Sport Governance Webinar Series
La Gouvernance du sport série de webinaires

LEADING
CHANGE IN YOUR
ORGANIZATION

HOSTED BY / PRÉSENTÉ PAR

SIRC   Canadä

ThinkBe CHANGE
Integral Consulting Solutions

Business Sherpa Group

Maryse Lepage

Maryse Lepage is a change consultant who anchors her practice with adaptable change models that integrate change management, change leadership and large scale engagement. She is a certified Prosci change manager, a leadership and executive coach certified with New Ventures West/Convivium and an Associate Certified Coach with the International Coach Federation. She owns ThinkBeChange Integral Consulting Solutions.

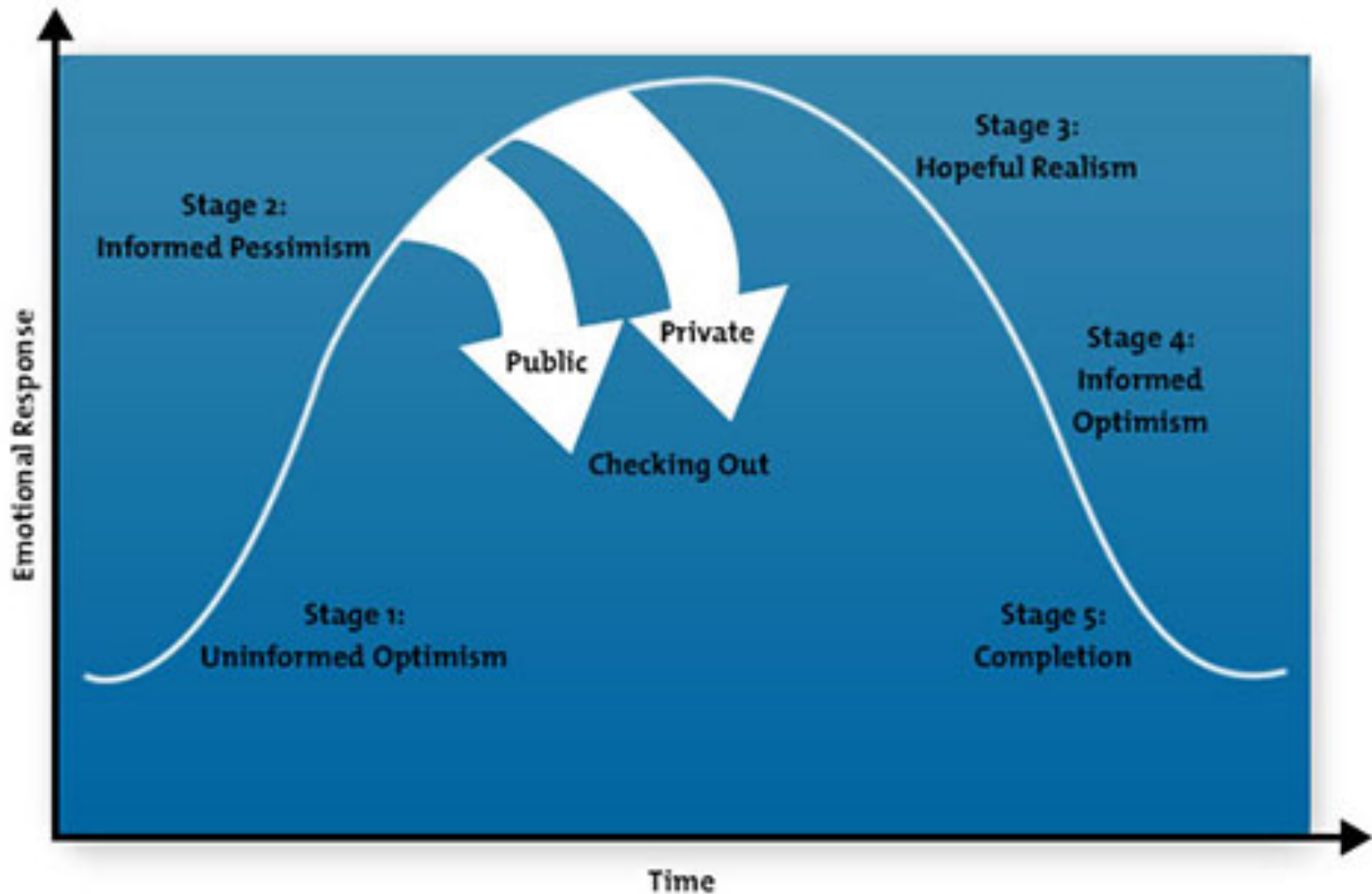maryse@thinkbechange.com   www.thinkbechange.com

What you will learn today:

1. Patterns of transitions
2. The first step in scoping change
3. A tool to scope and plan for change

THE CASE FOR OPTIMISM

Uninformed optimism and onward

Source: Emotional Cycle of Change model from Don Kelley and Daryl Conner
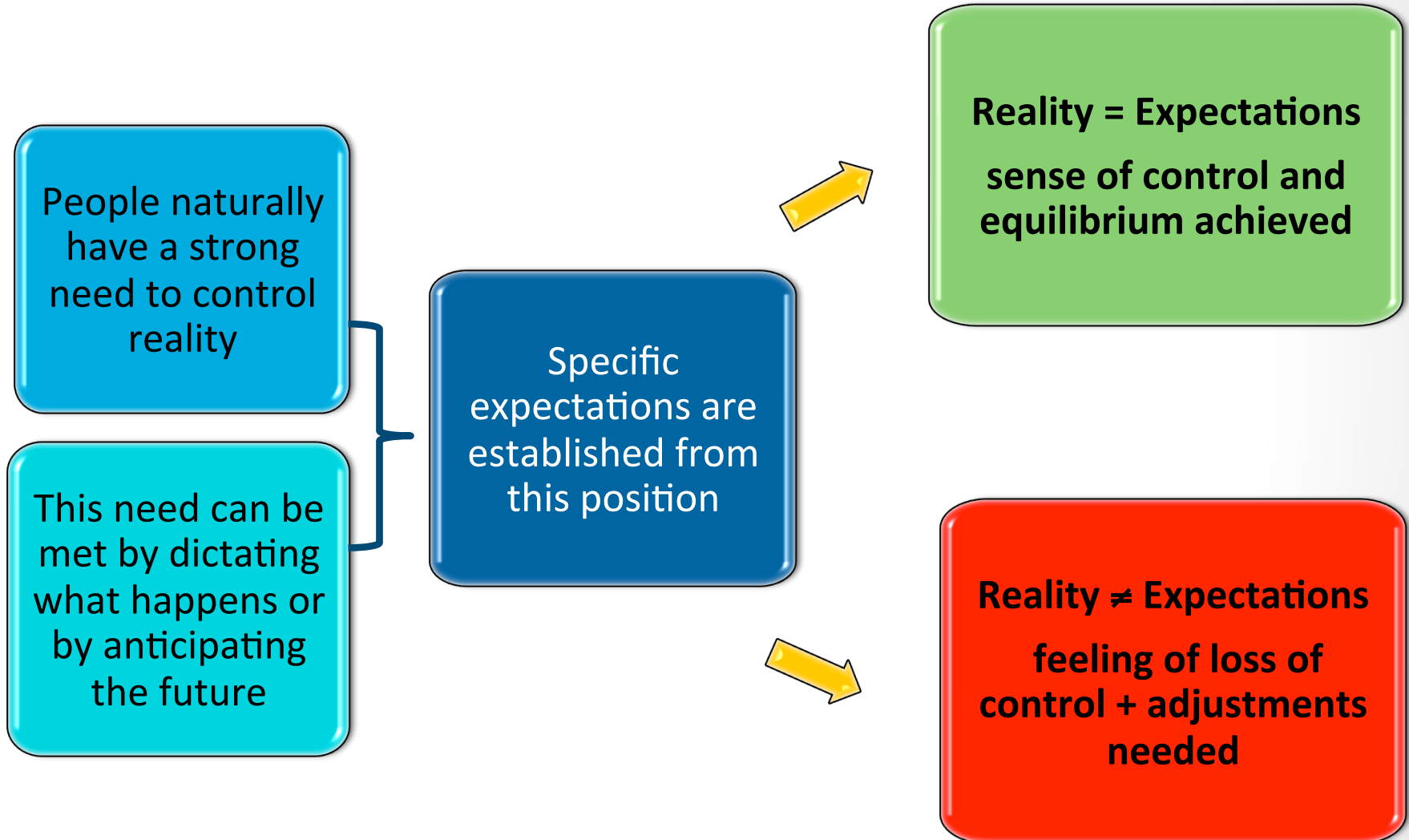
A negative experience of change

Based on the Kübler-Ross model, or the five stages of grief

Understanding human reaction to change

People naturally have a strong need to control reality

This need can be met by dictating what happens or by anticipating the future

Specific expectations are established from this position

Reality = Expectations

sense of control and equilibrium achieved

Reality ≠ Expectations

feeling of loss of control + adjustments needed

Source: Managing at the Speed of Change, Daryl R. Conner

Course correction is part of the plan

Expectations

What it feels like

Reality
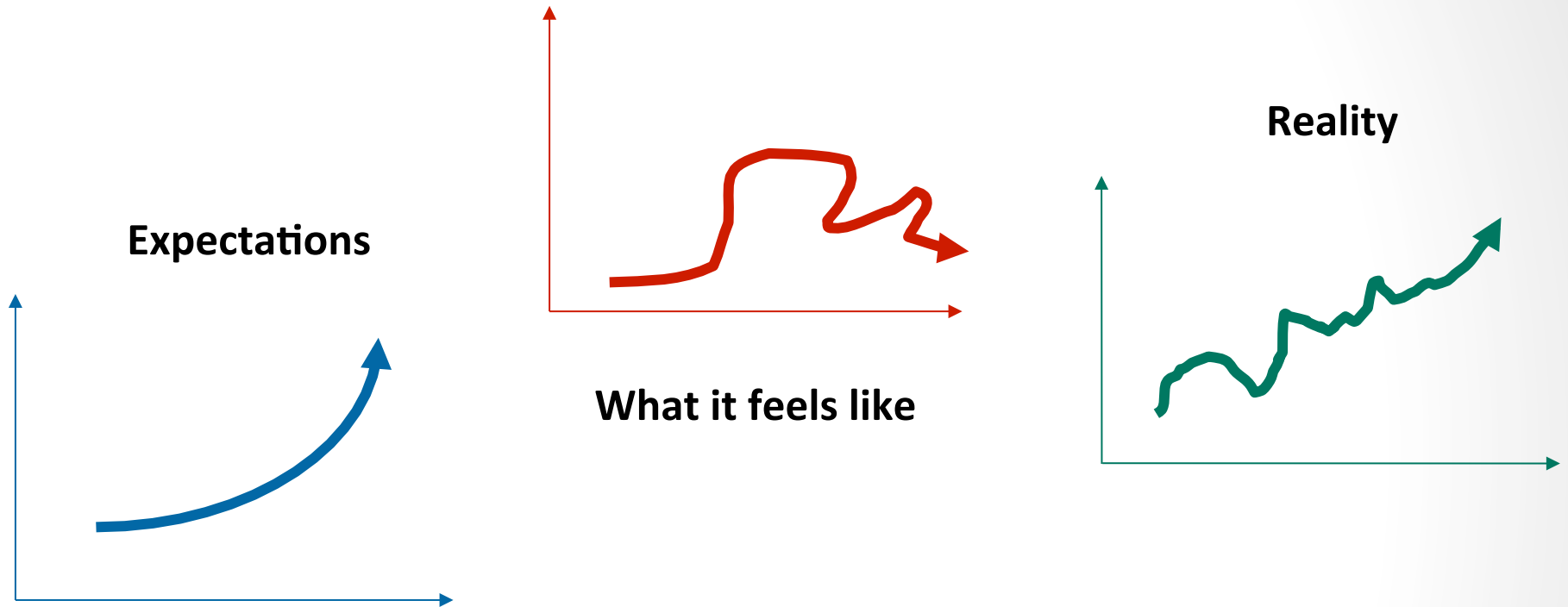
Course Correction

1. Set direction based on best intelligence and take action
2. Pursue new information and test new insights
3. Alter process or outcomes based on new intelligence
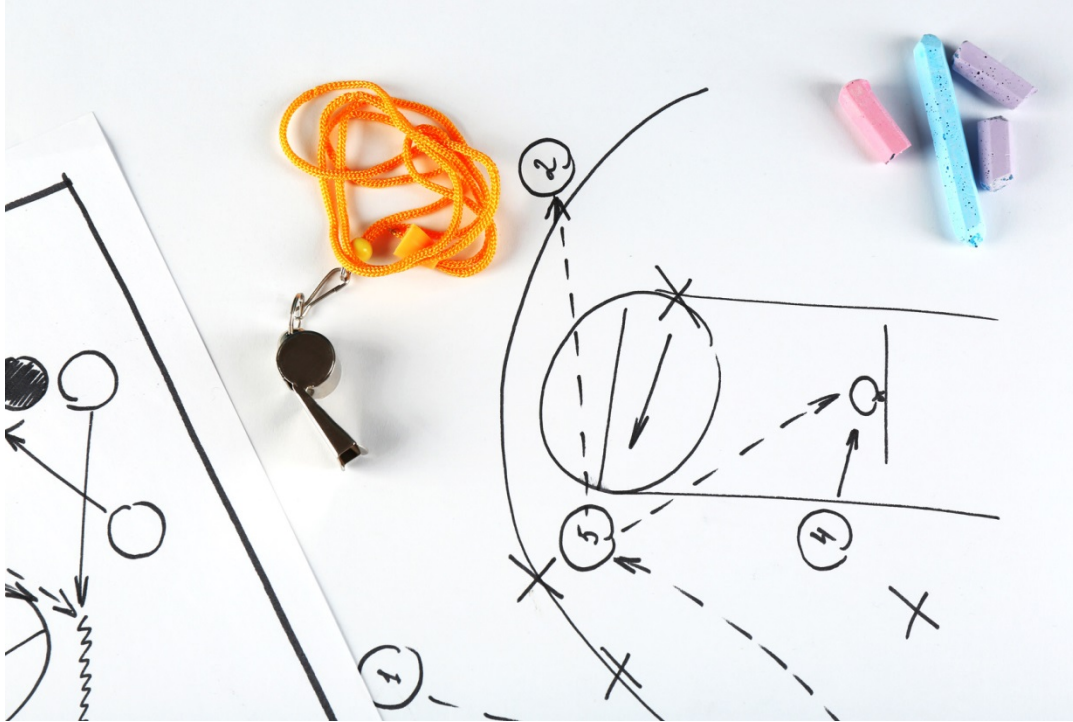
SCOPING CHANGE AND IMPACT

First step: making the case for change

What's the wake up call?

- Why is the change needed?
- What is driving this change?
- What is the urgency for the change?
- **How will you know you are successful?**

To shape a clear vision and to articulate key messages to stakeholders: employees, volunteers, members, clients, partners, suppliers, and others.

Source: The Change Leader Roadmap from Being First Inc.

Scoping change: a multi-dimensional approach

	Subjective	Objective
Individual	MINDSET	BEHAVIORS
Collective	CULTURE & COMMUNITY	SYSTEMS & ENVIRONMENT

Sources: AQAL model from the Integral Institute and Domains of Reality from New Ventures West

4 dimensions walk through
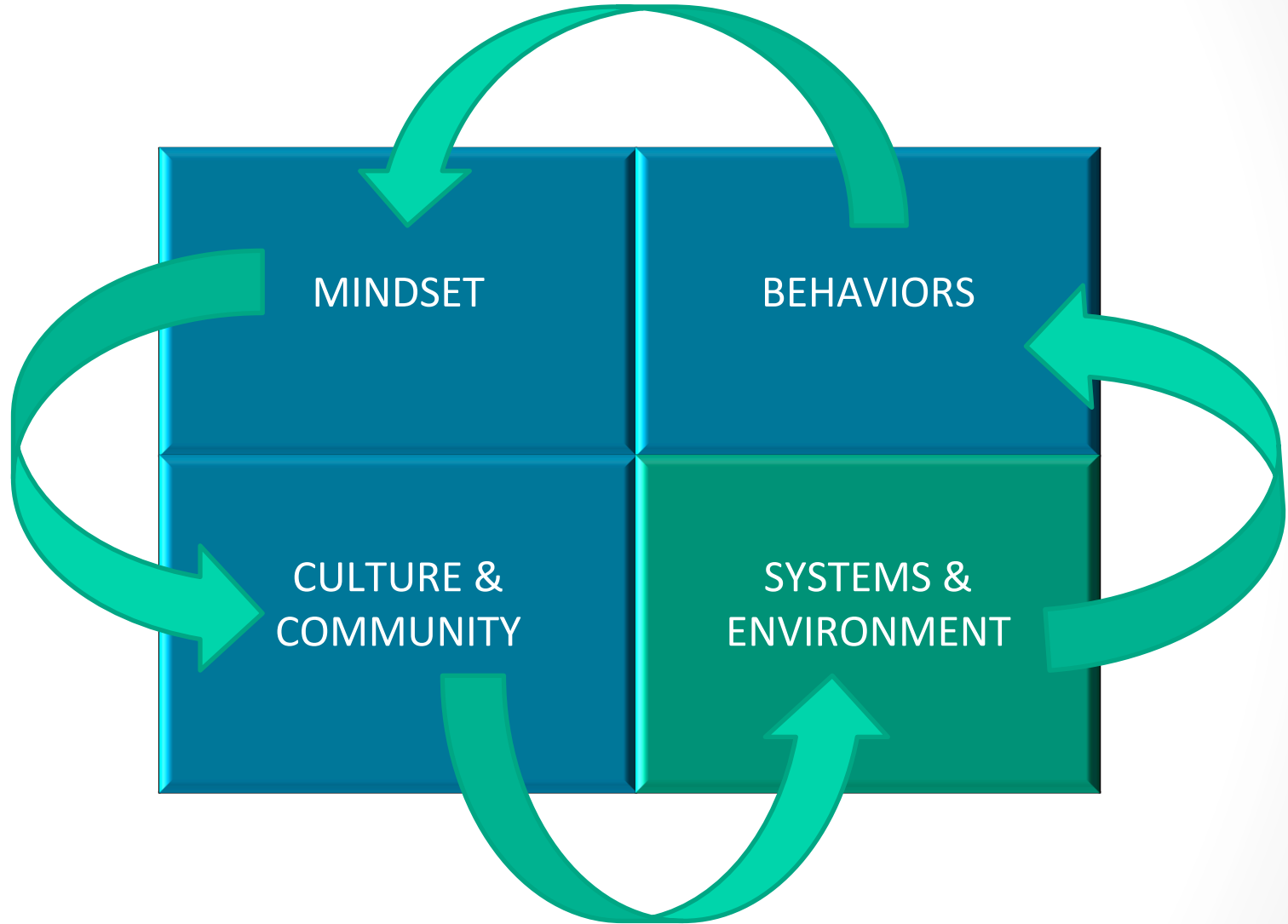
Change to Systems & Environment – starting point

- ❑ **Strategy** : Is this a new direction?

- ❑ **Services/products**: New, tweaking, discontinuing?

- ❑ **Processes:** Enhancement or full redesign?

- ❑ **Technology:** Upgrade or new system and tools?

- ❑ **Org Structure:** Impact on roles, responsibility and authority?

- ❑ **Brick and mortar:** Changes to facilities or relocation? Virtual?

- ❑ **Results and performance:** New objectives to deliver against?

- ❑ **Budgets, revenues and funding:** More money or less?

- ❑ **What will we take away and what will we offer that is new?**

Objective (is tangible and/or measureable)

Change to Behaviors?

Impacts individuals

- ❑ **Work style and attitude**: Something different required?

- ❑ **Leadership:** What to do to walk the talk?

- ❑ **Actions:** What will be different or new?

- ❑ **Skillsets:** Alignment with the change?

- ❑ **Communication**: What needs to reflect what's changing?

- ❑ **Decisions:** What must we face?

- ❑ **Emotional display:** What do we want to see expressed?

- ❑ **Engagement:** New levels of involvement and participation?

Objective (can be observed)

Change to Mindset?

Impacts individual

- ❑ **Awareness:** New knowledge and focus?
- ❑ **Opinions and expectations:** What to shift?
- ❑ **Values and beliefs:** What to change or reinforced?
- ❑ **Emotions:** Taking it from negative to positive?
- ❑ **Commitment:** Is it where it needs to be?
- ❑ **Confidence:** Feeling sufficiently capable of changing?

Subjective (based on perceptions)

Change to Culture?

Impact on Collective

- ❑ **Implicit norms:** What will impede the change?

- ❑ **Working together:** What to shift or change?

- ❑ **Shared values and beliefs:** To change or reinforce?

- ❑ **Purpose:** Reconciling purpose with new direction?

- ❑ **Stories and legends:** What do we need to tell ourselves?

- ❑ **Shared trust:** Is it sufficient to engage in this change?

- ❑ **Work climate:** What needs to be attended to?

Subjective (based on shared experience)

Case study #1: an organization is going from a traditional workplace to a virtual office and flex time

- We will know we are successful when:

  - ✓ People feel a strong connection to the organization
  - ✓ New technology is efficient and leveraged to communicate and collaborate
  - ✓ The foot print of the work place has been reduced by X and yearly savings of Y are confirmed
  - ✓ Service levels and program delivery are maintained though transition and implementation
  - ✓ Individual and organizational results are on target

Systems and Environment – what must change?

- ❑ Redesign of office space to smaller footprint
- ❑ Setup of people's home offices
- ❑ New technology and upgrades to current tools
- ❑ Increased support and new training mechanism
- ❑ Clarity on individual results
- ❑ Process for coverage due to flex time

Behaviors – what must change?

❑ People demonstrating accountability through results instead of daily deliverables
❑ People using the technology to collaborate and to connect regularly
❑ Managers being quicker at resolving issues and providing support
❑ Leaders walking the talk of technology

Mindset – what must change?

- Belief that coming together daily is required to feel close and connected
- Higher comfort levels with new technology
- Leaders having to "look over people's shoulders" to trust that the work is being done
- Focus going from tasks to results

Culture – what must change?

❑ Increased opportunities for collaboration, common projects and informal get together ❑ Creating new stories about "the way we care and how we work together"	

Case study #2: an organization sets high membership targets and implements result-oriented programs

- We will know we are successful when:

  - ✓New programs are launched on time and on budget
  - ✓Individual and organizational membership results are on target

Systems & Environment – what must change?

	❑ Field staff move to new roles ❑ Programs and event s are redesigned based on their potential for attracting new membership ❑ Going from quarterly to monthly tracking of membership results

Behaviors – what must change?

	❑ People going from working as administrators to being advocates and promoters ❑ Managers walking the new talk of promotion

Mindset – what must change?

❑ Overcoming people's belief that advocating and promoting = hard selling

❑ Increased awareness of the realities faced by the organisation

❑ Increased trust that leadership is taking the organization in the right direction

Culture – what must change?

❑ Instilling shared pride in results and accomplishments ❑ Going from the story "let's build it and they will come" to a proactive community presence	

WHAT LEADERS CAN DO

Recap

❑ Count on course correction – transitions are bumpy

❑ Vision, outcomes and a clear definition of success

❑ Give a view of the road ahead and set expectations

❑ Walk through the full change for scope and clarity

❑ Walk the talk – being a role model for the change

And…

Pave the way for change by creating conditions for employee engagement. Make it safe for people to participate in the change and to engage in creating solutions - exploring, failing and expressing themselves in a direct and honest way.

Resources

Change Leadership Roadmap:
- Being First Inc. at www.beingfirst.com

Change Management research and training:
- Prosci at www.prosci.com
- ADPRO at www.adpro.ca

Reading:
- *Transitions* by Williams Bridges
- *Beyond Change Management* by Dean Anderson
- *Managing at the Speed of Change* by Daryl R. Conner
- *Our Iceberg is Melting* by John Kotter

Get in Touch

Debra Gassewitz

President & CEO

debrag@sirc.ca

www.sirc.ca

Maryse Lepage

Owner & Consultant

maryse@thinkbechange.com

www.thinkbechange.com

www.businesssherpagroup.com

QUESTIONS?

THANKS

SIRC
Sport Research
Intelligence sportive

Sport Governance Webinar Series
La Gouvernance du sport série de webinaires

LEADING
CHANGE IN YOUR
ORGANIZATION

HOSTED BY / PRÉSENTÉ PAR

SIRC Canadä

www.sirc.ca/events/webinars