

BASIC POINTS ON LEADING CHANGE

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Change done **to** us is ...

Change done **by** us is ...

HIPPO versus ELEPHANT



“BROADCAST” MODE TO “BROKERING” MODE

**Effectiveness of Decision =
Quality X Acceptance**

WEDDING versus MARRIAGE

CLIMBERS versus SHERPAS

In an Everest Expedition

COMMON MISTAKES IN CHANGE MANAGEMENT

MISTAKE	WHAT HAS TO BE DONE
Wrongly assume that understanding equals support and commitment	Make compelling case for change to build support and commitment
Underestimate the potential power of employee engagement	Build employee engagement and provide space for influencing ideas, plans, etc.
Fail to appreciate feelings of anxiety, fear or loss that accompany change	Deal with emotional aspects of change
Fail to acknowledge that lack of trust and confidence in leaders can kill an otherwise fine idea	Actions to gain people's trust to gain acceptance

Rick Maurer: "Beyond the Wall of Resistance", Bard Press, 2010

THREE SURPRISES ABOUT CHANGE

SURPRISE ABOUT CHANGE	IMPLICATION
What looks like resistance is often lack of clarity	Provide crystal clear direction to the rational mind
What looks like laziness or indiscipline is often emotional exhaustion	Engage people's emotional side. You can't get your way by force for too long.
What looks like people problem is often a situation problem	By shaping the context, you can make desired change more likely

“You can’t order change. After all, there is only one of me and 75,000 of them”

Jim McNerney

Reference: Peter S. Cohan, “You can’t order change: Lessons from Jim McNerney’s Turnaround at Boeing”, Penguin, 2008