

A woman in a grey blazer stands in the center of a meeting room, smiling and gesturing towards a large whiteboard. To her left, another woman in a dark blazer stands near the whiteboard. In the foreground, several people are seated at a long table, facing the presenters. The room has a white brick wall and large windows in the background.

CHANGE LEADERSHIP

An 8 step guide by Gregg Brown

There's one clear fact that any successful organization must accept: **change happens.**

Although the concept of change might be exciting, the actual execution of your change strategy can be challenging.



Is success non-negotiable for your next change initiative?

This guide provides you with
**8 steps to building better
change leadership in your
organization.**

Better Change Leadership (in 8 steps)



1. Lead change, instead of just managing it



2. Start talking about shifting mindsets



3. Develop the right change practices



4. Be prepared to be unprepared



5. Utilize digital insights



6. Avoid false positivity



7. Be Aware of the politics



8. Choose your language

1

Lead change instead of just managing it

Be clear when you are managing change or leading change.

The first is reactive, latter is proactive.

There are times for both.

Take ownership by demonstrating leadership through the process, regardless of your job title.





2

Start talking about shifting mindsets

Change isn't just a shift in behavior or learning a new skill.

Effective sustainment of change requires a change in mindset.

Encourage a shift in the mindset of your leaders and employees whether it's meeting customer needs, how work gets done, how they work with each other, or the organization's overall business model.

Gather evidence, stories, data, lessons learned to help everyone understand the mind shift that's needed.

3

Develop the *right* change practices



There are many different change models out there. I've heard a number of change practitioners and vendors say "This is the best model". In my experience, there are usually many options.

Make the shift from best practices to understand the "right practices" for the particular change initiative. Recognize that these practices will need to be adjusted with each new change.

Make the shift from best practices to understand the "right practices"



4

Be prepared to be unprepared

The longer, the more complex the change, the less you will know what the future holds. As a leader, you should be able to ask tough questions of the right people to get the answers you need. You can convey those answers to your team, relieving their fears. But sometimes, there are no answers and we just need to prepare for the unknown.

It's okay to say, "I don't know."

5

Utilize digital insights



Q: If we are under pressure to do more in less time, how do we make good decisions?

New and emerging technology is a major driver of change. Technology such as artificial intelligence are poised to become commonplace in the workplace. This will lead to better data collection, the automation of repetitive tasks and the ability to make decisions with immediate access to real-time, in-depth information. Agility will be a key to future change success.

Organizations need to be aware of how data moves into and around their business. Take the pre-emptive step of mapping how new technologies like cloud storage and artificial intelligence can simplify and enhance the flow of information within your organizational ecosystem.

6



Avoid False Positivity

Know the difference between putting a positive spin versus taking a positive approach, and when to allow people to voice concerns when they're feeling doubtful about change. Putting a positive spin on things is not taking a positive approach. Rather, you're denying that negativity can exist and you possibly close down communication with your team.

Sometimes you have to stay in the negative before you get out of it. In a meeting, you can have a timed discussion of the negative aspects to get them on the table, and then move into positive action, knowing that the negative won't go away at this point. That's taking a positive approach.

A positive spin vs. taking a positive approach: [Know the difference](#)

7

Be aware of the politics

Competing agendas create politics during change and there are always competing agendas!

Those of us leading change are tasked with managing our own egos, reducing uncertainty, figuring out how to satisfy the agendas that are a priority, and making sure people feel heard and acknowledged - knowing we can't problem solve everyone's issues and make their lives better.



8

Choose your language

Don't say:

"You need to get on the train".

This phrase will only result in shutting down further dialogue with your team. You'll risk creating resentment with people whose resistance to change just got stronger. You might even convert some believers into non-believers!

The truth is that people don't have to get on any "train". **Everyone has a choice.** You could put the most innovative systems, supports, and accountability measures in place, but your people will ultimately decide for themselves whether they will engage with the change. This is a hard principle for leaders to accept, but it's true.



Do say:

"I want to hear your concerns about this change."

By demonstrating an honest interest in people's concerns about change, you'll demonstrate a willingness to engage with your workforce. This will also give you the opportunity to coach, support, and solve any problems that get brought up. You may not be able to satisfy everyone's concerns, but your efforts will still be recognized and remembered by your people.



These insights were **brought to you by** Gregg Brown

FEATURED PRESENTATION:
*Developing Leadership Resilience:
Strategies to Increase Your Effectiveness
During Change*

These days, companies find it extremely challenging to keep up with change in their organizations given the relentless pressure to do more, faster and better. Without a high Resilience Intelligence (RQ), it can be difficult to stay on top of all the change and be strategic in our response. In this interactive, powerful, thought-provoking keynote, participants will gain a unique perspective and acquire the critical mindset and skills needed to deal with multiple changes that they can immediately put to use.

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