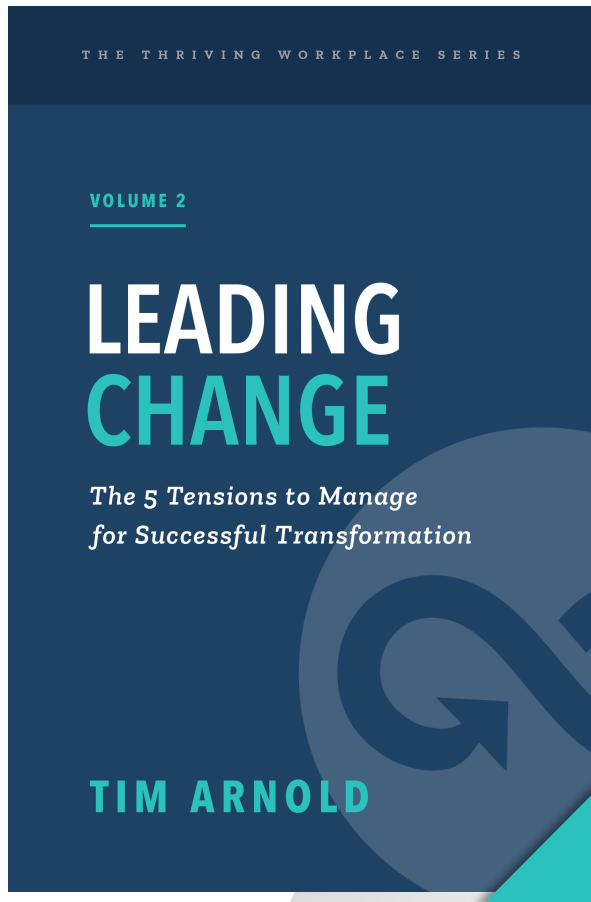
2

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



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LEARNING APPLICATION

1

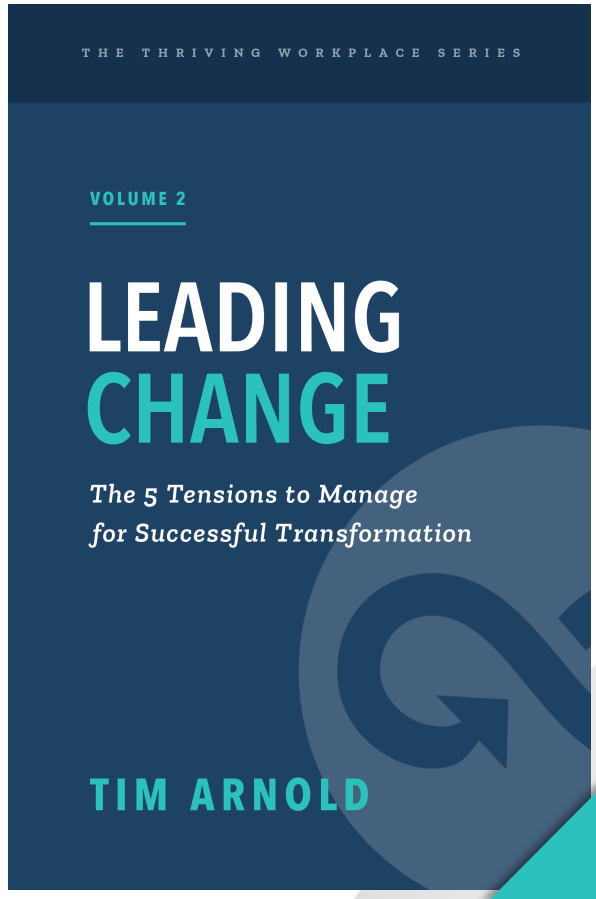
What was the most relevant aspect of this keynote?

2

How can you apply this to a current challenge you're navigating?

NEXT STEPS

timarnold.ca/resources



amazon

01

DOWNLOAD
SLIDES & RESOURCES

02

SIGN UP
FOR NEWSLETTER

03

STAY
IN TOUCH







TIM ARNOLD



@timarnoldleadership



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