Leadership and Change Management

Prof. Jacinto Gavino, DPA

Leadership

"Bringing your people and your organization to where they have never been."

A → B

Leadership

MANAGEMENT
- Plan
- Organize
- Control

LEADERSHIP
- Direction
- Alignment
- Inspiration

Order

Change

The Master in Management Program (MM)

Module	Strategic Management	Leadership
1st	EA & IA	Adaptive
2nd	Strategy Formulation	Transformational
3rd	Implementation	Inspirational

Leadership

Philosophy

Person

Process

Perspective

Participants

Leadership

Styles

Personal Capacity

Resistance to Change

Leadership

Philosophy

Choosing to Lead

Sources of Inspiration

Costs

Change Management

- Why Change?

    - Rationale

    - Urgency

- Why Change?

    - Improvement

    - Transformational

    - Organizational Output
        vs. Societal Outcomes

Change Management

Resistance to Change

      Personal

      Organizational

      Historical

Change Management

- Stakeholder Analysis

- Coalition Building

- Importance of Dialogue

Change Management

- Celebrating Small Victories
- Sustaining Momentum
  - Communicating
  - Inspiring
- Expanding the Coalition

Planning Change

- Finding a Compelling Reason for Change

- Evaluating Readiness, Capability, and Commitment for Change

- Defining a Recognizable and Achievable Future

Source: Mayhew, E., Organizational Change Processes in *The NTL Handbook of Organization Development and Change,* Jones, Brenda B.; Brazzel, Michael (eds.).

Planning Change

- Navigating Transition: Organizational Boundaries
    - A Leadership Structure to Manage Transition

    - A Master Plan for Managing the Total Change Effort

    - A Widely Publicized Future State Scenario

Source: Mayhew, E., Organizational Change Processes in *The NTL Handbook of Organization Development and Change,* Jones, Brenda B.; Brazzel, Michael (eds.).

Planning Change

- Navigating Transition: Help for Individuals
  - Encourage the Presence and Proximity of Leadership

  - Create and Maintain a Flow of Reliable Information

  - Avoid Simplifying Complexities

Source: Mayhew, E., Organizational Change Processes in *The NTL Handbook of Organization Development and Change,* Jones, Brenda B.; Brazzel, Michael (eds.).

Planning Change

- Ensuring That Change Sticks
    - Check to See That Change Has Actually Occurred

    - Make Sure Key Organizational Processes and Structures Reinforce Change

    - Make Sure Reward Systems Support the Change

Source: Mayhew, E. Organizational Change Processes in *The NTL Handbook of Organization Development and Change,* Jones, Brenda B.; Brazzel, Michael (eds.)

What is your Leadership Development Plan?

1. Critical Events and Significant Persons

2. Personal Vision, Mission, and Values

3. Default Leadership Style

4. Leadership Challenges

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