



Beyond Point B

developing today's leaders
and tomorrow's opportunities

Organizational change must be managed from multiple perspectives. It can be valuable to think of them as three islands, each with unique language, thinking style, and personality, each demanding unique tools and approach. Help your clients expand their view of change and become change leaders by building bridges and visiting all three.

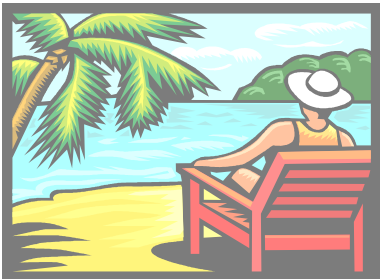
Islands of Change

Strategy, Tactics, People

Presented by

Larry Mandelberg

Chief Leadership Officer





NOTES: General Opening Comments

A Cruise to the Islands of Change (M13)

Organizational change is made up of three "islands": Strategy, Tactics and People. Each island has a unique language, thinking style, workplace personality, tools and approach. Few take the time to visit all 3 islands which can limit one's view of change leadership. Learn how to use the tools and approaches from all islands. Improve your practice and become a bridge builder by helping others visit islands they might otherwise miss

Group Exercise: How do you use the 3 tools to help your client move from the island they are stuck on to the other 2. You cannot successfully manage change in any organization without visiting all 3 islands.

A World in Transition

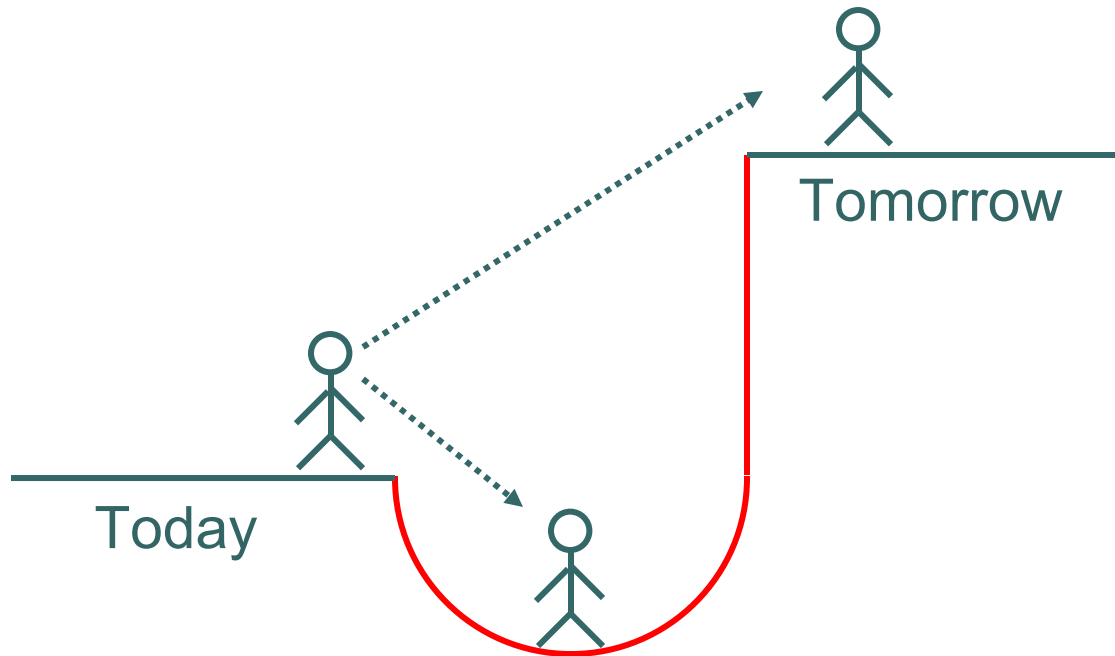
- Assumptions
- Pain
- Friction
- Lubricants
- Building Bridges
- De-Brief

Assumptions

- Change is Not Change
- Organizations must grow
- $\frac{1}{3} - \frac{1}{3} - \frac{1}{3}$ is legitimate
 - Vocal Supporters
 - Vocal Resistors
 - Silent Resistors
- The J-Curve lives

J-Curve

Pain





Functional vs. Dysfunctional

Pain

- Unable to feed or clothe oneself
- Limited cash
- Managerial depth
- Oral Procedures
- My way or the highway
- More is better; better is more



Controlling Factors

Pain

- **Performance**
(Quality)
- **Administration**
(Structure)
- **Entrepreneurship**
(Innovation)
- **Integration**
(Culture)



Pain is Healthy

Pain

- Flexibility
- Control
- Authority
- Responsibility

Flexibility vs. Controllability

Friction

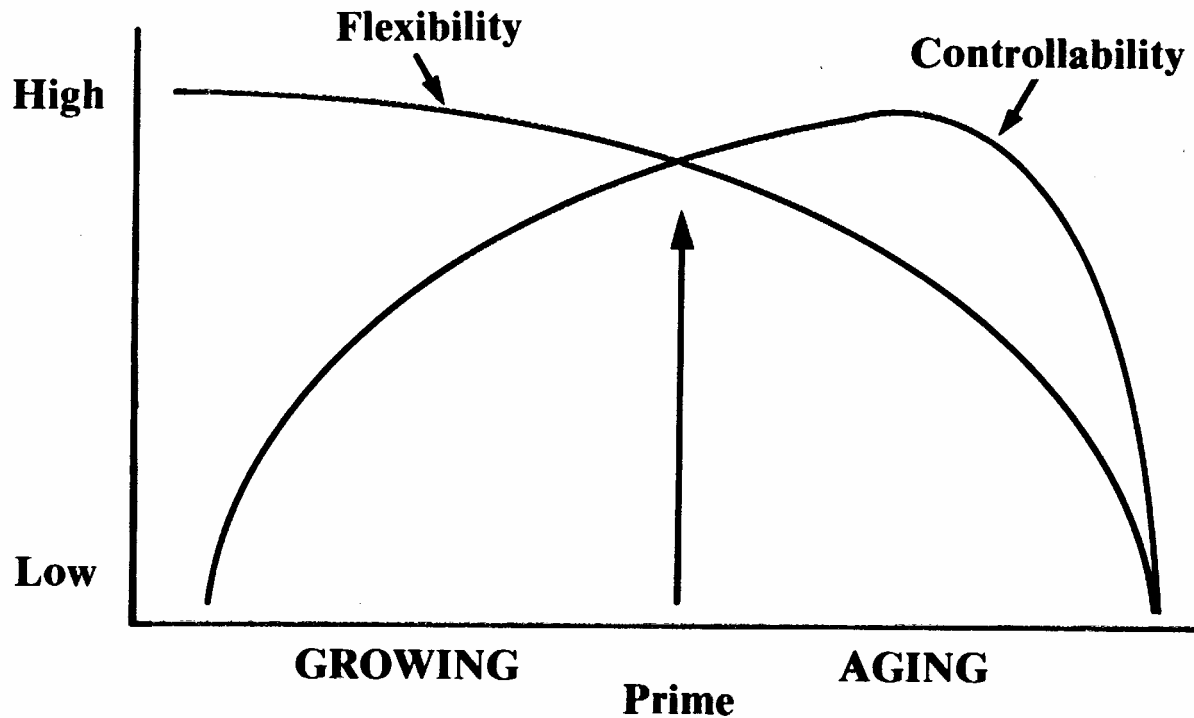
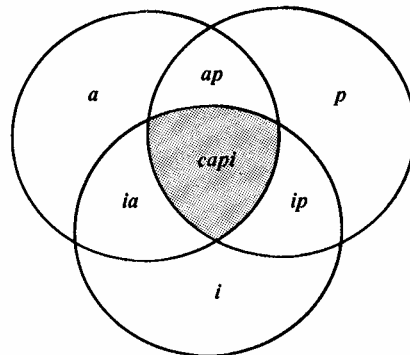


Figure 1: The Nature of Growing and Aging

Control

- **C**oalesced Authority (CAPI – Yeah...)
- **A**uthority (Peaches - Wal-Mart)
- **P**ower (Dad - External resource)
- **I**nfluence (Popeye - Jordan)



$$\text{Authorance} = a + p + i + ap + ip + ia + capi$$

Authority vs. Responsibility

Friction

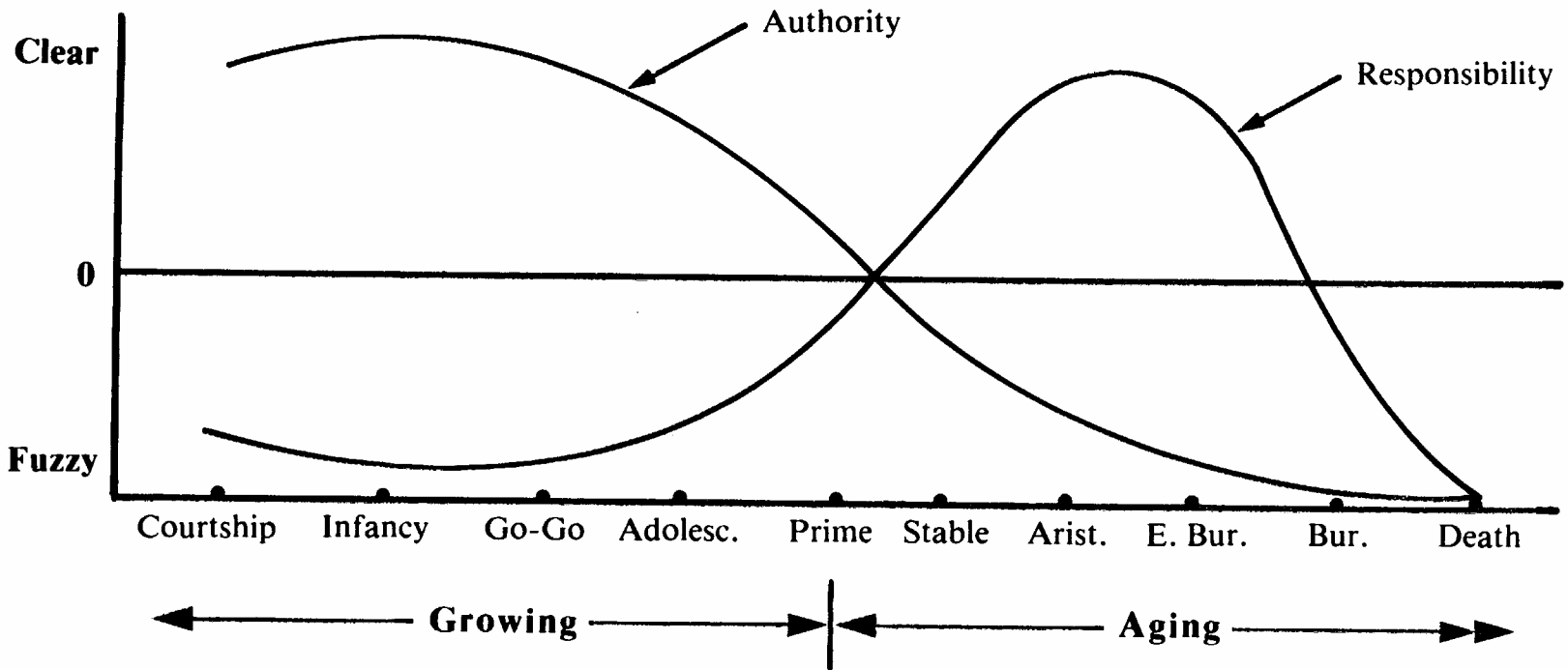
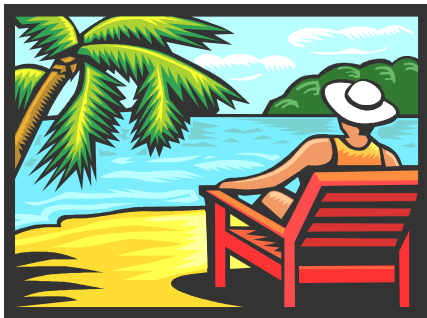


Figure 47: Authority and Responsibility Over the Lifecycle

Dealing with the Friction

- Communication
- Delegation
- Mentoring



Communication

- 3 components to communication
 - Talking
 - Listening
 - Observing
- *The biggest problem with communication is...*
...the perception that it is actually occurring.

Delegation

- Be crystal clear on your objective
- Be open to new ideas
- Add critical information
- Understand what success means
- Clarify resources desired
- Set delegation contract
- Know what data is critical

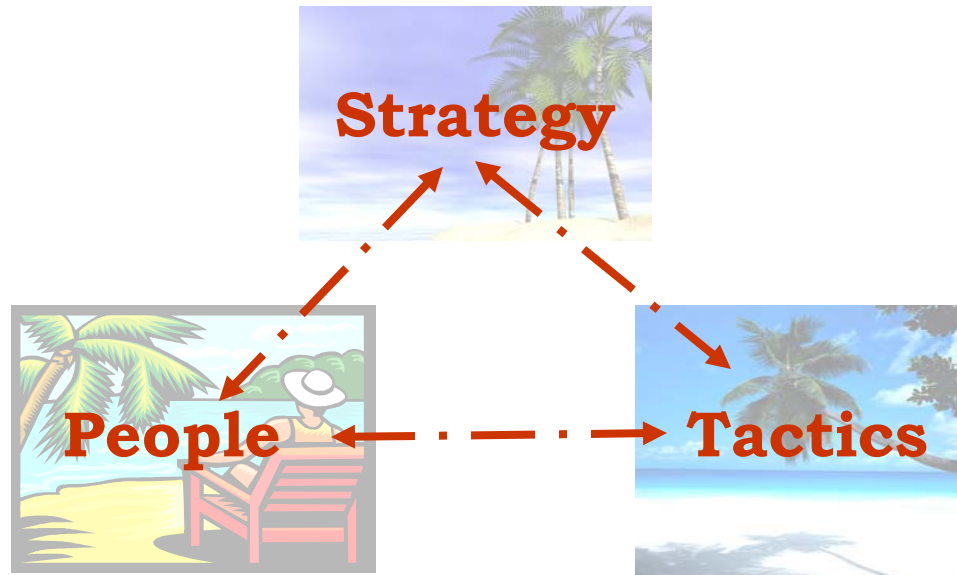


Mentoring

- Prescriptive
- Collaborative
- Persuasive
- Confirmative

Group Exercise

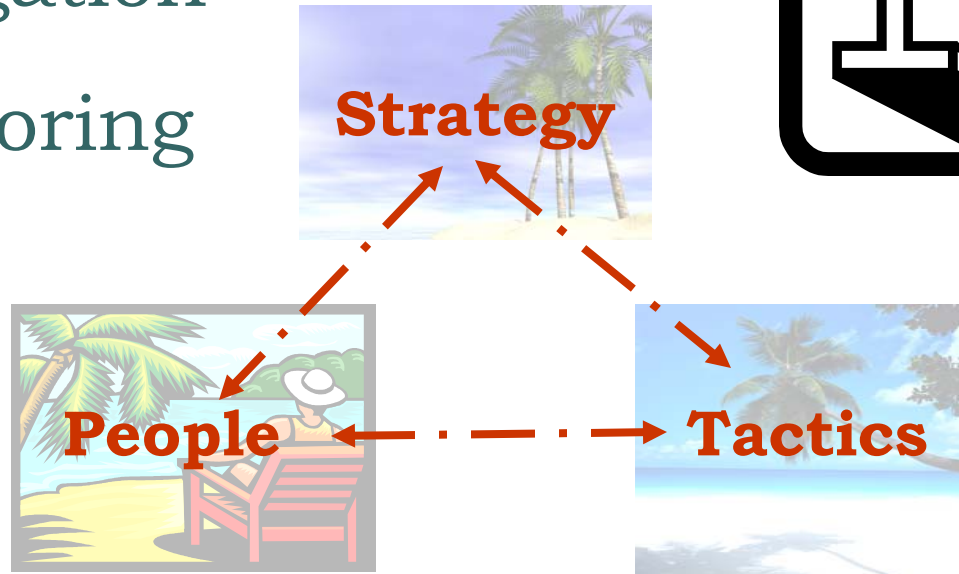
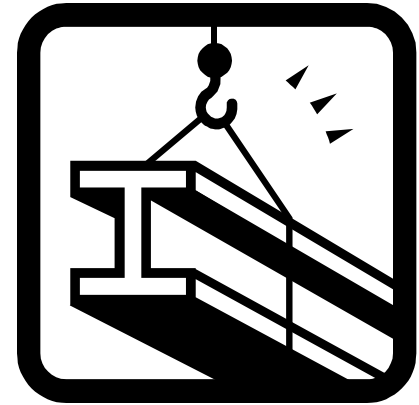
- Vacationing
- Build bridges & travel



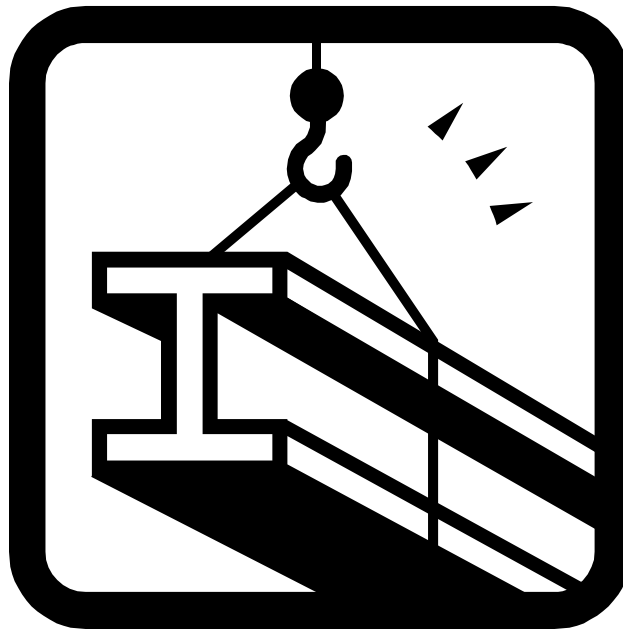
Group Discussion

Island Hopping

- Communications
- Delegation
- Mentoring



De-Brief Bridge Building



A World in Transition

- Assumptions
- Pain is Good
- Forces of Friction
- Lubricants
- Building Bridges

Questions & Answers

