

**Friday 3:30 PM - 5:00 PM**

# **Leading Change: Your Part Matters**

**Track:** Strategy

**Location:** Wilson B

**Session Presenter(s):** Jeff Shuck

**Hashtag: #14NTCLead** (<http://twitter.com/search?q=14NTCLead&f=realtime>)

**Evaluate this session:** <http://surveymonkey.com/s/14NTCEval?c=9059>

**Session description:** It has become fairly trite to say that the pace of change has never been more rapid than it is now. From trends in giving, to shifts in organization structure, to the dizzying array of tools, tactics and technologies available to help us reach our goals, to attitudes about our work and the impact we make on the world, change greets us at every corner. The great news is that with every opportunity for change comes exactly that: opportunity. But to get there, change requires a clear vision, a plan to support that vision and the willingness and ability to lead in every direction. Attendees will learn: 1) The vision for change and the plan to get there; 2) The real-world, real-life personalities, processes, policies and politics that have the potential to derail or slow us down; and how to lead and navigate change in our increasingly complex world.

## **Notes Contributors:**

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## **Notes:**

Market Basket analysis(?) to find new ways to divide audiences

How do we create change within our organizations?

Everybody leads a team, even if it only of one

change we are trying to create: Staff who can manage our systems

Its hard to be different

Clarifying values

Success Factors

- Strategy

- Audience

Ask

Experience

Service

Data

### **Leadership**

Matrix organization is hard to manage, but that's where people go when they cut people, even though it is harder to manage. Takes more people, not fewer

Responsibilities will be confused

Robert Quinn, *Deep Change*

Pervasive | Violation of trust | Thirst for vision | burnout = Organizational slow death

Peace and pay: make peace with it, take money, and go home

Exit: quit. you always have choice

Change: make change internally. willing to make a difference, having space in your mind to make a new model

Leading Change: Create

- Establish a sense of urgency
- create your guiding coalition
- develop a change vision

Must be clear on your values. What do you stand for? (Not the organization). Can't be aligned with values until we know what they are

Toolkit: Values Clarification

self-reflection: write down 3-4 personal values that are important, do the same with professional values

discuss with a partner, see what is in common, share

then list organization's state values. Where is there overlap? Can we pick 4-5 that will govern this leadership?

The list is important but secondary — the conversation is what is important

Toolkit: Fireflies and Elephants

There are things that we aren't talking about, so we need a gimmick.

We seldom talk about what works - there is more to learn about what worked than what didn't

List your bright spots from last year, share one of the things that was great. memory for positive is

small

Think about a great idea for the coming year. Explain the ideas and benefits, why we haven't done it, what we need to do to make it happen

Define elephants "obvious truth that is being ignored" — what haven't we talked about yet? what's the elephant in the room

Write down elephants, share one. Why don't we address this? What would be change if we did? Since staying stalled is not an options, what do you recommend?

A problem named is a problem solved, everything is out in the open. Don't let the elephant become invisible again

How to start change? Leaders go first

Leader Framework: Engage

Share Vision -> empower broad based action -> generate short-term wins

Toolkit: RACI

Responsible: Those who do the work to achieve the objective

Accountable: the "owner"

Consulted: those whose opinions are sought

Informed: kept informed of progress

use a matrix - put all the people on top in columns, list out objectives on the left,

break into pairs, fill out the grid with partner

There can only be one A for each objective

Share

Walk through where there is consensus and where there is disagreement

If there is disagreement, boss needs to decide, or commit to follow-up meeting

Gut-check: can we accomplish everything on this list?

Sustain: Don't let up, keep grinding, embed it in the culture.

Toolkit: The five practices (The Leadership Challenge)

1. Model the way - never ask someone do something you don't do
2. Inspire a shared vision - here's what the world could look like
- 3 Challenge the process
4. Enable others to act - give power away, celebrate wins
5. Encourage the heart -

Toolkit: Values Sharing

For the start of monthly or quarterly meeting to switch from operational to cultural

Leader recaps values and key objectives (from matrix)

Self reflection: come up with one example of exemplifying one of those values, go around the circle about each other

Leaders are on the grandstand of the parade - we are talking to a group that is walking by us. Keep talking about values and vision, because people only know it if we talk about it all the time. Ritual

When we are no longer able to change a situation, we are challenged to change ourselves. If you try to change it and it won't change, find something better.

'I'm responsible' "We can change the way we do things" "I keep my boss informed" "I talk about our values" "I choose my attitude" "Problems with my team are a reflection of my leadership" "We assign accountabilities" "We're not afraid of the past" "I continually try to articulate our vision"

You are the leader you're looking for.

*Deep Change*

*Leading Change*

*Our Iceberg is Melting*

*The Leadership Challenge*

*The Advantage*

*The Five Temptations of a CEO*

*[yourpartmatters.org](http://yourpartmatters.org)*

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1. Work together! Anyone can take notes. If someone is taking notes already, start another paragraph and contribute another point. Or help them out by tidying up typos and formatting.
2. Use bullet points, lists, and headers to organize information. Keep paragraphs concise.
3. Refer back to the slides available for the session.
4. Have fun, and thanks for helping out!

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