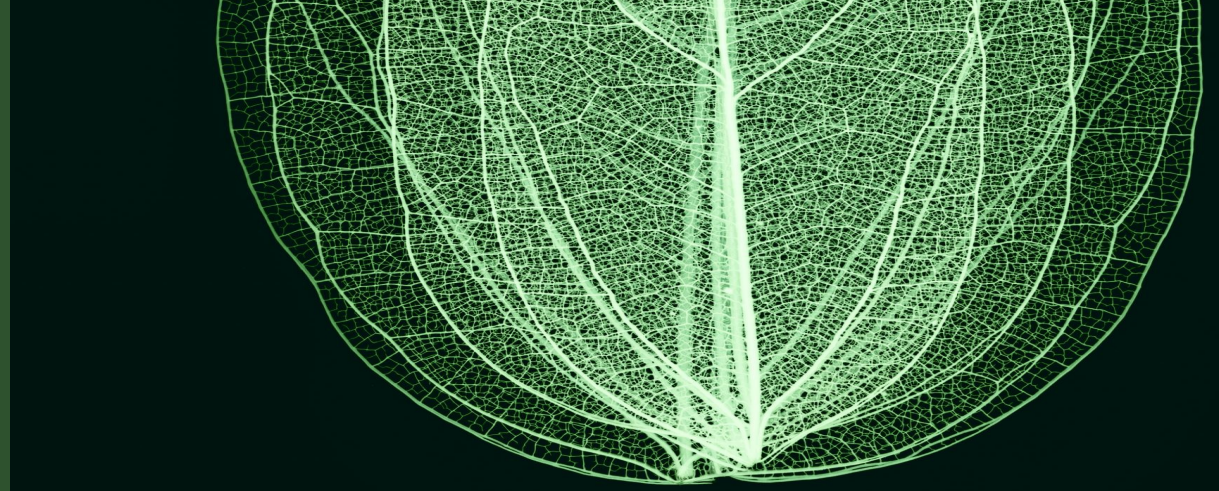
Guiding Through Change



MACA Annual Meeting

Gwyn Schramm

09.08.2022

Building Blocks for Defining Change

ASSESS environment and organization

BUILD within your culture

CONSTRUCT when necessary

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Guiding Change – It Starts with ONE

SEE the need

SUPPORT their moves

INSPIRE them to finish

Black, J. S. & Gregorson, H. B. (2014). **It starts with one : changing individuals changes organizations, Financial Times/Prentice Hall.**

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See the Need

- Paint the picture
- Ask the questions:
  - What if we change?
  - What if we do NOT change?
- Make the “harder right” decision

“If you don’t like change, you’re going to like irrelevance even less.” — Gen. Eric Shinseki

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Support Their Moves

- Use Situational Leadership to:
  - Build their skills by:
    - Providing resources
    - Educating
  - Coach their behavior by:
    - Remaining connected
    - Recognizing the behaviors you need in your culture
    - Redirecting behaviors that do not fit

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Inspire Them to Finish

- Subdue the noise
  - Keep the milestones clear and present
  - Recognize both delivering and developing
- Manage the fatigue
  - Find ways to infuse energy

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Good Luck!