

5 Shifts Leaders Must Make

To lead their teams through **non-stop** change

Organizational change...has changed. Once it was singular, discrete events we planned for one at a time. But today? It's non-stop. And leaders and teams are experiencing burnout. Trust, connection, and engagement are low. And we need a better way. Leading change today requires a leadership reset. Here are 5 shifts smart change leaders are making to lead their teams - and themselves - through change that never quits. We teach this and much more in our 1/2 day interactive Leading Change program!

From **knowing** to **cultivating**



The constant swirl of moving parts means any one leader's knowledge & intel are limited. Leading change well means getting direction from above; but also hearing from frontline teams where they anticipate customer challenges; which processes may need adjusting; where technology may create a risk. Broader perspective allows for more inclusive plans

From **linear** to **connective**

It's been said a chess player looks at a board and sees strategy. A non-player sees disconnected pieces moving in chaos. Great change leaders today help their teams see not just a series of disparate changes, but a strategic narrative whose parts connect. When we can't see the narrative connecting all of the changes, we experience burnout. Connecting dots, sense-making, is a crucial skill today.



From **baked** to **agile**

Gone are the days when a leader would craft a long-term, fool-proof plan to then present to their team. Today we need agility, flexibility. We can't anticipate everything. We have to plan with our teams - not at them. In short cycles that allow us to experiment, learn, & adjust quickly. Always pivoting.



From **measure** to **monitor**



Asking "how did we do?" after the a change has been implemented is too little too late. Great leaders today consistently ask "how are we doing?" keeping feedback loops open, course-correcting along the way.

From **happiness** to **trustworthiness**

Great leaders care for their teams' happiness. But sometimes they inadvertently hold back details, or soften realities - for fear that people won't like them. This, however, is a fact of life & leadership. We must treat everyone as adults. Give them time and truth so they may prepare. It's a leader's job to be compassionate, empathetic, respectful. But not, unfortunately, to ensure everyone is happy. It's essential to be truthful. Even when the truth is unlikable.

