



present

How to Create, Align, and Anchor Organizational Change

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About Your Presenter:



Carla Schnitker

Carla Schnitker is a consultant in organizational transformation. Difficult organizational challenges are her specialty. Finance, engineering, field services, computer systems, and legal affairs all have improved as a result of her guidance. In addition she coaches leaders. After getting her law degree Carla began her career as a researcher in organizational issues at the Universities of Leiden and Indiana (worked with Nobel Prize winner Elinor Ostrom and her husband). Driven by curiosity, she made the transition to work as an executive. She rapidly rose through several management levels especially as a troubleshooter. Ten years ago she started her own company, Leadership Beyond. Since then she guides executives in organizational transformation and leadership development. She has clients in Asia, Africa, USA, and Europe. She specializes in difficult organizational challenges.

What Clients Say:

“Very positive, Stimulating, and Knowledgeable”

“I recommend her to anybody” (Peter Wiersma)

"Extremely beneficial"

"Worlds Best Kept Secret" (Marijke Viezee)

“Challenging, Intense, and Nice” (Fred Doeleman)

Organizational Change:

The three steps:

1. Create _____ p. 4

2. Align _____ p. 5

3. Anchor _____ p. 6

Tools and recommended reading:

- Tools _____ p. 7

- Recommended reading _____ p. 7

- Follow-up _____ p. 8

“Simplify, Simplify.”

Henry David Thoreau

Managers and employees view change differently.

Paul Strebek

Step I. Create

A sense of urgency is essential.

Pitfalls:

To Do's

LeadershipBeyond, (303)- 586 1725, info@leadershipbeyond.com, p. 4

“Many executives trash about with mission statements and vision statements. Unfortunately, most of those statements turn out to be a muddled stew of values, goals, purposes, philosophies, beliefs, aspirations, norms, strategies, practices, and descriptions. They are usually a boring, confusing, structurally unsound stream of words that evoke the response “True, but who cares?”

James C. Collins; Jerry I. Porras

Step II. Align

Without ownership an employee feels like a victim.

Pitfalls:

To Do's:

“If a company is in trouble, or if it is in the middle of a change effort, lack of trust automatically emerges as a serious barriers”.

Jeanie Daniel Duck

Step III. Anchor

Pitfalls:

To Do's:

“...change sticks only when it becomes “the way we do things around here,” when it seeps into the very bloodstream of the work unit or corporate body. “

John P. Kotter

Tools:

Prioritizing, a method:

The whole department/team/individual has one objective and three measurable key results. Every Monday each employee writes the three priorities of the week down. On Friday each employee looks at the result.

Big advantage: people focus on the three things that matter --- not the 10.
(Method used by Intel, Google and CEO's like Mark Pincus)

Active Listening, the components:

1. Content: understanding
2. Emotions: empathy
3. Check: prove of understanding and empathy

Recommended Reading:

- Leading change, John P Kotter,
- The speed of trust, Stephen M.R. Covey
- Get out of your own way, Robert K. Cooper, Ph.D
- The change masters, Rosabeth Moss Kanter

Follow-up:

The really good people want autonomy – you let me do it, and I'll do it”.

Gordon Bethune, CEO, Continental Airlines

Organizational change can be a challenge. It requires a new awareness, practice, and positive reinforcement.

Organizational change also requires time and effort at your part.

We hope that you will create many new successes for yourself and others with what you have learned in this program.

Please let us know your successes, your questions, your challenges... we will reply with our knowledge and commitment to your success.

Thank you,

Carla Schnitker

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