

Change Leadership vs Change Management

Change is truly inescapable.

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A Michael Mauro Resource

Change Leadership vs Change Management



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Designed to support Managers or Leaders

This document is designed to support managers or leaders who may require tools to assist with supporting people through change. It will provide:

- ✓ A definition of change management vs change leadership
- ✓ Two psychologically-informed models to encourage change leadership practice
- ✓ A worksheet to help you plan how to support your employees during a change

How to Use This Document

This document is intended to:

- ✓ Shift leader focus from purely change management to also incorporating change leadership
- ✓ Provide two models to support leaders in understanding how humans react to change
- ✓ Encourage leaders to take a context-dependent approach to change and those experiencing it
- ✓ Give leaders practical means to enable a state of reward in their employees

How Not to Use this Document

This document is not intended to:

- x Replace training or formal education in change leadership practices more broadly
- x Operate in isolation or in lieu of clearly defined change management processes
- x Provide tools to replace other psychological or psychosocial supports, such as Employee Assistance Programs, Counselling, or Therapy

Ongoing Support

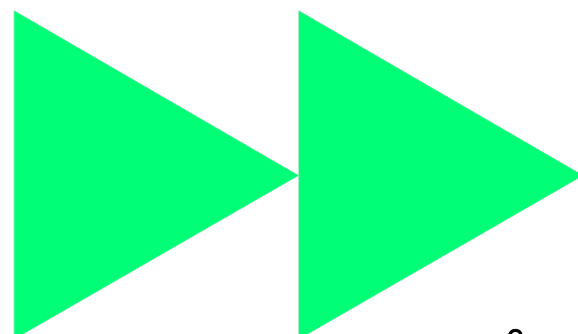
For further support and any queries you might have about change leadership initiatives and their implementation, please contact:

Michael Mauro

hello@michaelmauro.co.uk

www.michaelmauro.co.uk

+44 7340 695 680



Fact Sheet: Change Leadership vs Change Management

According to renowned futurist Ray Kurtzwell, we are set to experience 20,000 years of progress in the next hundred years. Whether this prediction comes to pass, several things seem certain:

1. Most organizations continue to face considerable change.
2. The rate of change has increased.
3. Most change initiatives fail.

Given change is an inescapable part of our lives, we have the option of running from it, or addressing it headfirst. Part of the latter process is understanding the difference between change management and change leadership.

On the surface, the difference may be semantic; however, John Kotter notes that: change leaders provide the “engine” for the change initiative by creating urgency and empowering people.¹ On the other hand, change managers focus on keeping the change initiative “under control” through processes and tools.

Kotter also stated that almost nobody is good at change leadership. This may not be due to lack of capability, but rather misplaced focus. Organizational change focuses disproportionately on change management processes. There are change management toolkits and templates; however, change leadership is a skill that requires understanding human psychology.

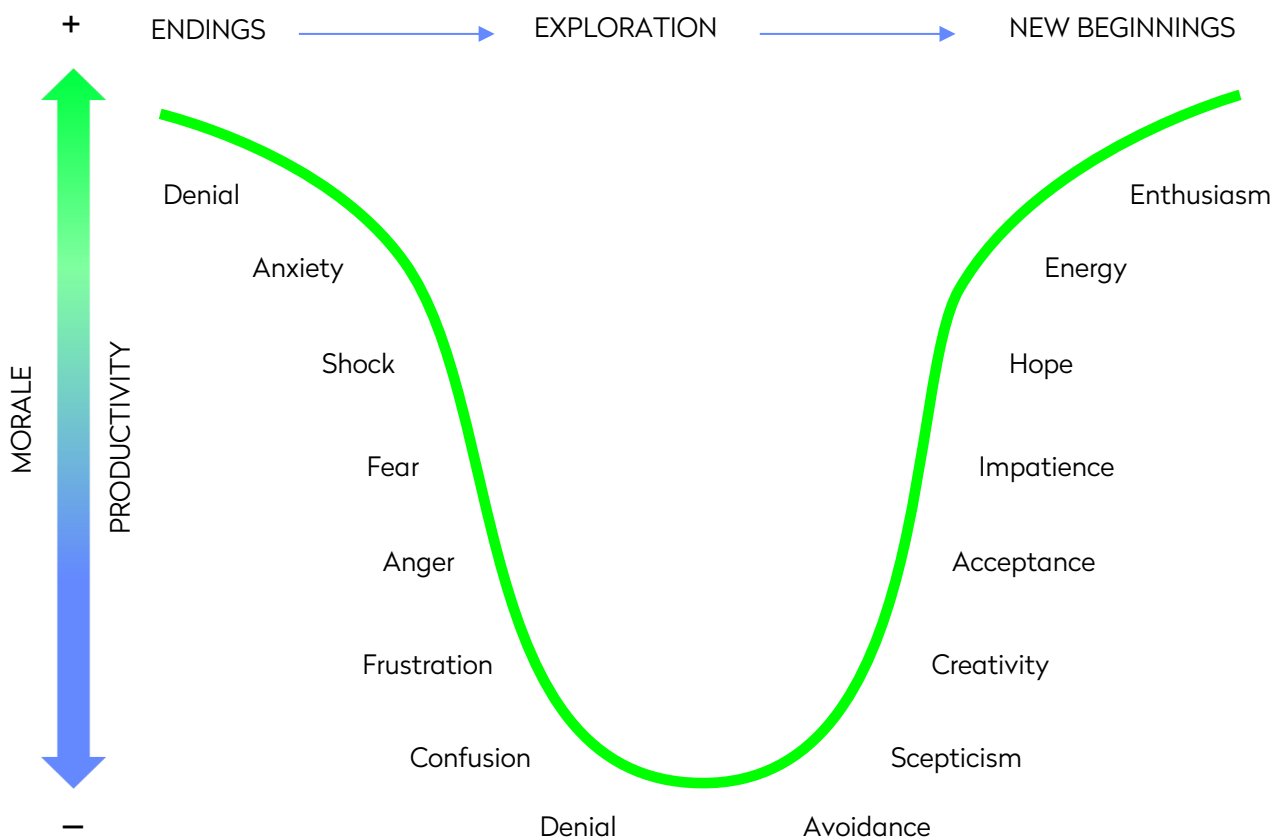
This resource is designed to equip you with some foundational models to help you shift your focus towards the people side of change, providing just-in-time support where and when needed to supplement the change management processes that are in action.

¹ Kotter, J. (2012). Leading Change. Harvard Business Review Press.

Change Curve

The change curve is a commonly used model to explain the way in which we cope with change.² It is not static and can vary in its 'depth' and impact on morale / productivity. This will depend on the size, importance and volume of change(s). Although most people will move towards the acceptance of change with time, as a leader, we can hasten this process by providing support tailored to our employee(s) position along this curve at any given moment.

Use the below planner to help consider what change might be relevant for your employee or team at this point in the change curve:



Where is my employee / team on the change curve currently?

² Kubler-Ross, E. (1969). On death and dying. Routledge.

What am I seeing / hearing that supports my hypothesis?

When I've been in a similar place before, what has been useful for me to progress to a more accepting place?

What steps can I take to provide the right type of support, at this point in time? Tick those that apply.

| Endings | Exploration | New beginnings |
|---------------------------|---------------------------------|--------------------------|
| Be empathetic | Provide structure | Provide training |
| Mark the ending | Celebrate progress | Challenge to take action |
| Acknowledge losses | Ensure meaningful work | Discuss the future |
| Reinforce need for change | Be approachable | Build alliances |
| Share information | Define roles / responsibilities | Celebrate success |

Are there any other steps that might be useful to my employee / team that aren't listed?

SCARF Model

A basic function of our brain is to distinguish when to approach or avoid something. This response developed as an evolutionary adaptation and has helped us stay alive. We are motivated to move away from perceived threats and towards perceived rewards. Positive emotion or reward generally creates action, whereas negative emotion or punishment causes a threat response, which leads to avoidance. The SCARF model³ encourages leaders to understand what types of social experiences (drivers of behaviour) trigger threat responses. By doing so, we can then activate the reward state in others, making them more likely to accept change and take action in favour of it.

As you are leading employees through change, use the reference table below to identify where individuals are becoming 'stuck', what is driving their threat state, and what you might be able to do to enable a more receptive reward state.

| Driver of Behaviour | Definition | Drivers of Threat State | Enablers of Reward State |
|--------------------------------|---|--|---|
| S <i>Status</i> | <i>Our sense of personal worth – where we are in relation to others</i> | <ul style="list-style-type: none"> • Criticism • Unsolicited advice • Deficit focus | <ul style="list-style-type: none"> • Positive feedback • Public acknowledgement • Strength focus |
| C <i>Certainty</i> | <i>Our perceived ability to predict the future</i> | <ul style="list-style-type: none"> • Lack of transparency • Dishonesty • Unpredictability | <ul style="list-style-type: none"> • Clear expectations • Setting clear goals • Realistic project schedules • Provision of frequent updates (even in the event of no change) • Scenario planning |
| A <i>Autonomy</i> | <i>Our sense of control of our lives and events</i> | <ul style="list-style-type: none"> • Micromanagement • Authoritative leadership | <ul style="list-style-type: none"> • Providing choices • Delegation • Empowerment • Self-responsibility • Flexible work • Employee consultation on project outcomes |
| R <i>Relatedness</i> | <i>A sense of safety with others</i> | <ul style="list-style-type: none"> • Prohibition of socialization in the workplace • Fostering internal competition | <ul style="list-style-type: none"> • Friendly gestures • Foster socializing • Mentoring programs • Team building days • Knowledge sharing sessions • Onboarding programs |
| F <i>Fairness</i> | <i>Our perception about what is impartial and just</i> | <ul style="list-style-type: none"> • Unequal treatment • Unclear rules and guidelines • Lack of communication | <ul style="list-style-type: none"> • Transparent decisions • Open communication • Clear rules • Diversity & inclusion initiatives • Reward & recognition programs |

³ Rock, D (2009). SCARF: A Brain-Based Model For Collaborating With and Influencing Others. Neuroleadership Journal, 1, 44-52.

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