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
Institutional Characteristics
- Size, location, etc.

Individual Characteristics
- Age, gender, service, etc.

Professional Membership
- Admin, Faculty, Class, NTP

Basis for Perception
- Engagement
- Understanding of Mission

Perception of Change
• 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
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

• [Leadership](#)
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

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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."
• 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
Leadership Strategies and the Perception of Change

What strategy will you choose?