

Leadership Strategies for Managing the Perception of Change

- Welcome
- Learning Objectives:
 - Factors influencing the perception of change.
 - Relationship between leadership perceptions.
 - Strategies for managing the perception of change.
 - Connections between leadership and change.
 - Dynamics of managing perceptions of change



Why Change? Why Leadership?

- External forces
- Mission
- Perception is reality
- Leadership influences perception
- Change strategy gap





Factors Influencing The Perception of Change

- Dissertation study of 14 Colorado CCs
- Original instrument 500 respondents
- Four dimensions of perceived change
 - Source
 - Process
 - Extent
 - Value





Conceptual Model

Individual Characteristics

• Age, gender, service, etc.





Institutional Characteristics

• Size, location, etc.



Professional Membership

• Admin, Faculty, Class, NTP



Perception of Change



Basis for Perception

Engagement

Understanding of Mission





Study Results

- Eleven regression models
- Most significant predictors:
 - Personal basis for perception Context for Change
 - extent of feeling of involvement/engagement
 - extent of understanding of mission & vision
 - Years of service
 - Actual change





Conclusions

The more:

- change is in context=more positive perception
- years of service = more negative perception
- change occurs = more positive perception





Personal Reflection

One minute paper

Think of a change effort you were a part of and identify examples of how these findings were visible.

How important was leadership

in managing the change?



Leadership Characteristics

- What is effective leadership???
- Constancy, congruity, reliability, integrity
 - Warren Bennis
- Honesty, forward-looking, competent, inspirational/motivational
 - Kouzes & Posner



Leadership Style Defined

- Stewardship Peter Block
 - Service over self-interest
 - Not about 'coercion and control'
 - About 'distributing ownership'
- Level 5 Leadership Jim Collins
 - Personal humility & professional will
 - Fish for a day or teach to fish
- <u>Leadership</u>



8 Steps for Leading Change

- 1. Establish a sense of urgency
- 2. Form a powerful guiding coalition
- 3. Create a vision
- 4. Communicate the vision
- 5. Empower others to act on the vision
- 6. Plan for and create short-term wins
- 7. Consolidate improvements and produce more change
- 8. Institutionalize new approaches

- John Kotter



Leadership Strategies

- Crafting the narrative for context
- Effective strategies what is it you do???

Leadership Strategies

<u>Informal</u>	<u>Formal</u>
Mentoring	Process Management
Teachable moments	Values-Based Recognition
Lunches	Effective planning
Coffee/drinks	Communication
Handwritten Notes	Professional Development



Leadership Strategies

- •Emotional intelligence
 - creating resonance
 - amplify strengths
 - develop and support a growth mindset of possibility

"Grandfather, which wolf will win?"

"The one you feed."





Open Discussion

- What is your most effective leadership strategy for influencing how others perceive change?
- What was the most important attribute of the individual you consider to be the most effective leader you ever followed?



Leadership in Action

- Case 1 "The Ruby Slippers" interesting supervisory situation
- Case 2 "The Boss Said So" far-reaching presidential directive
- Case 3 "All We Need is Love" tough committee leadership assignment



Wrap Up

Leadership Strategies and the Perception of Change

What strategy will you choose?