

THE GRITTY GAPS OF CHANGE



WAYS LEADERS RELINQUISH CONTROL
TO GENERATE MOMENTUM FOR CHANGE



SUZANNE@SUZANNEWALDRON.NET
WWW.SUZANNEWALDRON.COM

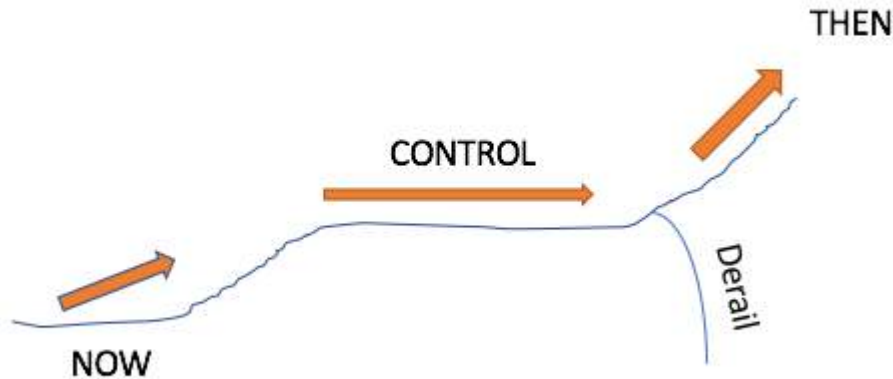
INTRODUCTION

Experiencing change can be exciting. Many senior leaders enjoy embarking on a new initiative. The freshness of new ideas that carry hope and progress, which causes a positive upswing.

Entering into the gap between **the beginning** and the **outcome** is when change traditionally gets hard.

How a person reacts in that space, through change, is the **single most important** part of the change process.

Change vs Control



When there is a prolonged amount of time during the middle of a change journey - those long moments where the outcome seems too far away, or reactions to change are preventing results - leaders often tend to resort to responding with control measures.

Whether this is personal control (leadership style) or organisational (external factors, people, stakeholders, systems), this protracted moment is often where the change journey will derail.

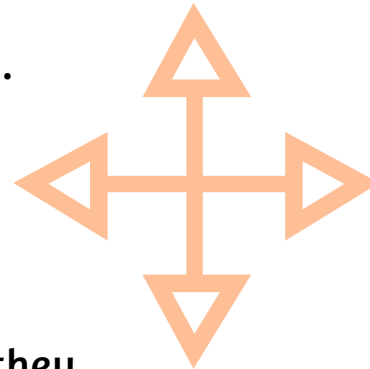
Control almost always has a positive intent, though in times of change, control can be surprisingly counter-intuitive.

The Impact Points

Think about what drives control. Or even how it feels. What it means. Imagine being controlling or controlled (that may not be too hard!)

Control points are important to risk. Boundaries are important too.

However when senior people in organisations impact opportunity, creativity and momentum because they are acting through fear or any driver that is self-serving (business drivers, KPI's, financial return, personal status, wanting to be good) then there is a significant flow on effect.



Decision Delay

Accepting Status Quo

Risking the Leading Edge

Lost Opportunities

Loss of Critical Thinking

The Alternative

Critical Thinking

Dream big. In the change process - the human element - can be so rewarding.

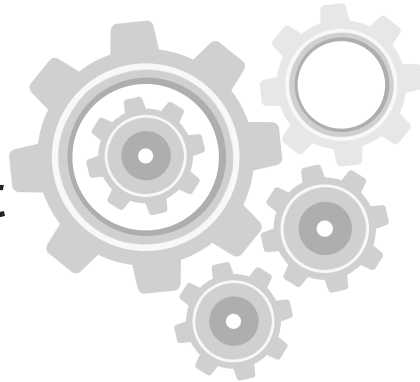
Stimulated People

Imagine a culture where the people feel actively challenged and deeply stimulated.

Strong Leadership

They don't just always follow the process (I know it can be scary), instead they find options, see further than the immediate view, and find ways to impact the greater goals for themselves and the organisation.

**Being Relevant
in Your Field**



Industry leadership

Imagine a place where people choose to be, because they get a personal satisfaction that adds value to their own life.

Bold Decisions

When leaders relinquish unnecessary control, the flow on effect is radical.



Think in Options

1

Society has led us to think in process, procedure and very directionally. We are seeing this in our education system, and the way young people are taught to follow strict pathways and rule sets which sets them up for a lack of creativity and initiative.

With the digital age upon us, and autobots here to do the simple tasks in our lives, we are required more than ever to think generatively. The next 50 years will need us to use more critical reasoning skills.

In motivation preferences we divide our thinking up into process or options orientation. Thinking in options frees our thinking to scan the horizon and find the gaps.

Getting more creative and less restrictive when brainstorming ideas will help take note of options without any attachment to the outcome.



2

Re-Establish Clarity

This may seem super simple. Even very obvious. Though lacking clarity is one of the major reasons people don't get to their outcomes.

The issue with clarity, is that it itself changes.

What was clear, becomes muddled. The environment around any idea or outcome will change. New information arrives and we don't update our scope or frame of reference.

When senior leaders are not clear and their relationship with clarity is muddy, it's a no brainer to realise that the rest of the change journey participants will fall into that mud bath!



Fighting Fear

3

In leadership there are multiple considerations that constantly fall at your feet. With more responsibility comes more pressure, and this is a breeding ground for control.

Fear serves to protect us, and is ignited when a level of stress or danger is perceived. Often leaders reactions come from a disproportionate view of the situation based on their own emotional regulation or past experiences.

When leaders aren't able to separate their emotional response from facts, it can drive instinctual responses which can come in the form of controlling behaviour. It is a common reaction to restrict a situation in order to narrow the focus.

In change, this is counter intuitive and causes negative flow on effects.



Trust & Truth

4

In the midst of the hard yards of change, relationships count.

There often isn't a right answer during in unknown times and the power in well led change is being ok with what you have available to you now.

This requires a huge amount of trust. Not just trust in relationships, but in the process of change itself.

There isn't just one universal truth. There are always perspectives, frames and points of view. Enabling a certain detachment from the outcome during moments where new thinking and momentum is required will help open up options.



Make Bold Decisions



Making micro decisions on a rapid basis is a part of our daily life. Especially as the rate of information hits us quicker in today's age than ever before.

Making decisions has various inputs. External information that we then process internally and assess the risk or opportunity. Because change is an unknown state, a place where we can generally only speculate, leaders tend to halt decisions on the basis of not knowing enough. With this filter emotions kick in and can overpower the rest of known data.

Making bold decisions comes from leaders who know when enough is enough, and can trust that they can cope with the fall out or rewards of action.



Attitude of Ask



During change, especially where much of it requires fast paced interaction. Leaders need to say less and listen more.

To truly engage a workforce, we need to listen. Leaders also need to ask. Many people are more concerned with what they will say, rather than what they will enable.

In change or growth phases within an organisation - more learning and possibility will occur when leaders enable their culture to apply design thinking.

To support people to think for themselves, and truly create and manage change, leaders must understand the power of asking.

The Gritty Gaps of Change: In House

includes

Whole of team keynote 45 minutes (up to 150 people)

Inspire the whole team to think about change through a new lense

Think about the reality and rate of change and how that makes our future bright

How beliefs are created around the unknown and why change sparks different reactions for people

The future of organisations and how critical thinking is a must

How motivational preferences play an unconscious part in accepting change

Senior Leaders session 2 hours (up to 20 people)

Followed directly after the keynote senior leaders will move into an intimate workshop to reflect and unpack their learning, ask questions and communicate to one another about change. This interaction which is facilitated openly and encourages sharing, is to ensure that the ripple effect and actions are taken back into the workplace (enabling change and progression from the experience).

Leaders will leave with 3 key decisions made to progress the current project/change initiative.

Key Leader 1 hour 1:1 session

Follow up check in videos recorded by Suzanne for the following 4 weeks

Key Messages: change, emotional awareness (self & others), leadership, moving from transactional to transformational, reducing conflict, speeding up results through human connection,



Suzanne Waldron M.A, PCC, FAIM

Suzanne is an expert in human change. You'll find Suzanne at home on the stage speaking at conferences, mentoring leaders and with leadership teams facilitating cohesion. She is the published author of *A Flourishing Mind*, Ambassador for R U OK?, Director & Co-Founder of Stories Out Loud and nominee for Western Australian of the Year 2016.

Contact Suzanne

suzanne@suzannewaldron.net

www.suzannewaldron.com

0421 464 400