



the leader as coach

guiding your team in dynamic change

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4good webinar
august 5, 2015
1:00pm edt

welcome



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about snowflake llc



a unique consulting experience for the masses

- established in may 2014
- strategy, organizational, and operational focus
- big 4 heritage with extensive, diverse experience
- client-driven and impact-oriented
- designed to be affordable and accessible

global perspectives, local priorities



the basics

change and the 21st century leader

modern day stability



change is the 21st century steady state

- core missions
- strategies
- organizations
- operations
- infrastructures
- internal cultures

change drivers

- market demands
- competitive landscape
- economic conditions
- labor demographics
- emerging technologies
- legacies of inertia

an uncomfortable proposition



many won't change until it's visibly critical

- climate change effect
- one million ways to rationalize
- mechanics and practicalities
- emotional effects

it has to be easy to say “yes” and follow through

our picture of leadership



(drawn with invisible ink)



where did
you all go?

excite

persuade

engage

convince

sell

motivate

inspire

distract

redirect





the change experience

a story of one entertaining party

the big event



you're the host of a transformation party

- the icebreaker
- burning platform
- light at the end of the tunnel
- torchbearers
- excited crowd



congratulations, you're a change leader!

the after-party



people are feeling the buzz

- hanging around the bonfire
- listening to stories
- talking big
- shaming the losers
- leaving happy



the people are eager to follow!

the hangover



well, it was fun while it lasted

- the buzz wears off
- dude, where's my car?
- i said i'd do what?
- designated drivers speak up
- no thanks, i'm sleeping in



reality sets in for the masses

the leader vs. the “wannabe”



if they're not following, you're not leading...

- no matter how well-delivered, the message often fails to permanently change attitudes and behaviors
- when change is steady state, the ability to translate your passion into their action is even further diluted
- if you're just trying to talk your way through dynamic change, people are going to stop listening

...and if you're not leading, they're not following

following the followers



their stories: eight people after the party

jane	feels the love, no idea what to do now
armando	inspired but bewildered, at a closed road
cyrus	embraced the moment, now skeptical
chuck	somebody else was doing the talking
meg	becomes your friend, looks out for herself
kevin	enthusiastic torchbearer, seen as a geek
john	spreads false rumors about last night
susan	popular, throws water on the bonfire

work mirrors life



lesson one – know the social dynamics

- organizational change is social change
- everyone has a potential say in the outcomes
- there are others who want to influence
- to lead you need to capture and keep a critical mass
- offer has to be believable, and the most compelling

be aware, and get to know your organization

the enthusiastic supporter



lesson two – help jane live the faith



meet jane

feels the love, no idea what to do now

- believes in you, but she needs guidance
- not everyone wants to interpret “general direction”
- even if self-driven, she needs to go to the right place
- “janes” are desirable and dangerous

tell people exactly what you want them to do

the willing participant



lesson three – get armando some help



armando

inspired but bewildered, at a closed road

- knows what to do, but he's encountering obstacles
- not everyone is willing or able to go over roadblocks
- if they try on their own and fail, they may give up
- “armandos” are also beneficial and risky

give people what they need to keep up with you

the willing participant



lesson three – get armando some help



armando

inspired but bewildered, at a closed road

- people may be standing in armando's way
- positive steps may be blocked by management
 - don't fully understand what the change is about
 - haven't bought in to what you're trying to achieve
- it's harder for them to get by interpersonal obstacles

empower your managers, but keep them close

the committed cynic



lesson four – give cyrus a reason to believe



cyrus

embraced the moment, now skeptical

- been here forever and seen change efforts falter
- some will see the need, but think it won't happen
- hard for them to get behind efforts they think will fail
- “cyruses” to be viewed with caution

be visible and consistent, and show progress

the talk-the-talker



lesson five – hold chuck’s feet to the fire



chuck

somebody else was doing the talking

- talks big, but balks when he sees what’s required
- people understand why, but it’s easier to not change
- go with status quo if no incentives or consequences
- “chucks” won’t drive change, but can be part of it

incentivize people, and hold them accountable

the opportunist



lesson six – maintain meg’s commitment



meg

becomes your friend, looks out for herself

- with you, but will bail if she sees a better option
- people have many interests, and may not be loyal
- given greater potential benefit, may abandon you
- “megs” are challenging since they’re not easy to spot

be consistent, but willing to change the pitch

the useless advocate



lesson seven – don't overstate kevin's impact



kevin

enthusiastic torchbearer, seen as a geek

- in an influential position, but he isn't respected
- people don't listen to titles, they listen to people
- who you choose as “change agents” is very important
- be wary of “kevins” and the effects they can have

find out who people look up to, and focus on them

the troublemaker



lesson eight – neutralize john



john

spreads false rumors about last night

- presents himself as “in the know”, colleagues like him
- some people have agendas, some just cause trouble
- misinformation creates doubt and damages morale
- “johns” must be proactively and reactively countered

communicate consistently, control damage fast

the competitor



lesson nine – realize other people are talking



susan

popular, throws water on the bonfire

- sees the change as negative, and tries to rally others
- your burning platform may not be the only fire lit
- even if they can't kill the change, they can kill morale
- you have to out-compete the “susans” to succeed

know the opposition, “ghost” it in words and actions

the competitor



lesson nine – realize other people are talking



susan

popular, throws water on the bonfire

- may be able to get real power
 - get a critical mass of followers refusing to change
 - draw interest of outside groups with something to gain
- change can be stopped in its tracks if all or nothing
- can convert opposition with the right concessions

know when to fight, and when to negotiate

the professional help



lesson ten – get an event planner

- when change is constant, you're always leading
- institutionalizing change management is critical
- change managers coordinate, instruct, and monitor
- they keep things on course, recognize issues quickly

set up a permanent change management capability



the leader as coach

actively encouraging and facilitating success

coaching vs. leading



what's the difference?

- traditional leadership – inspirational, persuasive
- coaching – comprehensive, well-rounded approach
 - knowing your team
 - understanding the opponent
 - giving the team a plan and resources
 - relying on captains
 - focusing on individual strengths and weaknesses
 - working with the key players

good leadership is coaching



contemporary constant change demands it

- can't just make a speech and walk away – have to:
 - instill confidence among your team
 - have a game plan, and use all of your faculties to install it
 - make sure it's being properly executed
 - be willing and able to make “in game” changes
 - constantly prove you know what you're doing
 - always be preparing for the next game
- coaching to results includes “coaching out”
- infrastructure reduces preparation, execution stress



secure the essential outcomes
unleash your full potential
work smarter

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