



KEY CONCEPTS

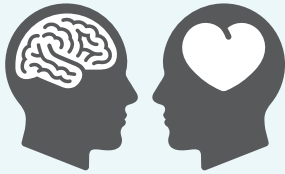


THE CHANGE LEADER MINDSET: LEADING IN AMBIGUITY



The Canyon of Change

This visual paints a picture of what change looks like at the organizational level for many companies today. With the right mindsets and skillsets, change leaders are well positioned to play a key role in improving this all-too-familiar story. Skilled change leaders can help people make the shift from change resistant to change resilient.



The Head and Heart of Change

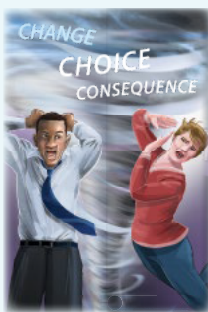
Most organizations are really good at sharing the facts about change, such as what's changing and how it will get done. So why do so many change initiatives fail? Change is not just intellectual – it's also emotional. We cannot ignore the people side of change. To realize change, it's critical that change leaders attend to both the head and the heart.

CHANGE LEADER ROLES



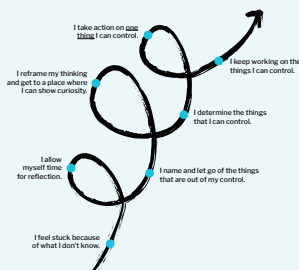
Change Leader Roles

Change leaders serve as communicators, coaches, listeners, empathizers, activators, and role models. Focusing on these CLEAR roles as we experience change will help us make sure we're addressing both the head and the heart.



Change, Choice, Consequence

At the individual level, what matters most in times of change is not what happens, but how we choose to respond to what happens. Our choices in the face of change are shaped by the beliefs, thoughts, attitudes, and words we bring to it. It's critical that we each accept the role that choice plays in the consequences we experience. As change leaders, we guide others through this process and help them navigate and reframe immediate reactions into more proactive responses.



Leading in Ambiguity

With change comes uncertainty. At the point that change is initiated, rarely is it possible to answer every question we or our teams may have. This uncertainty can cause anxiety, and we may feel stuck in the ambiguity of change. To build tolerance for ambiguity, we can assess what we know and how we can gain further clarity, focus on what's in our control, and take action on what we can control.



KEY CONCEPTS, *cont.*

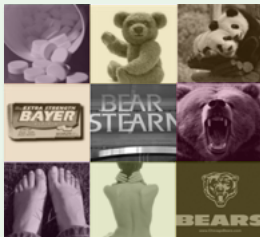


THE CHANGE LEADER SKILLSET: ACCELERATING SUCCESS



Amplify Truth Telling

In most organizations the truth is told at the watercooler, in the hallway, and bathroom – not in the meeting. This can be a crippling reality in times of change. Change leaders can address this resistance by using a Wall of Reality to amplify truth telling. The Wall of Reality creates a safe zone for people to share truth. It helps people see that they aren't alone in their thinking and establishes a shared reality. And most important, it inspires co-vulnerability and drives accountability to address the truths that stand in the way of successful change.



Be a Bear Buster

With change, come bears – and as change leaders it's our job to be bear busters. We should always be on the lookout for the words or concepts associated with change that can be interpreted differently from person to person and drive for shared meaning and alignment on the goal.



Visualization

If you can't visualize it, you can't execute it. Visualization is an important and simple process we can use to drive shared meaning with our teams. A quick sketch and conversation help to highlight gaps in alignment, different perspectives, and complexity that needs to be untangled. The act of iteration and dialogue about the bear words associated with change accelerates shared meaning.



GEAR Up for Storytelling

Telling the story of the change we face is one of the most important actions of a change leader. It's our chance not just to communicate an important message, but also to create excitement and role-model what it will take to achieve the goal. Often, business storytelling falls short of inspiring and compelling people to act. That's because it addresses the head and not the heart. Change leaders can use these GEARS to ensure the story of change they tell makes an impact on their audience.