

# Developing Management Skills

## **Chapter 10: Leading Positive Change**

# Learning Objectives

- Learn how to create positive deviance in organizations
- Develop the capability to lead positive change
- Acquire the ability to mobilize the capabilities of others in achieving positive change

# Leadership vs. Management

## Characteristics of Leaders

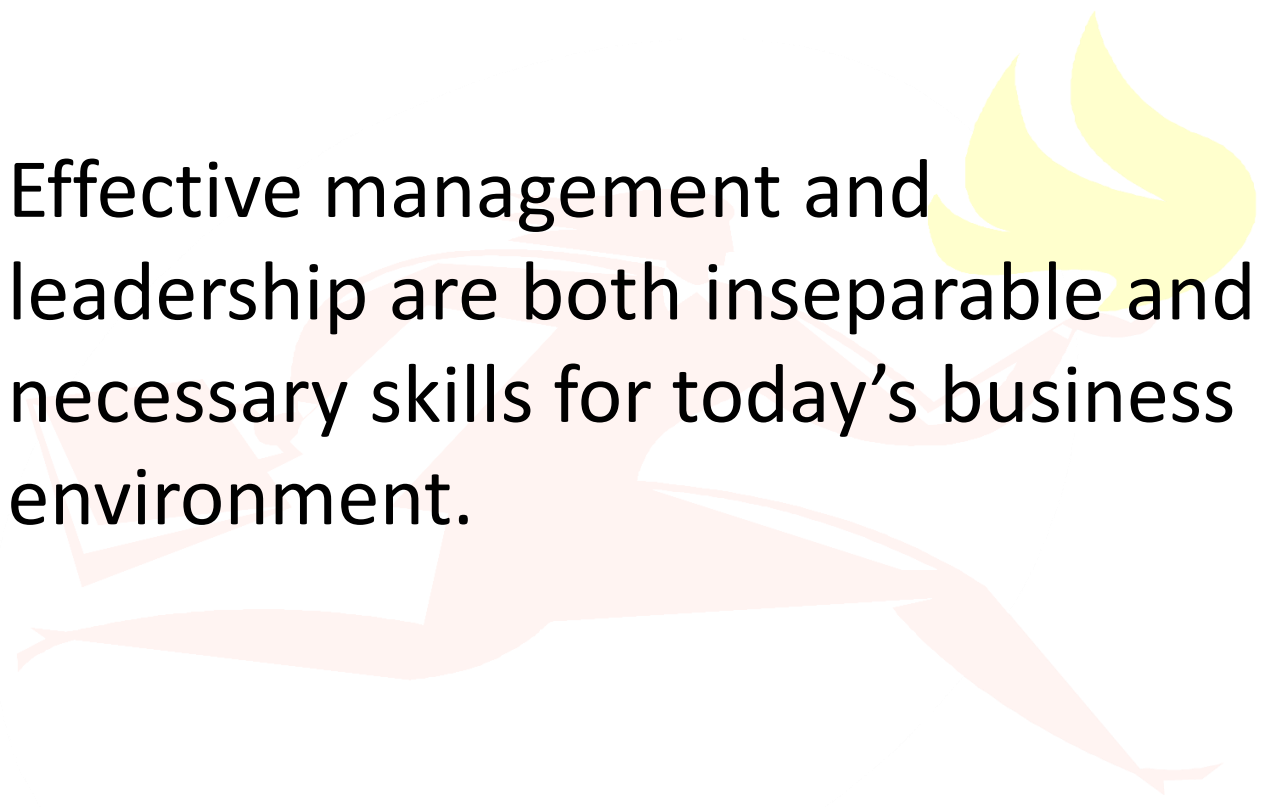
- Set direction
- Initiate change
- Create something new

## Characteristics of Managers

- Maintain steadiness
- Control variance
- Keep the status quo

# Leader Effectiveness

Effective management and leadership are both inseparable and necessary skills for today's business environment.



# Leadership and Change

Examples of the pace of change:

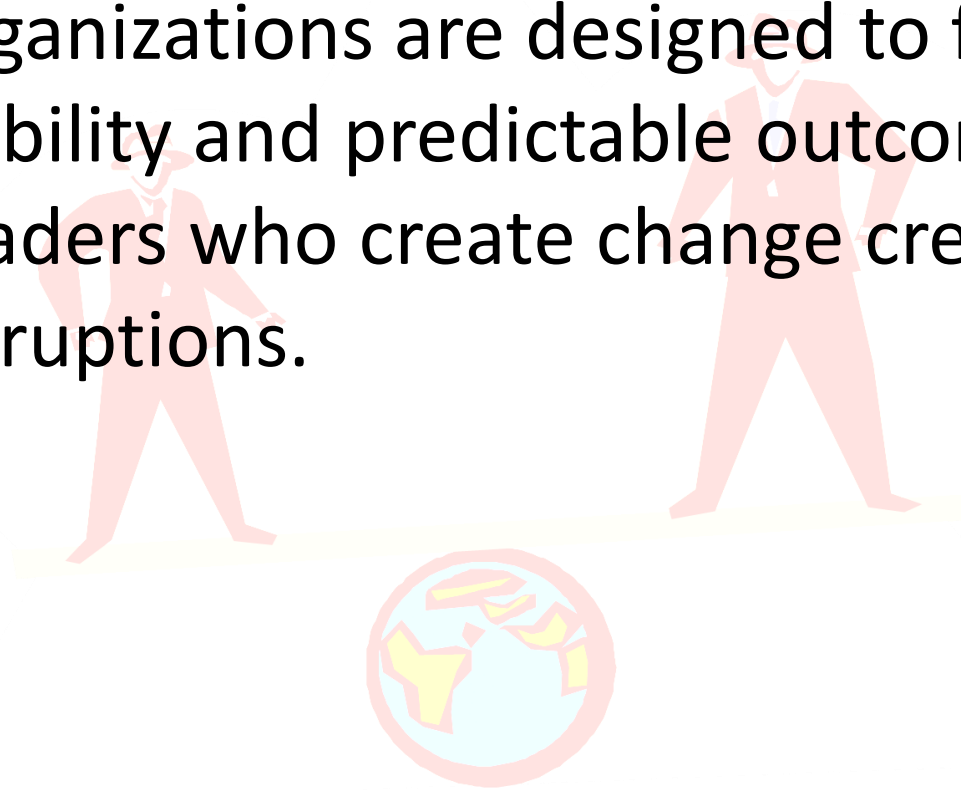
- Computer technology has a half-life of six months
- Human and animal genome projects are expanding exponentially

# Frameworks

- Help clarify complex situations
- Help leaders not become overwhelmed by new information
- Help stabilize organizations

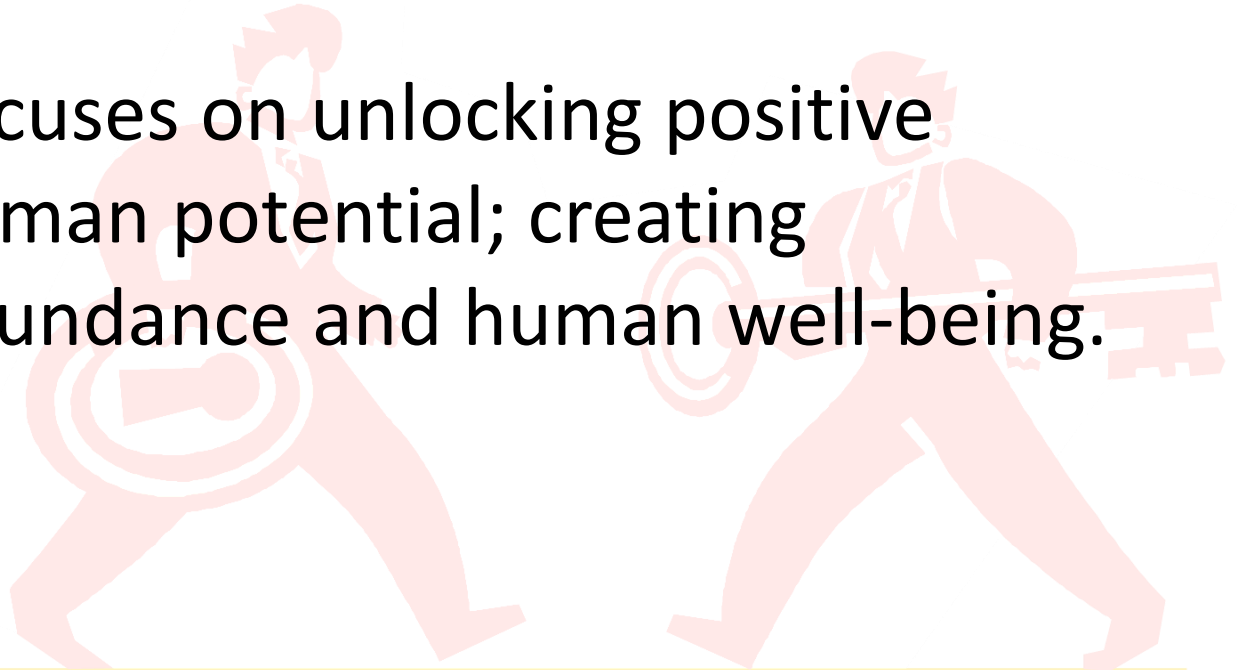
# Tendencies Toward Stability

Organizations are designed to favor stability and predictable outcomes. Leaders who create change create disruptions.



# Positive Change

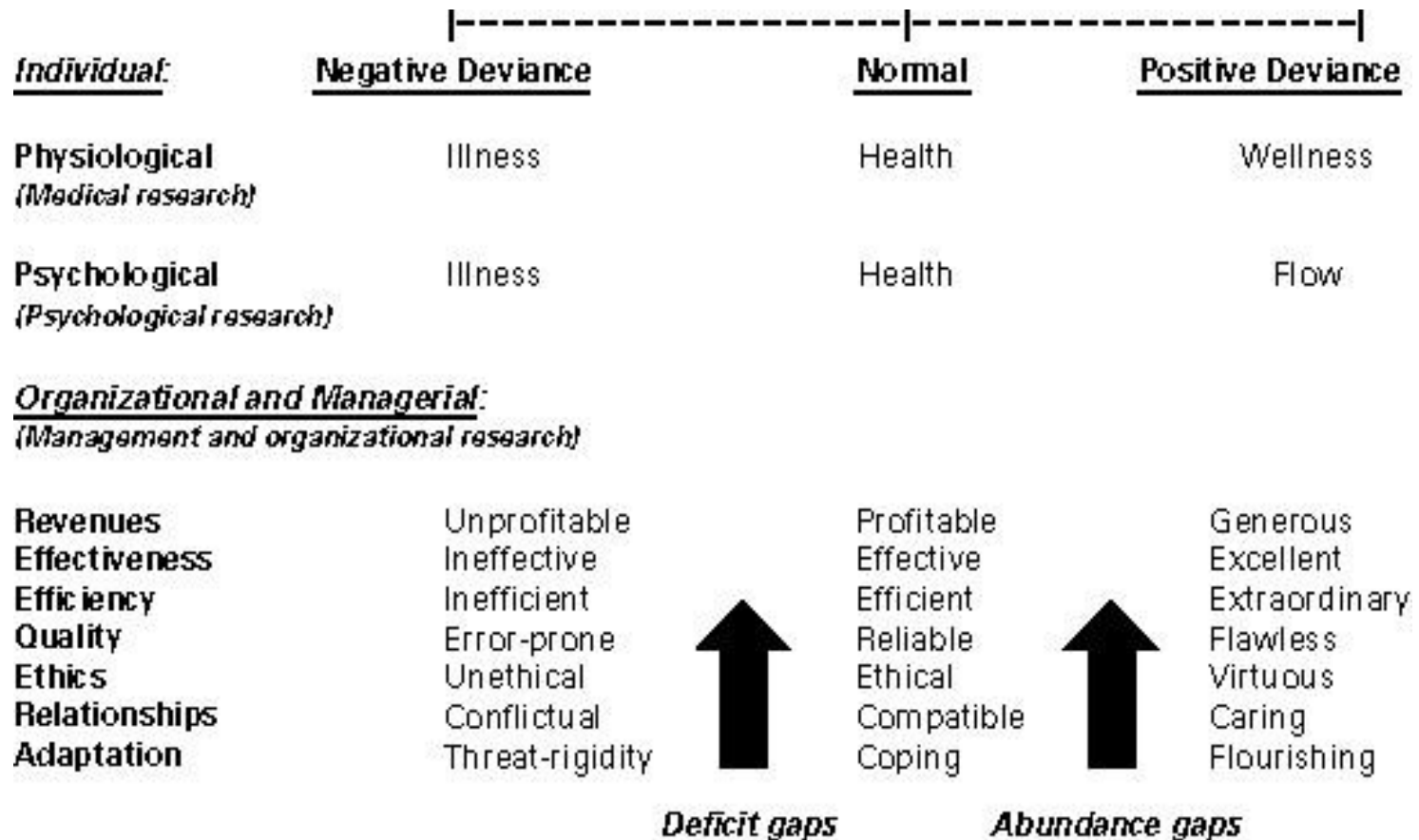
Focuses on unlocking positive human potential; creating abundance and human well-being.



# A Continuum of Change

Positive Deviance: Healthy performance

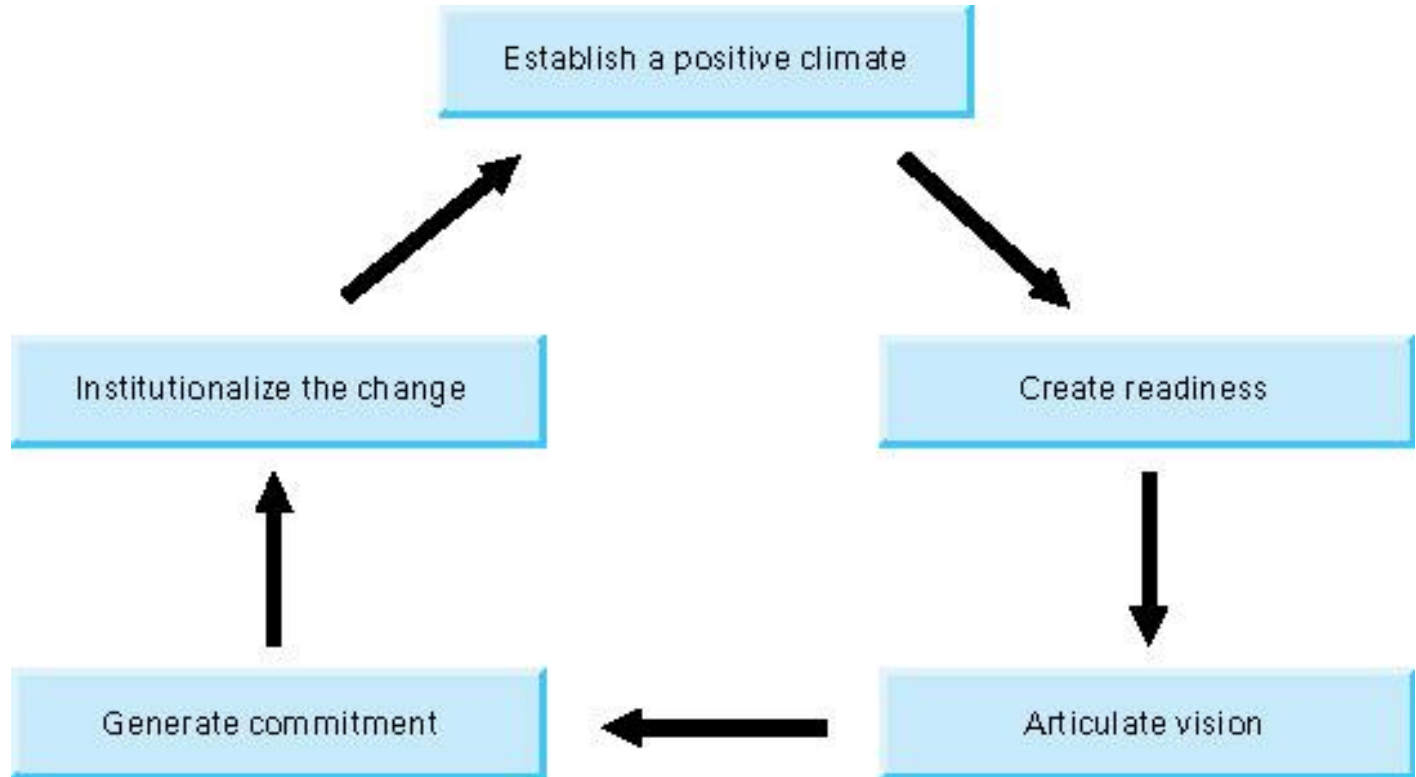
Negative Deviance: Organizational illness



# Positive Change

- Focuses on unlocking positive human potential
- Focuses on creating abundance and human well being
- Engages the heart as well as the mind

# A Framework for Positive Change



# A Positive Climate

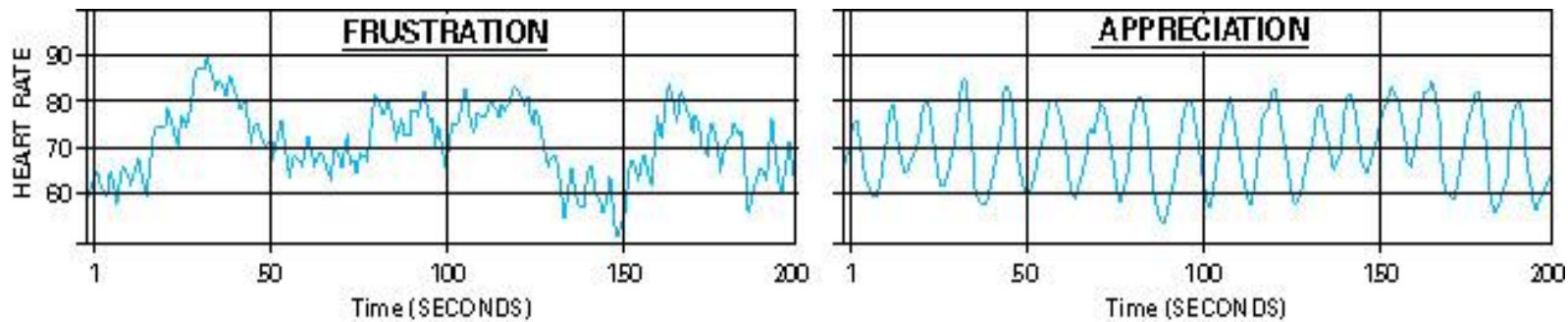
*“Keep your thoughts positive, because your thoughts become your words. Keep your words positive because your words become your behavior. Keep your behavior positive, because your behavior becomes your habits. Keep your habits positive because your habits become your values. Keep your values positive because your values become your destiny.”* **Mahatma Gandhi**

*Gandhi*

# Establish a Positive Climate

- Create a positive energy network
- Ensure a climate of compassion, forgiveness, and gratitude
- Focus attention on strengths and the best self

# Heart Rhythms in Frustration and in Gratitude Conditions

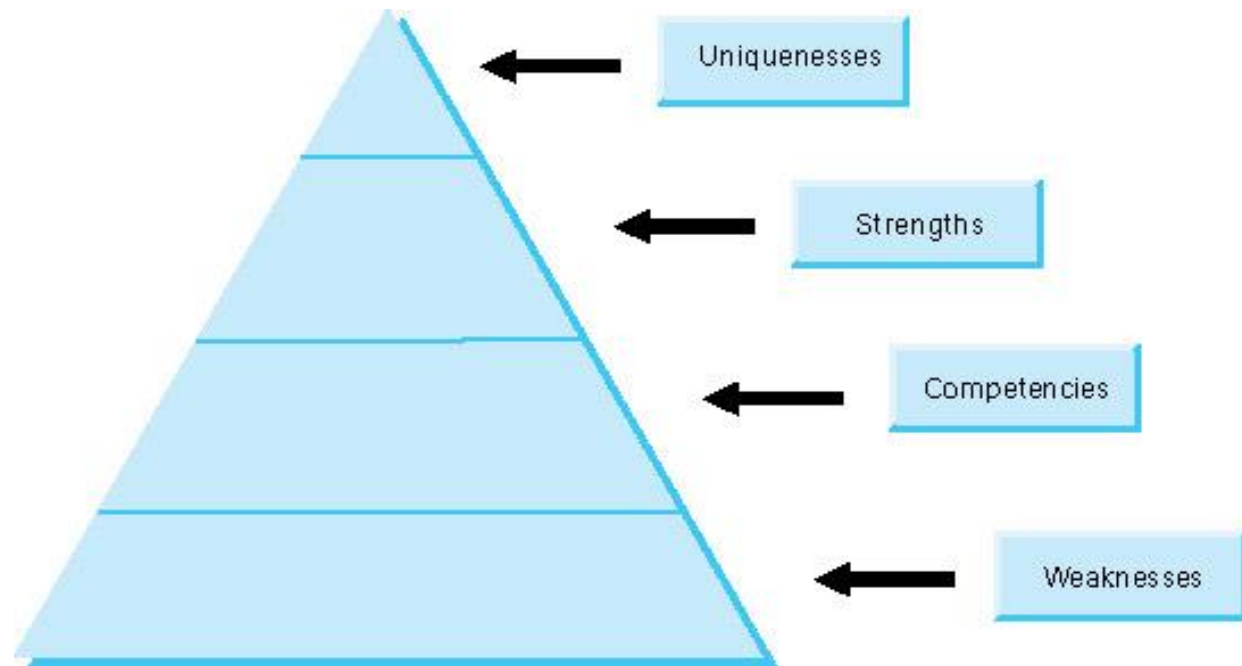


# Reflected Best-Self Feedback

Designed to provide people with feedback on their strengths and capabilities.



# Personal Weaknesses, Competencies, Strengths and Uniqueness



# Creating Readiness for Change

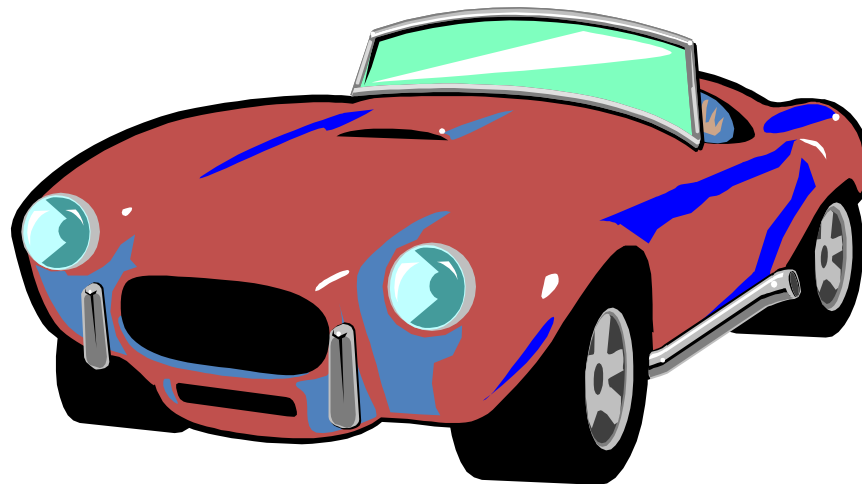
## Benchmark best practices

- Comparative standards
- Goal standards
- Improvement standards
- Ideal standards
- Stakeholder expectations

# Creating Readiness for Change

Institute symbolic events: an event used to signify a new future.

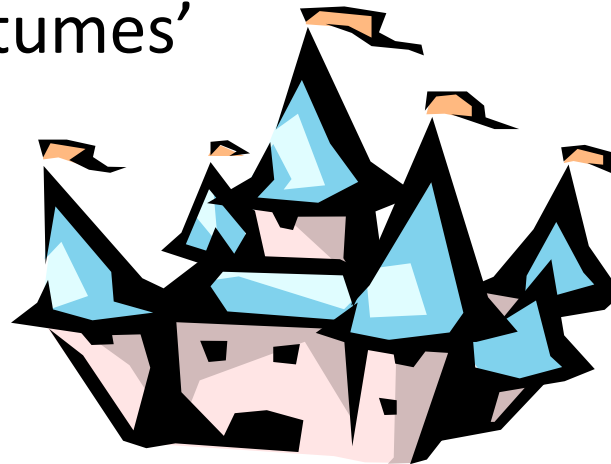
- i.e. Chrysler's and Iacocca's ceremony to inspire a 'new era'



# Creating Readiness for Change

Create a new language to describe old realities.

- i.e. Disney employees are called ‘cast members,’ their uniforms are ‘costumes’

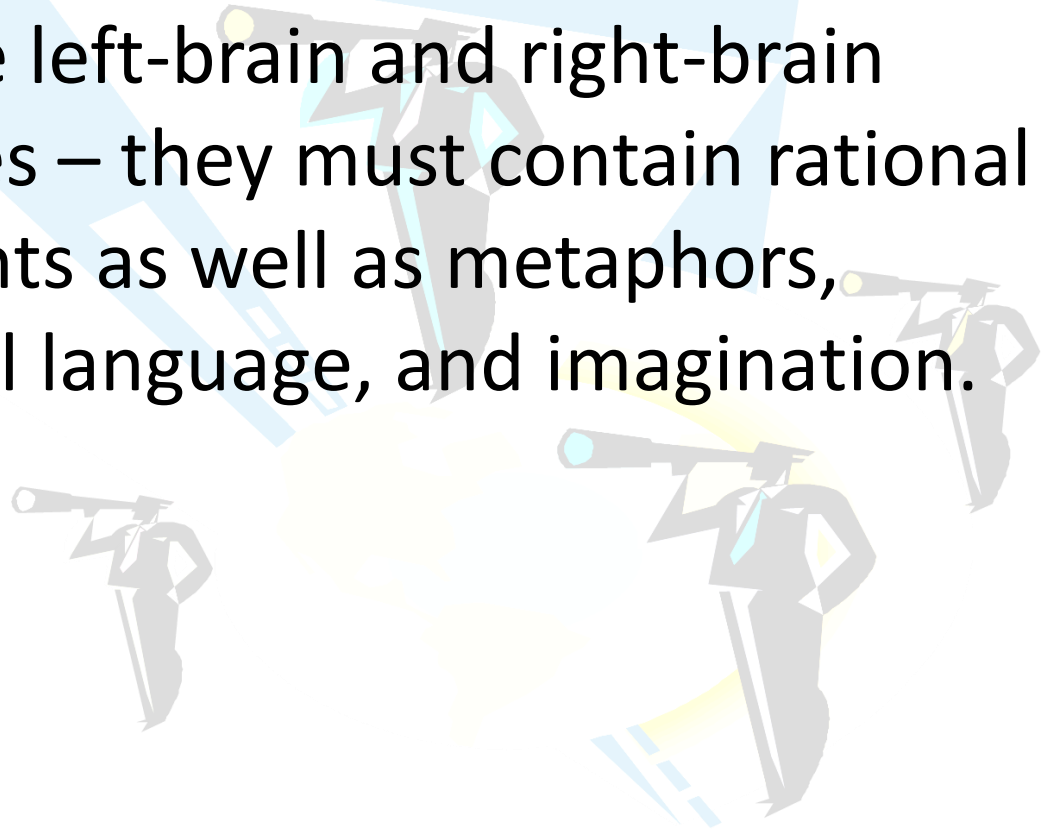


# Visions

- Visions speak to the heart and the head.
- They include universal values
- They help identify the future
- They provide glimpses of possibilities
- They evoke deeper meaning
- They provide optimism

# Articulating a Vision of Abundance

Include left-brain and right-brain features – they must contain rational elements as well as metaphors, colorful language, and imagination.



# Articulating a Vision of Abundance (con't)

Make vision statements interesting – they are meant to capture attention and positive energy.



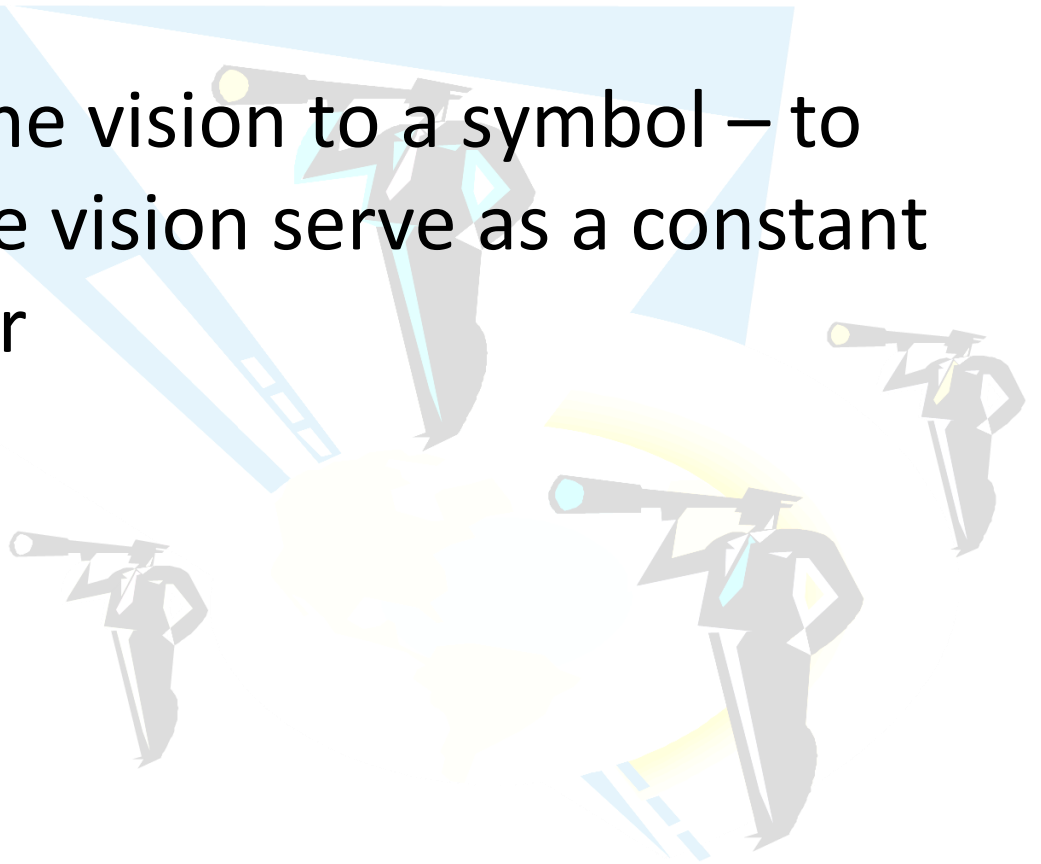
# Articulating a Vision of Abundance (con't)

Include passion and principles – they should reflect core values and be straightforward



# Articulating a Vision of Abundance (con't)

Attach the vision to a symbol – to make the vision serve as a constant reminder



# Generating Commitment to the Vision

Apply principles of recreation

*“People are willing to pay for the privilege of working harder than they will work when they are paid.”*

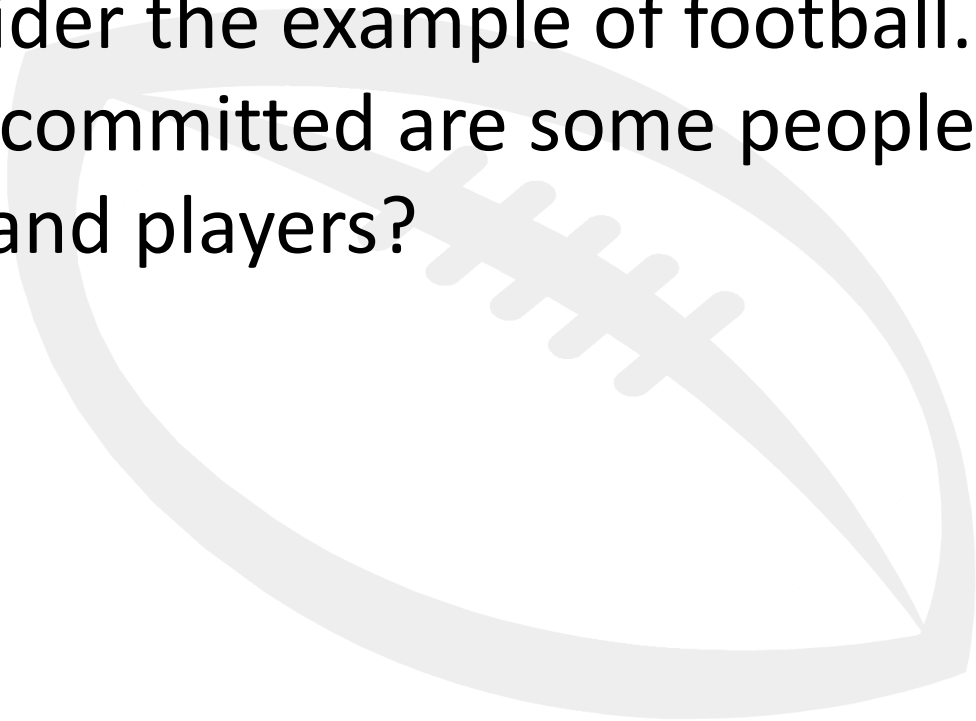
**Chuck Coonradt**

# Recreational Work

- Goals are clearly defined
- Scorekeeping is objective, self-administered, peer-audited, and compared to past performance
- Feedback is frequent
- Personal choice is present
- There is a competitive environment

# Competitiveness and Commitment

Consider the example of football.  
How committed are some people as  
fans and players?

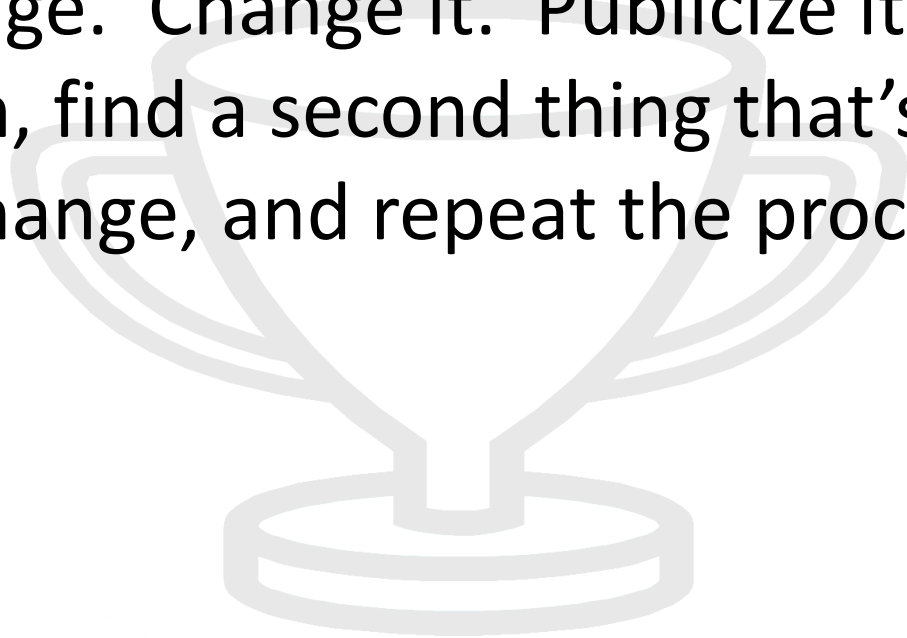


# Generating Commitment to the Vision

- Ensure public commitments
- Communicate the vision
- Institute small wins
- Communicate the vision

# Small Wins

Find something that is easy to change. Change it. Publicize it. Then, find a second thing that's easy to change, and repeat the process.



# Communicating the Vision

- Public statements
- Newsletters
- Celebrations
- Speeches
- Memos
- Model behavior by CEO

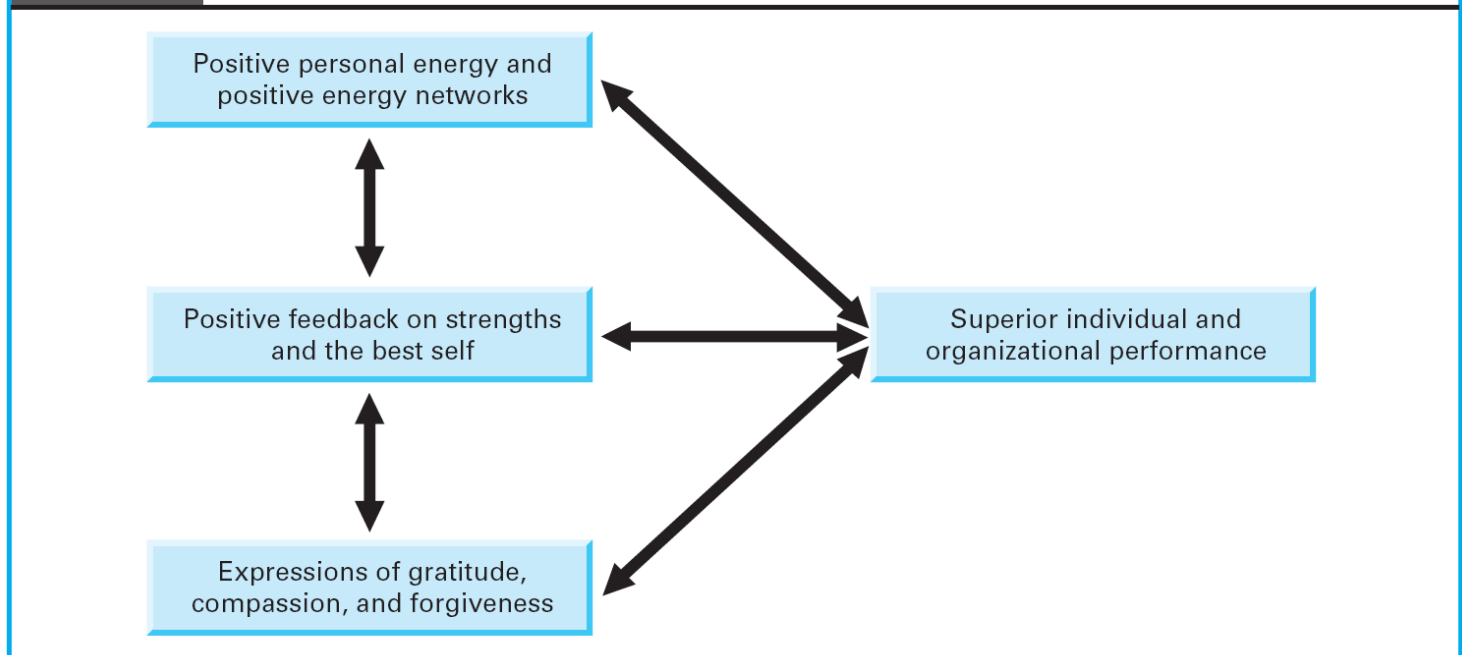
# Institutionalizing Positive Change

Creating irreversible momentum



# Relationship among Factors in a Climate of Positivity

**Figure 10.6** Relationships Among Factors in a Climate of Positivity



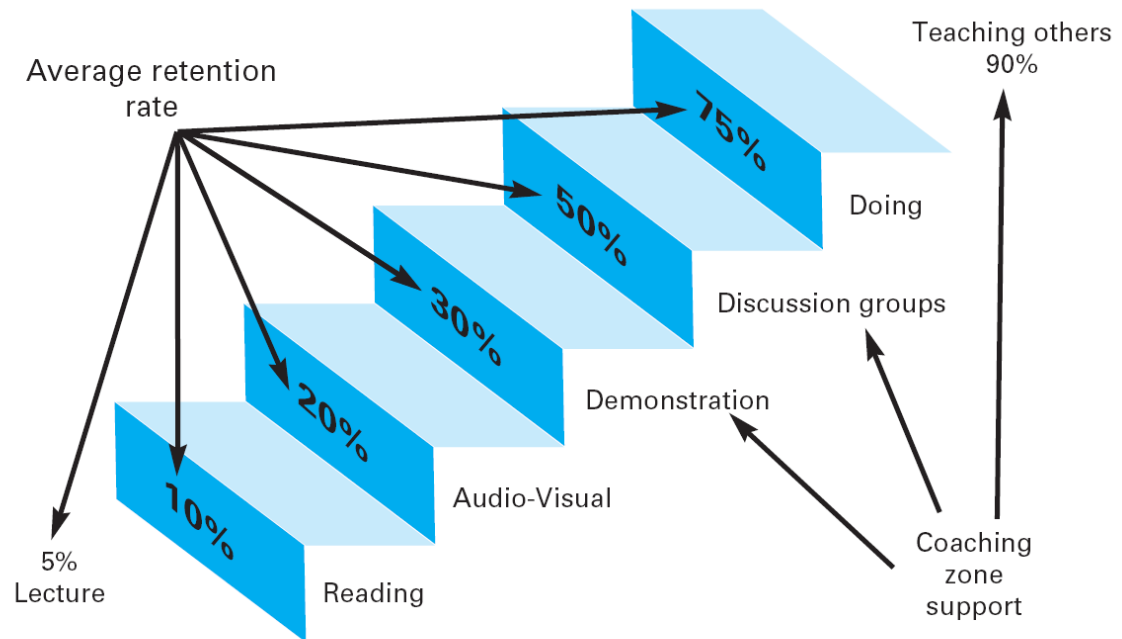
# Hints for Institutionalizing Change

- Turn students into teachers
- Build human capital
- Identify metrics, measures, and milestones

# The Learning Stairs

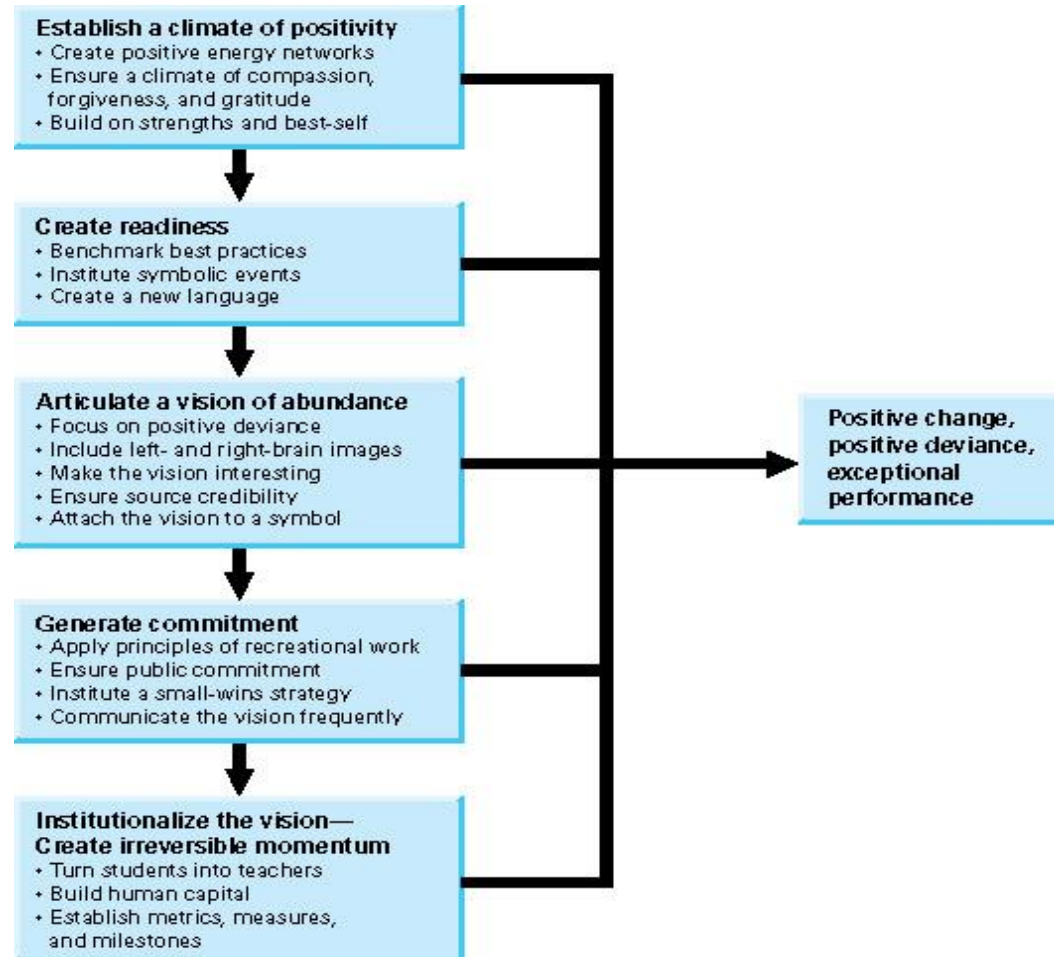
Figure 10.8 The Learning Stairs (from the NTL Institute)

## Learning Retention



SOURCE: *The Learning Stairs*; NTL Institute for Applied Behavioral Science, 1091 South Bell Street, #300, Arlington VA 22202.

# A Framework for Leading Positive Change




# Behavioral Guidelines

- Establish a climate of positivity by creating positive energy networks
- Benchmark to create readiness in others to pursue positive change
- Articulate a vision of abundance

# Behavioral Guidelines

- Generate commitment by applying principles of recreational work
- Institutionalize the vision and create irreversible momentum



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