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Assignment 5 – Self-differentiated Leadership and Bringing the Organization

Change Process Together

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EDLD-5304 _ **Leading Organization Change**

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I Am A Differentiated Leader

What do I need to prepare for, prior to the crucial conversations with my boss and my department's team members in getting ready to undertake implementation of my innovative project plan?

In the past four (4) weeks, I have sorted through defining and clearly articulating "What's My Why?", thoughtfully coached in assimilating the Six Sources of Influence (*Influencer*) in generating "My Influencer Model", and considered another collaborative model in identifying what my "Installing the 4DX Model" looks like for my organization.

All the pieces are in place. And now what about me as a differentiated leader? What must be in play to ensure buy-in at all levels in getting approval, maximize engagement, support, and getting critical sustainable commitment from my superiors, and my department, in successfully completing this project?

A Crucial Conversation with My Bosses

The Stakes are High

The stakes are quite high in undertaking this project. Failure to implement the online blended learning options for our training department means we will be left behind by our competitors. Considering the rapid acceptance and turnover in technology, It will be a matter of time (short) before we totally lose out on being relevant as a preferred training resource vendor of choice. Profitability will diminish and the department likely will die.

Strong Emotions

I do have strong emotions in wanting to successfully execute this project. I owe it to my myself, my family, the members of my team and the organization to positively contribute to its profitability and subsequently the livelihood of us all. A byproduct emotion that I do feel strongly about is that my team members will need know that the company values them in

undertaking this change project in the midst of the mandatory *whirlwind* obligations to the company *(Covey, Execution Overview of the 4 Disciplines Video)*. The organization must play its part in enabling structural motivation and ability for my team (*INFLUENCER*). Bonus incentives must be put in place that are fair, practical, and feasibly commensurate with predetermined significant completion project milestones. However, I can fully appreciate that I will need to keep my emotions in check when having this conversation with my bosses. Certainly the point is well taken that I need walk through a heartfelt personal introspection and mater my story. It cannot be ambiguous. It must be clear, and supported with facts, proposal, and implementation plan.

Opposing Opinions

One foreseeable opposing opinion could be that the organization's profitability is strong currently and keeping the status quo is simply fine. Here I would agree on the former, but respectfully disagree on the latter. I absolutely can point to research data that we are not fine. "*If you fail to plan, you're planning to fail*" (*anonymous*). Resting on our laurels versus capitalizing on them would be a big mistake.

Having successfully navigated this side of the crucial conversation to this point, next I would facilitate a detailed project presentation of the implementation plan including a question and answer session to my bosses satisfaction that I have covered and accounted for all critical tasks for project success. With management's full support, my attention transitions fully to my department.

A Crucial Conversation with My Team

The Stakes are High

Similarly, equally, the stakes here are high as well. Failure remains the same as when presented to my bosses, but the narrative delivery is different. To my bosses, the challenge is to

get them looking past the immediate greenery (profits) and see the impending famine that would

be devastating to _its_ employees. One of the key focus was the employees and company are not

separate entities, but one and the same and as such there is a human caring connection. The

delivery to my team is that _we_, not _you_, are smack in the middle of this project as the major

stakeholders in successfully making this happen. It impacts our future competitiveness, will

reaffirms our current and future marketing niche position of preferred vendor status, increases

the viability, and stability of the training division of the company. The company is counting on

and chose to bet on us.

Strong Emotions

One of the immediate negative reaction to any proposed change when it involves any

personnel where it upsets the run to the mill routine is, not to change. Whereas utilizing the 4DX

model was more of an emphasis in my approach to my bosses, I would pull more so from the

influencer model in applying the Six Sources of Influence (_INFLUENCER_) with my team. Now

it is imperative to clearly articulate the "What's is My (Our) Why?" for doing this, share the

implementation plan and the 4 DX in how we will go about executing the project, but the

Influencer Model becomes fairly front and center thereafter. In having each team member

participate assessing and identifying his/her own personal abilities, it is my responsibility along

with management's support to structurally enable access to resources for closing the gaps where

identified. Acquiring these skillsets will ideally enable each team member to perform as required

for project success. Each team member having a voice in this process translates a valued sense of

ownership followed by a fast track alignment in personal motivation.

The other sources of influence would be visited and revisited for each weekly project meeting

held.

Opposing Opinions

Considering that the team has participated in the steps listed in Installing Discipline 2 (*Installing the 4DX Model*, pg. 2), my expectation is that there will be no major opposing opinion to deal with during and after selection of LMS. Nor will there be any major concerns regarding the project, only thoughts and suggestions that will be readily discussed, assessed, and quickly resolved.

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Crucial Conversations to Come

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"What do I really want for myself?" This is answered emphatically in "What's my Why?" and clearly articulated in Installing Discipline 1: Focus on the Wildly Important Goal(WIG) (Installing the 4DX Model, pg. 2).

What do I really want for others? For my team members, it will be my greatest desire to see each of them aspire to be in a position replace me as the manager of my department someday. Homegrown, increasingly skilled with new learning and "know how" in every way, and take satisfaction in knowing that I am open to learning from them equally as they look to me for opportunities to acquire knowledge. Genuinely modeling that behavior establishes a safe zone in which to have auxiliary crucial conversations that directly addresses the results I know I want when looking at the big picture WIG. Project success.

Life happens. Or stated another way, we all have a life outside the whirlwind when we depart the office. In theory for the most part. My team is made up of members with immediate family members and single adults. Vacations happen, illnesses happen, emergencies happen. Life's realities happen. With some personal introspection and walking through how I would contingently plan around such force majeures, then invite my team to intentionally consider the same and use one of our very early weekly meetings to address how they propose handling such matters, with our sights transfixed on the all-important WIG not being compromised. Pointedly,

my responsibility is to actively listen and ensure that the communications are crystal clear in the issues identified, foreseeable, and unseen. At any point in the event should I need to trigger any such contingencies, they are already built into the project schedule.

In my observations of team members sometimes, I witness the covert commenting that the level of stress and personal turmoil experienced in one's personal life is not only debilitating to optimum project performance, but unfairly finds its way into blaming another member that is performing as expected due to not having the same "stress generating" circumstances. Often this can go undetectable due to the seemingly "lighthearted humor and gest" in which it is/was stated. But in fact, this is a virus that has been introduced. Left unchecked, it will grow, and become a saboteur endangering the project's success.   As a differentiated leader, recognizing this is critical, but even more important will be the framing of my conversation in addressing it. A dialog with my team member starts by establishing a safe zone, with my heart story, and openly ask questions that invites my team member to reflect on what virus been unwittingly introduced. At this point clearly I would restate my path that is consistent for myself, team member, and the team. Finally, it is crucial that my team member come to a consensus agreement that we will work together to ensure that such viruses never get introduce again going forward together.

Installing a compelling scoreboard visibly Stating the WIG, weekly listing the small WIGs contributing to slaying the big WIG, becomes the game play cheering station for my team. It is updated to reflect achievement of the previous week's small WIGs *(Covey, Execution Overview of the 4 Disciplines Video)*. The progress in approaching the big WIG is clear. New small WIGs are established for the current week identified in the department meeting. It galvanizes our weekly celebrations for each team member in conveying clearly, we are winning this game. It motivates each of us to not let the other down, social ability and motivation stays kicked in. It reassures management that absolutely something meaningful is happening, changing

in the organization, for the greater good. They are onboard in their support. Structurally every step of the way. And my role is to enjoy the ride in growing as a differentiated leader. This is not a job! This is me. Enjoying the journey of taking on the challenge that is worthwhile, innovative, and self-satisfying in building a legacy of leading out front. Sometimes miffed, but not ever defeated. Willing to have crucial conversations, to learn from them by first personally checking my pulse, walking back my story to check the fidelity of my stated "Why" remains true and intact. Then actively pursuing, challenging, encouraging, constructively contributing, and enabling my team members to do the same. Whatever I have identified and will identify in being over deterministic in ensuring success, that I will do. And being secure in as a differentiated leader, invite each team member seize the opportunity to outdo me. That is part of the fun. That is one of the greatest gifts I could otherwise receive, in addition to our project success in achieving our WIG.

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