

## The Role of Leadership and Change Management in Organizational Development



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*“If you want to make enemies,  
try to change something.”*

**Woodrow Wilson,  
the 28th President of the United States**

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## Organizational assets necessary for change management

- **The imagination to innovate** - to encourage innovation, effective leaders help develop new *concepts* -- the ideas, models, and applications of technology that set an organization apart.
- **The professionalism to perform** - Leaders provide personal and organizational *competence*, supported by workforce training and development, to execute flawlessly and deliver value to ever more demanding customers.
- **The openness to collaborate** - Leaders make *connections* with partners who can extend the organization's reach, enhance its offerings, or energize its practices.

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## How to transform an organization?

- Establish a Sense of Urgency
- **Form a Powerful Guiding Coalition**
- Create a vision
- **Communicate the Vision**
- Empower Others to Act on the Vision
- **Plan for and Create Short-terms Wins**
- Consolidate Improvements and Produce still more Change
- **Institutionalize New Approaches**

John Kotter

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**CHANGE**  
IT'S A SHORT TRIP FROM RIDING THE WAVES OF CHANGE TO  
BEING TORN APART BY THE JAWS OF DEFEAT.  
www.despair.com

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www.ajg.dk

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## Why some of the transformation fails?

Because change managers:

- Write memo instead of lighting a fire
- Talk too much and say too little
- Declare victory before the war is over
- Look for villains in all the wrong places
- **Lack the necessary leadership for making the change happen**

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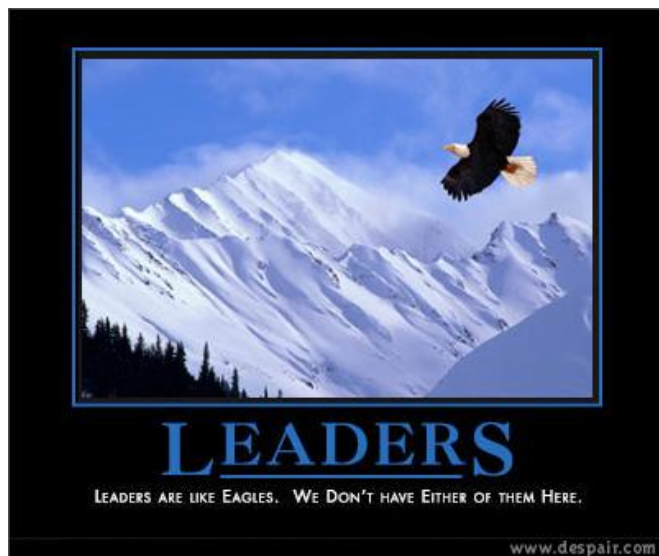
## Change Leader

- Level I – Accepts Need for Change
- Level II – Defines/Initiates Change
- Level III – Manages Change
- Level IV – Manages Complex Change
- Level V – Champions Change



Jim Carlucci

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## Skills of Change Leaders

- Tuning in to the environment
- **Challenging the prevailing organisational wisdom**
- Communicating a compelling aspiration
- **Building coalitions**
- Transferring ownership to a working team
- **Learning to persevere**
- Making everyone a hero



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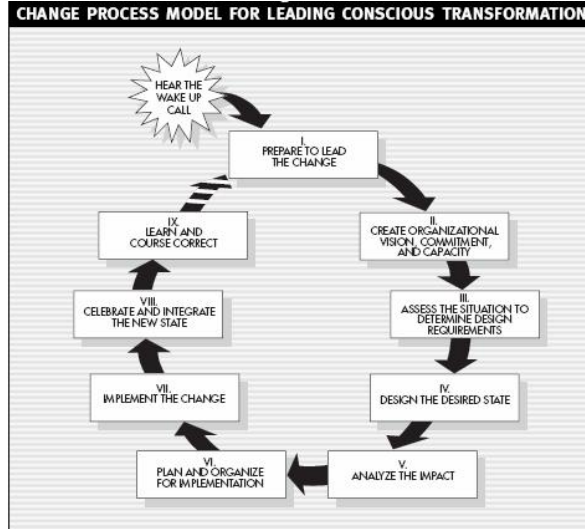
## Simple rules of leading a change

- Do no harm
- **All change involves personal choice**
- The relationship between change and performance is not instantaneous
- **Connect change to business strategy**
- Involvement breeds commitment
- **Any good change effort results in increased capacity to face change in the future**



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## How Change Leaders lead transformation?



Linda Anderson and Dean Anderson

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**Karen Kaiser Clark:**

***“Life is change. Growth is optional. Choose wisely.”***



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