



Leading Change: Moving Organizations and Culture

Association for Enterprise Integration

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HCL

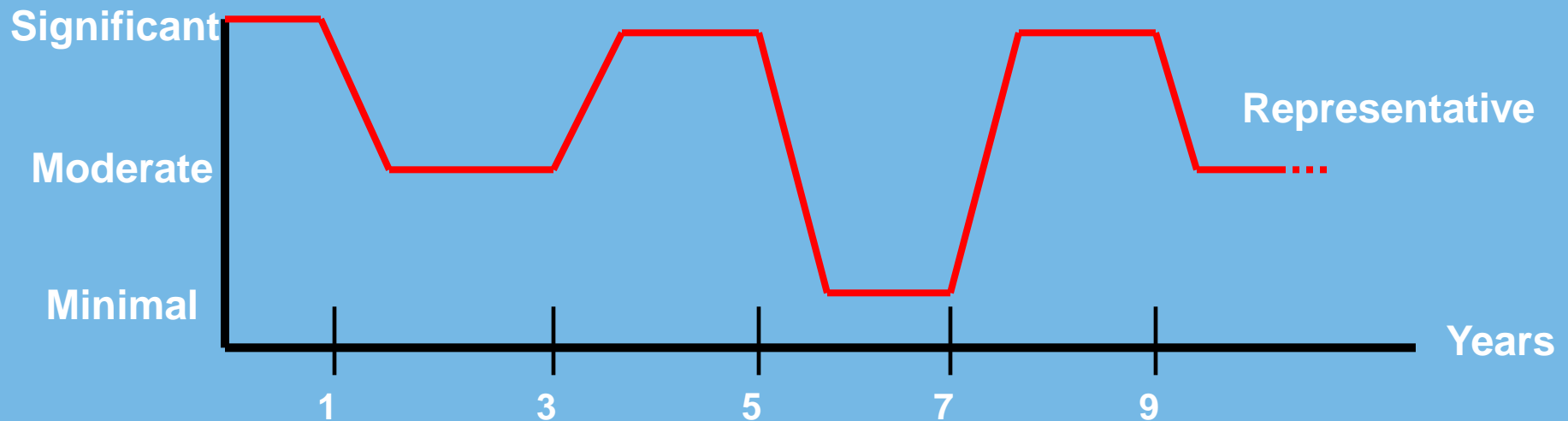
Catalyst (*n.*) – A substance, usually used in small amounts relative to the reactants, that modifies and increases the rate of a reaction without being consumed in the process. The Free Dictionary

“The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.” Martin Luther King Jr.

Why change leadership matters



Transformational Progress Over Time 10 Year DoD Transformation



The most powerful human transformational force is a leader who has nothing to lose and only personal pride to gain

Elements of a Transformational Leader

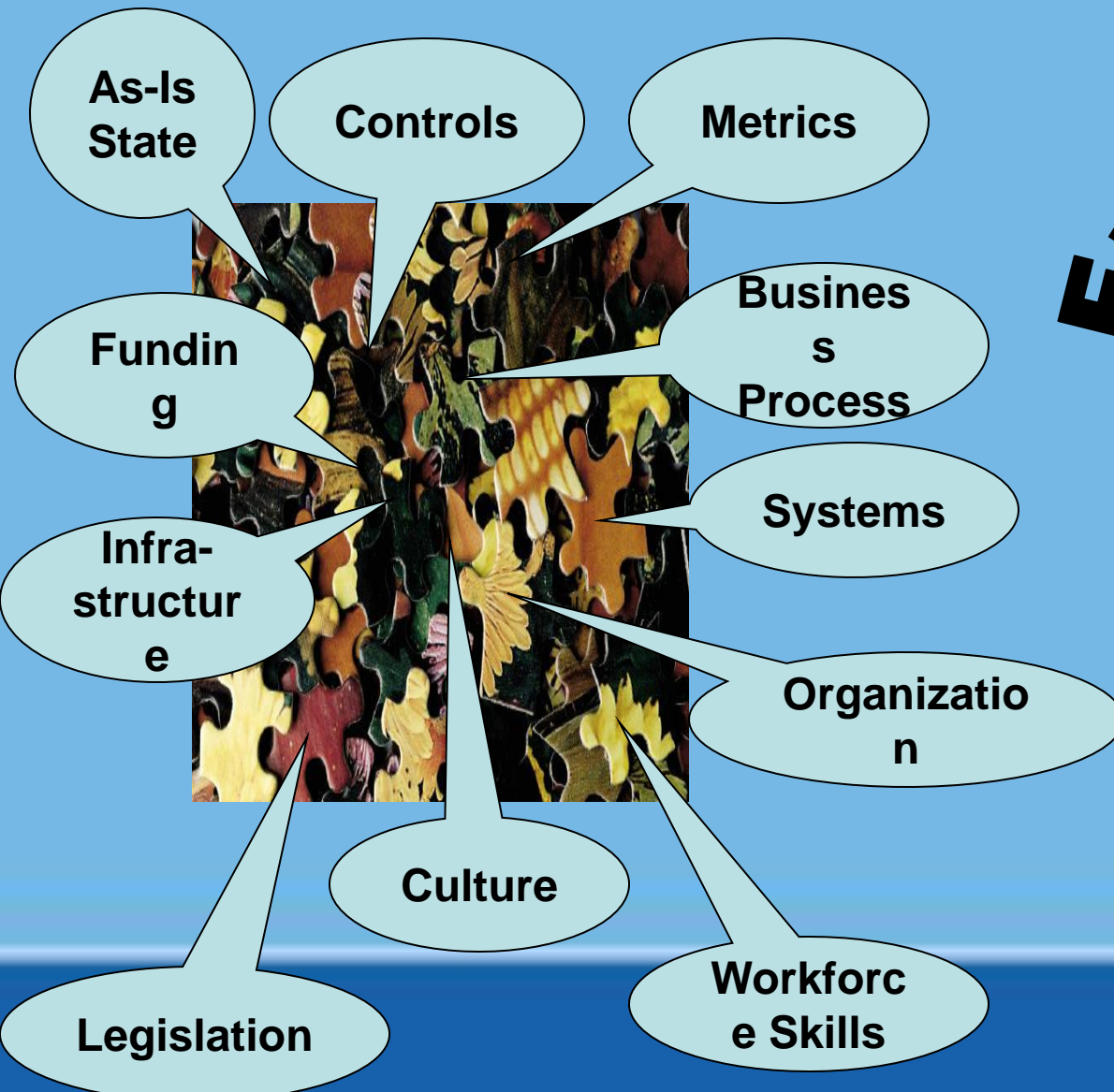


- Ability to synthesize and articulate the vision
- Strong personal values (Principles) / Deep understanding of cultural values
- A service orientation

A Transformational Leader “has responsibilities that cut across the organization; operates through influence rather than control; owns the process. . .but not necessarily the resources needed to execute it; and must induce people of all levels to work together to achieve desired results. This new role demands new skills and new styles that are hard to find and even harder to replicate.”

Adapted from *Hammer & Co., 2007*

Ability to synthesize / articulate the vision



Future State

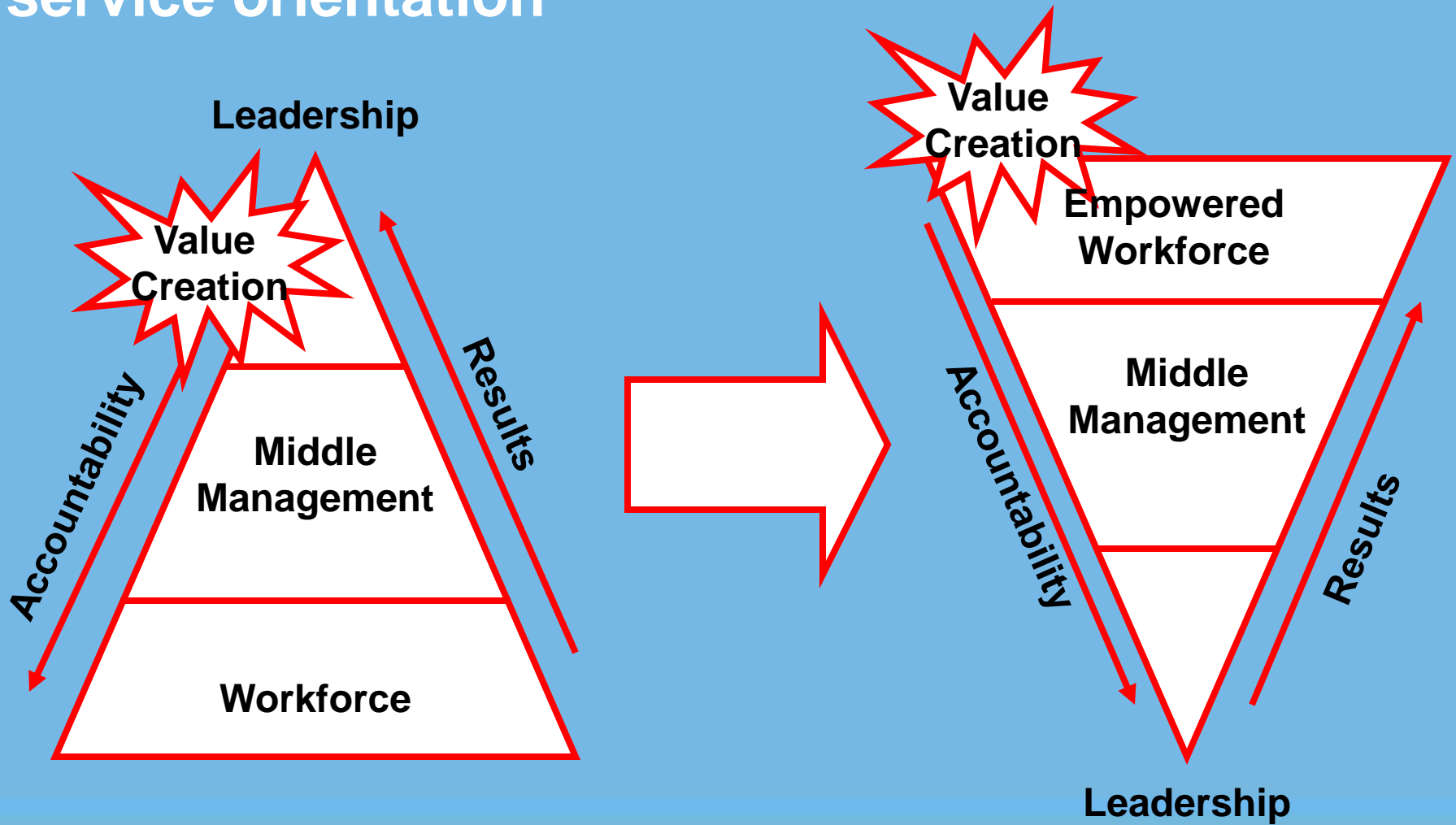


The role of principles in transformation



- Validates that the leader walks the talk
- Guides the leader in absence of perfect information
- Enables the work force to understand how the leader will behave in a time of ambiguity
- Communicates to stakeholders what is important in the new world
- Helps the employee to identify with the senior leader

Transformational leadership requires a service orientation



Conclusions from the field



- Organizations spend far too little time identifying and choosing transformational leaders
- One cannot become transformational in the first 6 months of an effort
- When identifying change leaders we need to be explicit in their “nomination” and provide them with support to sharpen these skills
- These skills are required regardless of the leader’s level within the organization