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Insightful Change Leadership

A six stage change leadership approach



ASK YOURSELF:

What is the top obstacle to organizational change?

Employee resistance

What can help overcome this?

Effective and strong change leadership

What do effective and strong change leaders do?

Apply proven skills and due diligence to the human side of change

Too often, organizational leaders are very skilled in managing financial or business processes, but do not bring the same attention or resources to the human side of change. Many leaders would never consider managing a change project without due diligence on the financial or business side, but will often move forward without the appropriate human focus.

How a leader guides the human side of change has by far, the greatest influence on the achievement of change goals.

Over a number of years, the Insights Vancouver team has provided guidance and support to many organizations on their change programs. Our team has worked with organizations that are large and small, public and private, growing and in decline. Our experience has shown us that regardless of the type of change, the common denominator in all successful projects has been ensuring that the human side of change is addressed.

The Insights Vancouver team has had proven success in combining the Insights Discovery™ system with a six stage change leadership approach. The end result is a process we call Insightful Change Leadership.

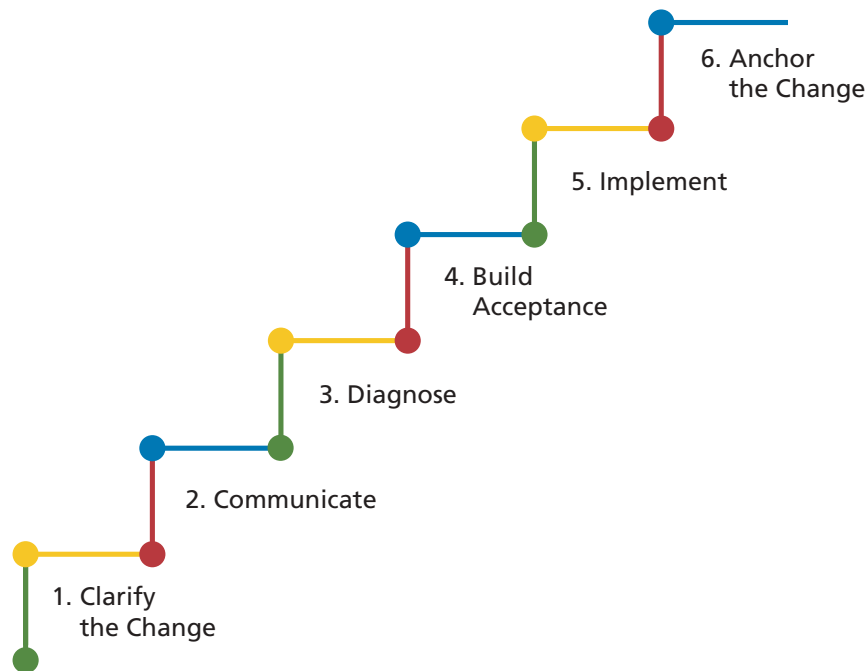
The Insights system offers an easy to remember system for understanding human dynamics – an absolute necessity during times of change. Insights ensures that people’s different perspectives and preferences are integrated into change plans.

Successful leaders draw upon the energies of all four quadrants of the Insights system throughout a change process. As such, we have centred the Insightful Change Leadership approach on the four basic Insights colours.

- Fiery Red (extraverted thinking energy)
- Sunshine Yellow (extraverted feeling energy)
- Earth Green (introverted feeling energy)
- Cool Blue (introverted thinking energy)

During change, people’s resistance is often based on their perceptions and unconscious negative judgments of others. A colour balanced approach increases people’s ability to value differences and focus on the positive gifts of others. This approach provides a simple set of guidelines to assist leaders in transforming individuals, teams and organizations.

There are six steps in our change leadership process:



1. Clarify the Change

This critical first step requires leaders to examine and clarify the proposed change. If it is determined that there is no business imperative behind the change then it is at this point that a decision can be made not to proceed.

Drawing upon the Insights perspective, leaders are encouraged to focus on:

- Detailed data collection and analysis [blue energy]
- A clearly articulated strategic vision that is aligned with other organizational priorities [red energy]
- A compelling picture of the future that strengthens interdependence [yellow energy]
- A commitment to identify and model a set of prioritized values [green energy]

2. Communicate

Effective communication is pivotal to successful change. Starting with the initial announcement and continuing beyond implementation, communication must be clear, consistent, timely and accurate. To build stakeholder commitment, leaders must ensure their communication is precisely targeted and flexible enough to address stakeholders' issues and their varying levels of commitment and resistance.

This step in the change process asks leaders to ensure that every communication includes information from all four Insights quadrants - for example:

- Purpose (or why?): Describe the opportunity, problem or crisis that makes this change a business imperative [blue energy]
- Plan (or how?): Provide a goal directed, action oriented and time focused plan that will take you from the current state to the desired future state [red energy]
- Picture (or what?): Paint a compelling picture of the future [yellow energy]
- Parts to be played (or who?): Provide clear and practical descriptions of what is expected from each key player – showing, wherever possible, interdependence among the various players [green energy]

If you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart.

— NELSON MANDELA

3. Diagnose

A successful change process includes diagnosis of several areas of risk including: employee capacity, resistance, cultural factors and the effectiveness of change agents, teams and change leaders.

Assessing the change leader's effectiveness is an important starting point. Change leaders are challenged to:

- Ensure disciplined procedures for monitoring progress and emerging issues – at an individual, team and organizational level [blue energy]
- Keep the focus on change goals and timelines – holding the course through resistance [red energy]
- Demonstrate personal passion/commitment for the change through open dialogue with individuals and groups [yellow energy]
- Appreciate the personal impact on people and identify strategies to minimize negative affects [green energy]

Resistance is a natural part of the change process. It is the balance between two opposing forces...a tug-of-war between the forces that urge change and the forces that deter it.

— UNKNOWN

4. Build Acceptance

Now that people know about the change, a clear and concise plan to build acceptance and guide people through the transition should be developed. During this step, transition strategies are developed to encourage people to let go of the past, become familiar with the new way of being and positively contribute to the new way of doing business.

During this step in the change process, leaders must continue to apply behaviours that are colour-balanced. This will assist them in building people's capacity to move through the transitional phases of change. Examples of colour-balanced change leadership include:

- Share the research and rationale used in decision-making. Describe the logical next steps and processes for preserving order during times of ambiguity [blue energy]
- Candidly acknowledge what is changing and what is staying the same [red energy]
- Recognize and acknowledge the gifts, talents and dreams of people [yellow energy]
- Identify and encourage use of support systems, temporary measures and events to honour the past [green energy]

At first people refuse to believe that a strange new thing can be done, then they begin to hope that it can be done, then they see that it can be done – then it is done and all the world wonders why it was not done centuries ago.

— FRANCIS HODGSON BURNETT

5. Implement

Up until now, the work has focused on preparing, communicating and planning for the change. Now the change is operational and leaders must move from ideas into action. A key role of the leader during this time is to supportively coach individuals and teams for optimized performance.

Coaching styles and techniques will vary depending on the needs of individuals and teams. Because every coaching situation is likely to benefit from a colour-balanced approach, application of the various Insights coaching models (e.g. ICES) can be particularly useful. Another benefit of using the colour-balanced approach is that leaders can lead with different colour energies depending on the situation. For example:

- Inform about past, present or emerging information and research [blue energy]
- Confront inappropriate behaviour & raise the bar for optimum performance [red energy]
- Expand accountability for success beyond change teams and leaders to all people & encourage new ways of doing things [yellow energy]
- Support people by valuing their contributions [green energy]

6. Anchor the Change

The change has happened. However, the work of the leader is not finished. Now the focus is on sustaining the change. Monitoring the change and making adaptations for continuous improvement takes centre stage during this time.

Examples of how leaders can use colour-energized behaviours during this step include:

- Continue to apply disciplined processes for monitoring progress, emerging issues, levels of commitment and resistance [blue energy]
- Celebrate successes and confront lack of performance [red energy]
- Reinforce interdependence rather than independence [yellow energy]
- Value diversity and sustain an environment where people and teams feel valued and influential [green energy]

We believe change is like a rainbow. It doesn't just happen. It happens because all of the conditions are right. As a change leader, you are accountable for creating the best possible conditions...

— JOYCE GWILLIAM



Insights Vancouver is proud to work with a vibrant team of highly skilled change specialists who are also accredited in using the Insights system. We recognize the value in integrating the Insights four-colour approach into each step of the change process, and delight in seeing optimum results during changing times.

JOYCE GWILLIAM, M.ED.

Joyce is a visionary organizational change professional. She has proven experience working with various change models and has licensed her own work with numerous organizations. Joyce always focuses on the human side of the change process and is an expert in co-creating solutions that build commitment and overcome resistance to change. Her guidance has propelled organizations in Great Britain, Asia and Canada to achieve their results – on time, on budget and with employee support.

ANNE BISHOP, BSC., MA

Anne specializes in creating positive learning environments that foster team success and anchored learning. Her graduate degree in Leadership and Learning enables Anne to bring a leading edge perspective to her change management work. Anne's passion is to encourage and inspire individuals, teams and organizations to be the best that they can be.

CONNIE PHENIX, M.ED.

Connie is a seasoned change management and process consultant, trainer and facilitator. She has over 20 years of expertise in organization and human resource development in the public and private sectors. Through her sound working knowledge of change theory, strategies and processes, Connie seeks to empower individuals and organizations during times of change so that they can effectively reach their potential, vision and cause in a meaningful way. Connie has also developed an active Insights client base as an Associate of Insights Calgary.

LINDA-ANN BOWLING

Linda-Ann is an exceptional performance consultant and coach with extensive experience in the information technology industry. She has a practical and realistic approach to people development. Linda-Ann is passionate about authentic leadership and helping organizations prosper during times of change.

ALAN JONES

Alan has assisted a variety of private and public sector clients to identify and implement practical and effective solutions for introducing and anchoring change. Alan's focus is to transform organizations from their current state to the richly imagined future state where individuals and the organization can thrive and grow together.

KIM WHITE, B.A. CCR, CPCC

Kim is a creative, fun and energetic leadership development specialist who is passionate about building healthier and more enriching workplaces. She draws up her ability to remain non-judgmental and inclusive to create successful business alliances with a range of clients. Kim's authentic and personable style brings out the best in her clients and her strength is in seeing limitless possibilities that expand personal and professional effectiveness.



*Through application of the Insights System,
we bring strategy and heart together.*

For more information on Insightful Change Leadership,
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