

# The People Part of Business

Leadership Development Initiative  
October 2013

# Welcome

## + Objectives

- Explore a success equation
- Discuss ways to make people part of the plan
- Evaluate and lead the impact of change on others
- Engage stakeholders strategically



# Success = .....

- + With your table group, make a list
- + Let's discuss



# A Formula

Self + Relationships + Results = Success



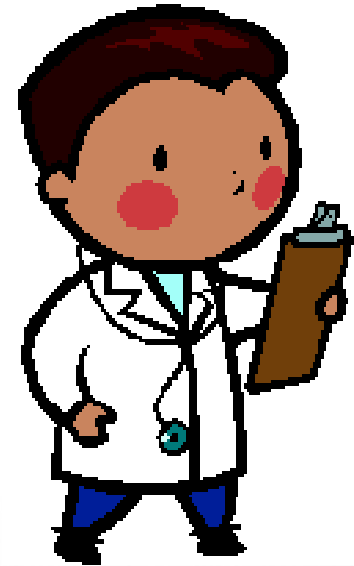
# Self

## Understanding Self

Emotional self awareness  
Accurate self assessment  
Self Confidence

## Managing Self

Emotional self control  
Trustworthiness  
Conscientiousness  
Adaptability  
Achievement Orientation  
Initiative



Leader's Playbook, Reldan Nadler, PsyD



# Relationships

## Understanding Others

Empathy

Organizational Awareness

Service Orientation

## Managing Others

Influence

Inspirational leadership

Developing others

Building bonds

Teamwork and collaboration

Conflict management

Communication

Change Catalyst



Leader's Playbook, Reldan Nadler, PsyD



# Results

Quality  
Standards  
Programs  
Outcomes  
Measures  
Awards  
Recognition



# Making People Part of the Plan

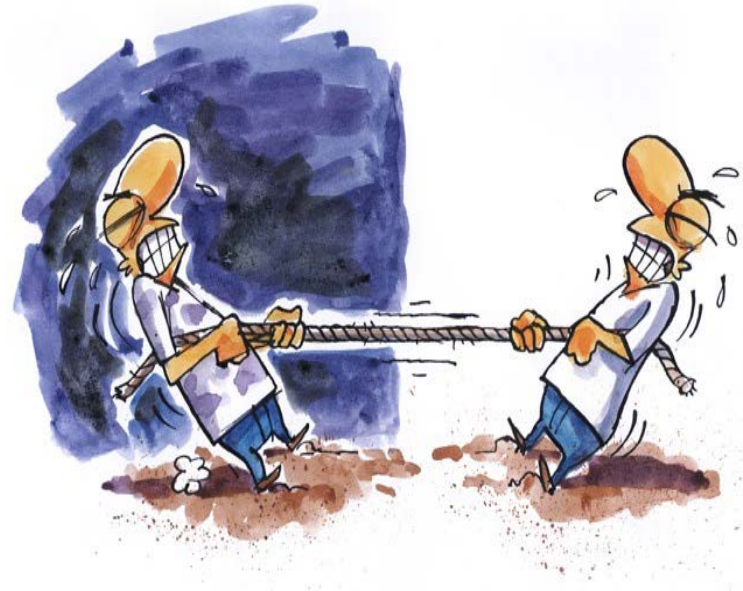
- + People and relationships as an intentional component of every action, initiative and strategy
- + Understanding people's response to change
- + Strategically engaging stakeholders imperative to the success of your initiative





# The People Part of Process

- + Alignment
- + Engagement
- + Understanding
- + Informing
- + Stakeholder assessments
- + Feedback loop



# How People Respond to Change

- + Natural response
- + Knowing what those responses are and look like
- + Watching For
- + Evaluating
- + Managing



# Resistance-Embrace it

- + 3 levels of resistance
  - I don't get it
  - I don't like it
  - I don't like you

Why Don't You Want What I Want, Rick Maurer



# I Don't Get It



# I Don't Get It

- + I need information
  - What's the vision
  - What's the compelling need or reason
  - What's this got to do with me
  - How does this connect with other initiatives
  - What's the plan



## ***Reaction: I don't get it***

- Lack of information
- Disagreement over interpretation of the data
- Lack of exposure to critical information
- Confusion over what it all means

## ***Response: Make your case***

- Make sure people know why a change is needed
- Present the change using understandable language
- Find multiple ways to present your case



# I Don't Like It



# I Don't Like It

- + What does this mean for me
  - What will happen to me in this change
  - What will happen to my team
  - What will happen to my role
  - Will I need new skills
  - Will I be able to do the new work
  - Will I lose face
  - Am I smart enough, capable enough to take this on
  - Will I lose my job





## ***Reaction: I don't like it***

- Emotional reaction to change
- People are afraid they will lose face, status, control-or maybe even their jobs
- It makes communicating change very difficult

## ***Response: Remove as much fear as you can***

- Emphasize what's in it for them.
- Engage the people in the process
- Be honest. If a change will hurt them-tell them the truth



# I Don't Like You



# I Don't Like You

- + I don't think you know what you're doing
  - You don't have the competency to lead us
  - You aren't making a case for this change
  - You don't know what you're doing
  - You don't care about me or others



## ***Reaction: I don't like you***

- Maybe they do like you, but they don't trust your leadership
- Lack of attention to Level 3 is why resistance flourishes
- Most fail to recognize the importance of trust in leading change successfully

## ***Response: Rebuild Relationships***

- Take responsibility for things that may have led to the current tense relationships
- Keep Commitments
- Find ways to get to know them
- Allow yourself to be influenced by the people who resist you



# Advancing Your Initiative

- + Involving the right people
- + Looking for buy in
- + Who needs to participate
- + Who needs to know
- + Who is imperative to the success of your agenda
- + What's in it for them



<i>example</i>		5/5 Stakeholder Analysis	
Name of Individual or Group	Need for Support 3, 4, 5	Likelihood of Support 1 - 5	Level of Resistance 1. I don't get it 2. I don't like it 3. I don't like you
Director of Nursing	4	1	3
Dept Chair of XYZ	5	4	1
Dr. Smith	5	2	2
Dr. Jones	4	3	1



- List stakeholders, think broadly
- Rate the level of support you need from each
- List the level of support you can expect from each
- Determine which level of resistance each person may be experiencing, as you know today



# Discussion/Questions

