

# Change Leadership – is there a secret ingredient?

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# What's the **secret**?



*It takes  
charisma  
and  
personal  
power to  
lead a  
change  
journey*



What are  
**great**  
**change**  
**leaders**  
doing well?

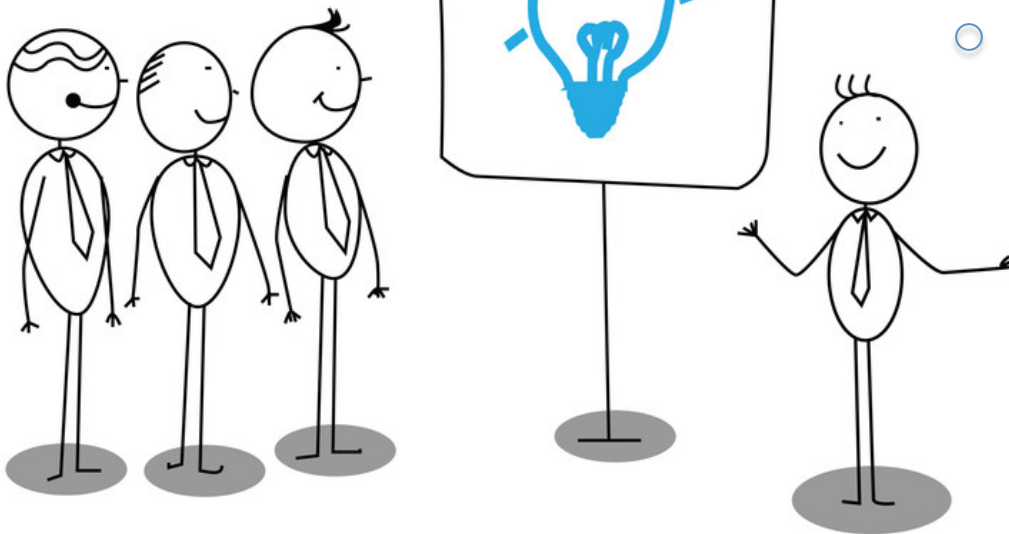
- ✦ Delivering positive messaging
- ✦ Mobilising leaders across the organisation
- ✦ Making the change real for people
- ✦ Staying calm when others are emotional



*Positive messaging...  
positive messaging...  
positive messaging...*

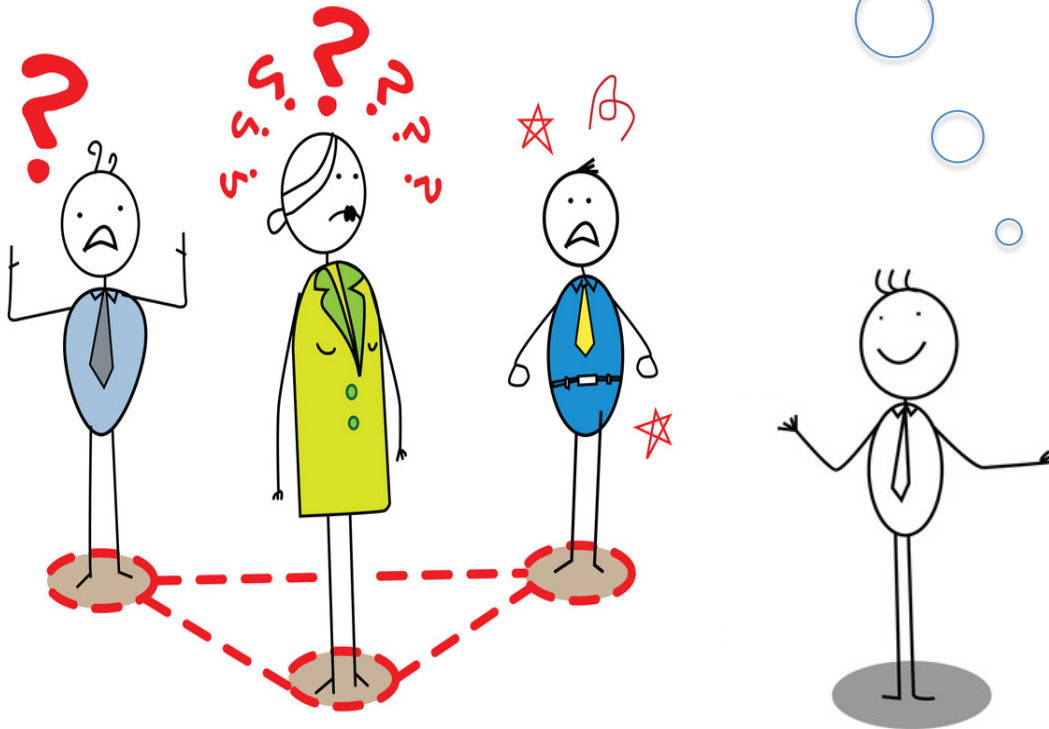
# What's in it for me?

Bad news  
and positive  
messaging  
for workplace  
transitions





Ummmm...



Is **positive**  
**messaging**  
always  
authentic  
leadership?

Positive  
messaging is  
**not....."spin"**



When your program has **a negative side** for individuals...

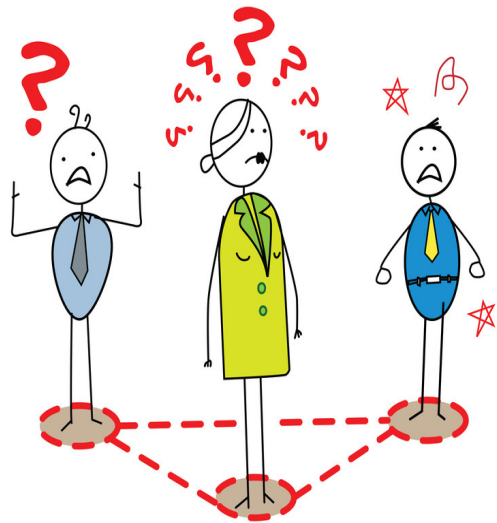
...'positive' messaging is...

Being convincing - it absolutely will happen!

Being 'positive' about the reasons for change

Remaining Consistent



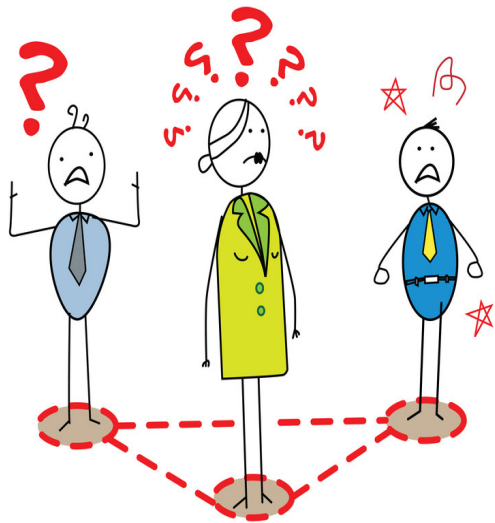


*This new structure  
will cause a lot  
of trouble for us*

We are changing things for a **good reason.**



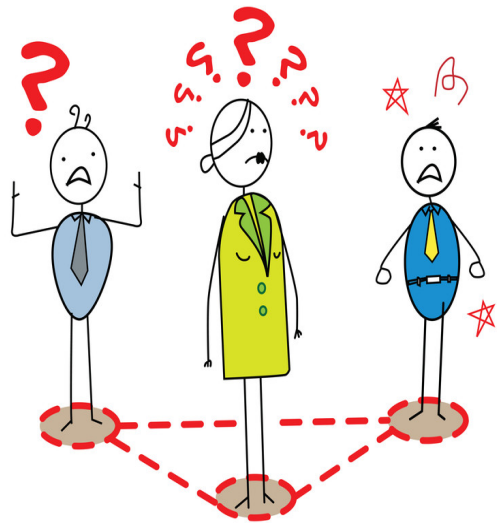




Joe from accounts  
reckons they've  
tried this before, it  
will never get off  
the ground.

This is definitely **happening**





*I'm confused,  
things keep  
shifting anyway*

I said it yesterday, I'll say it today and again  
**tomorrow**





“We need to  
get the leaders  
on board”

.... asking  
**leaders** to  
lead



# Why don't all managers love change programs?

New finance system?

*.....scrutiny and constraints*

Merging teams?

*.....fewer lead roles*

Enterprise approach?

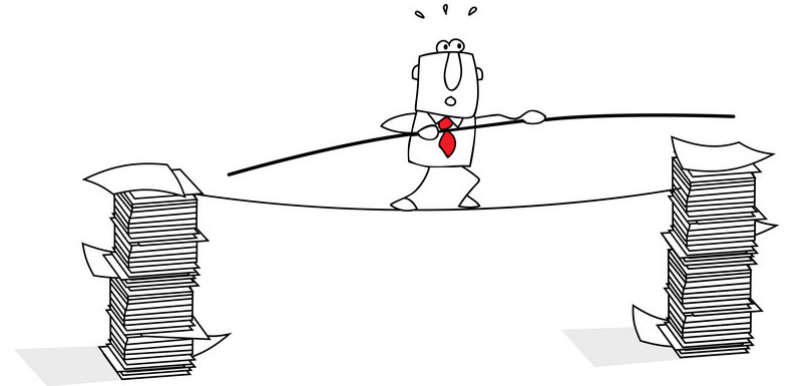
*.....reduced autonomy*

Efficiency drive?

*.....tightened resources*

New work practices?

*.....time consuming disruptions*



*And keep delivering  
business as usual...*



That's  
discouraging!

Will  
anything  
work?

Remove fear

Apply direct leadership

Bring them closer

Use your relationships and  
regular forums

Establish & resource  
'machinery'



# Machinery? for example...



*Change  
Program*

*2000  
leaders*

*Equip for change*

*Equip for change*

*10000 team members*

- ✓ 34 staff briefing sessions
- ✓ 6 engagement forums
- ✓ Leader Hotline
- ✓ Leader scripts and kits
- ✓ Over 20000 scripted leader conversations
- ✓ 2000 leaders at training sessions
- ✓ Over 1000 pieces of communications collateral
- ✓ Sample of 2000 team members surveyed twice



From **big**  
**picture**  
to **small**  
**picture**



Making change **real**  
for people



# Whose **story** to tell? The big picture...





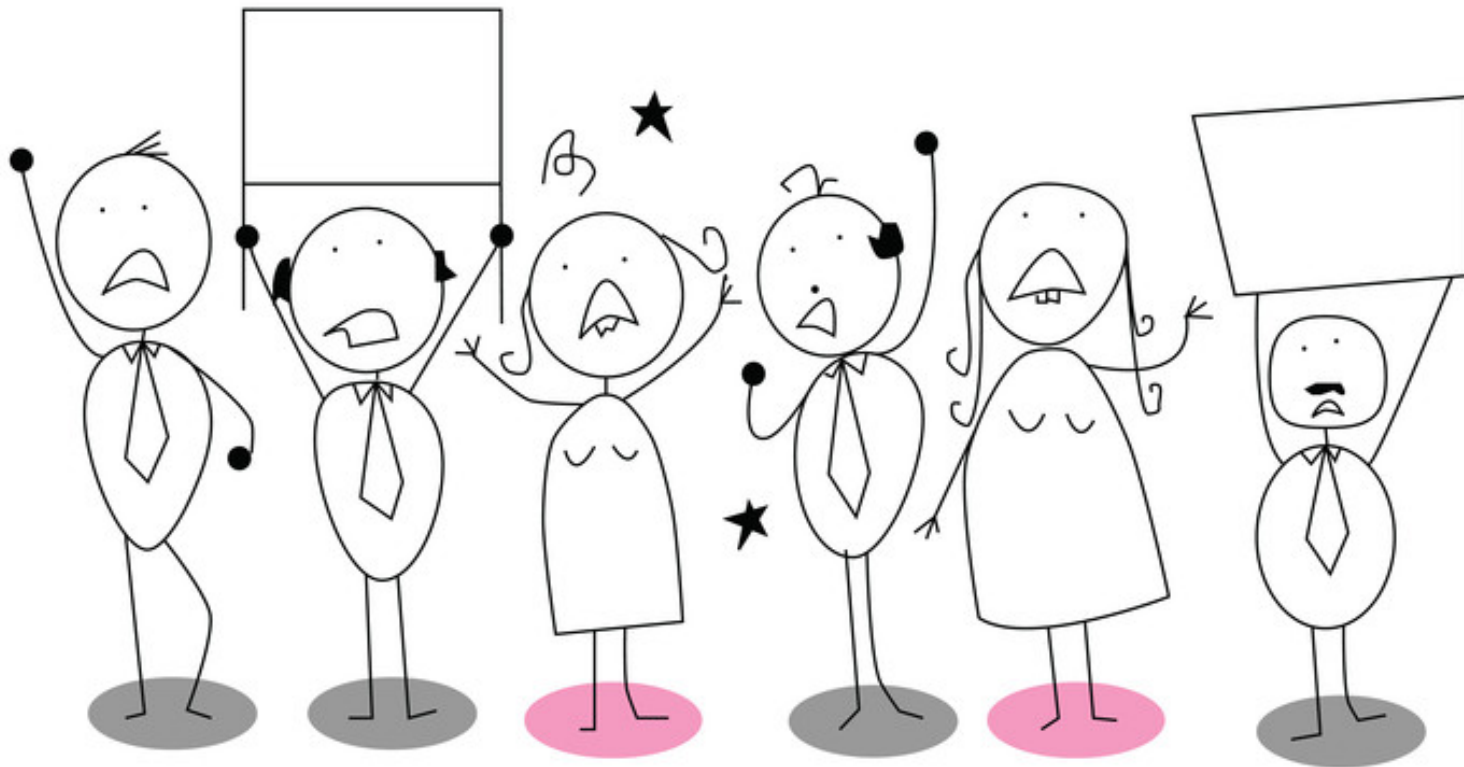
# Whose **story** to tell?

Great change leaders connect with “small picture” stories...

- ✦ Individual perspective
- ✦ Empathy
- ✦ Balanced
- ✦ Real!



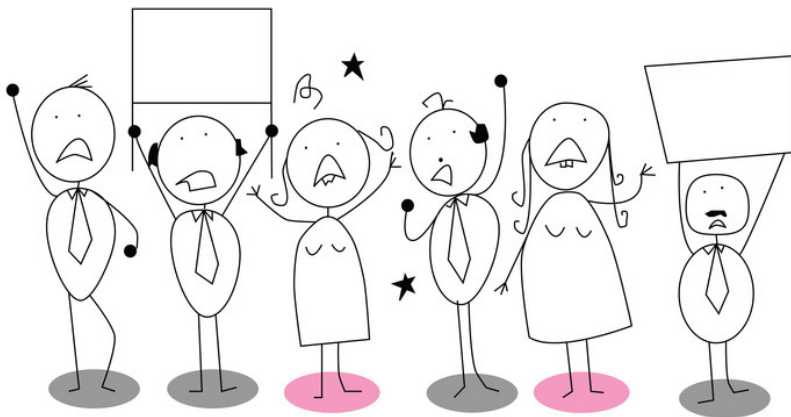
# Staying **calm** in the face of emotion





# What keeps a great change leader **calm**

- ◆ Commitment to a clear outcome
- ◆ A respectful, finite approach to consultation
- ◆ An understanding of personal responses to change
- ◆ Willingness to decide without satisfying everyone.



# Change Leadership

...not so  
secret  
ingredients

- ✦ Positive, authentic messaging
- ✦ Use influence and machinery to mobilise leaders
- ✦ Communicate the 'small picture' story as well as the big picture
- ✦ Set a path, then stay calm and resolute

