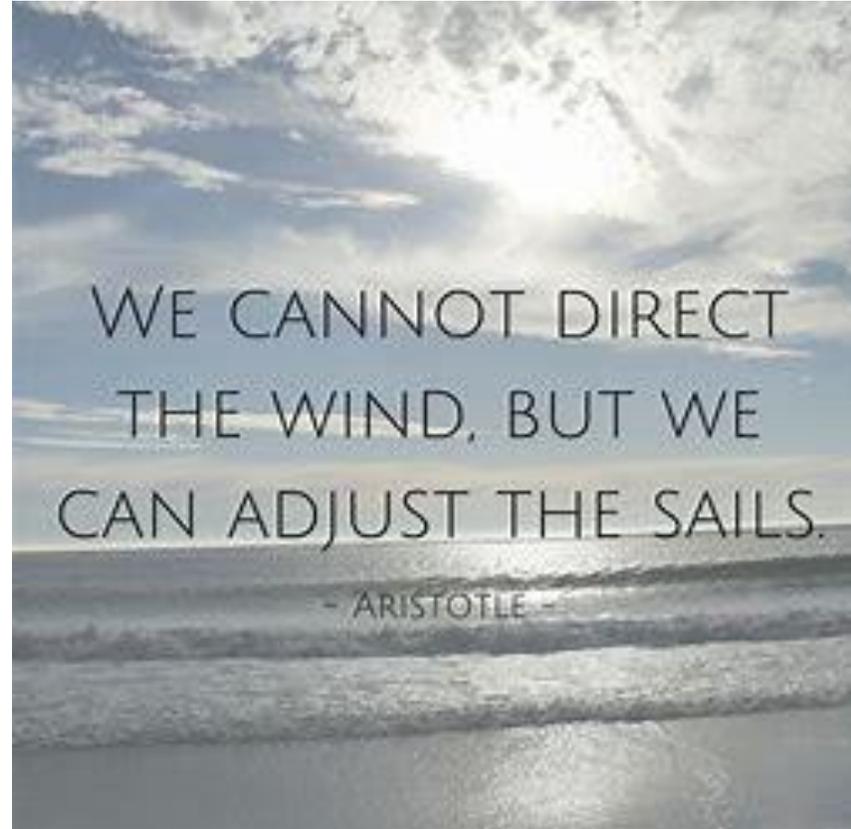


Leading change through positive disruption



Objectives of the session

- Understand what change agility means
- Recognise your disruptive leadership style in relation to others in the team and how to collaborate for the best result
- Understand the psychological dynamics of change and how to support stakeholders through the process with compassion
- Explore resilience through effective team and individual habits

What do we mean by disruption?

Disruptors are proactive individuals who are not afraid to 'shake' up organisational processes and challenge the status quo.

Everyone has the potential to disrupt and transform an organisation.



The benefits of disruption

- Improves processes and efficiency
- Engages and satisfies stakeholders
- Engages employees
- Challenges the status quo
- Encourages curiosity and diverse thinking
- Embraces 'enforced' changes
- Improves resilience and adaptability



Every man wants to change the world but no man thinks of changing himself repost

Core components

**A Leapfrogging
Mind-set**

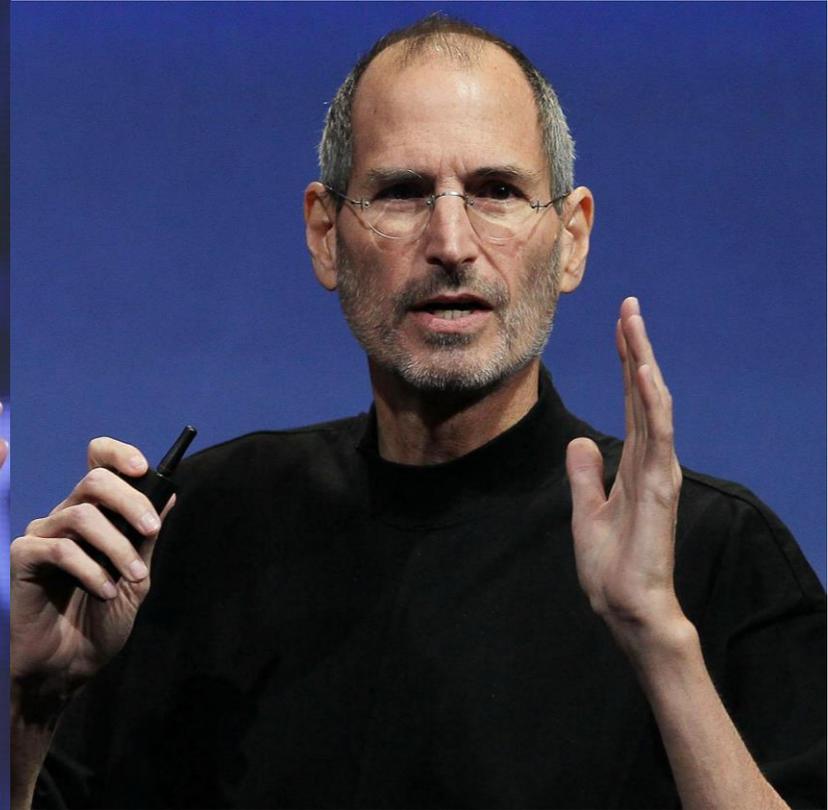
Boundary Pushing

**Data-Intuition
Integration**

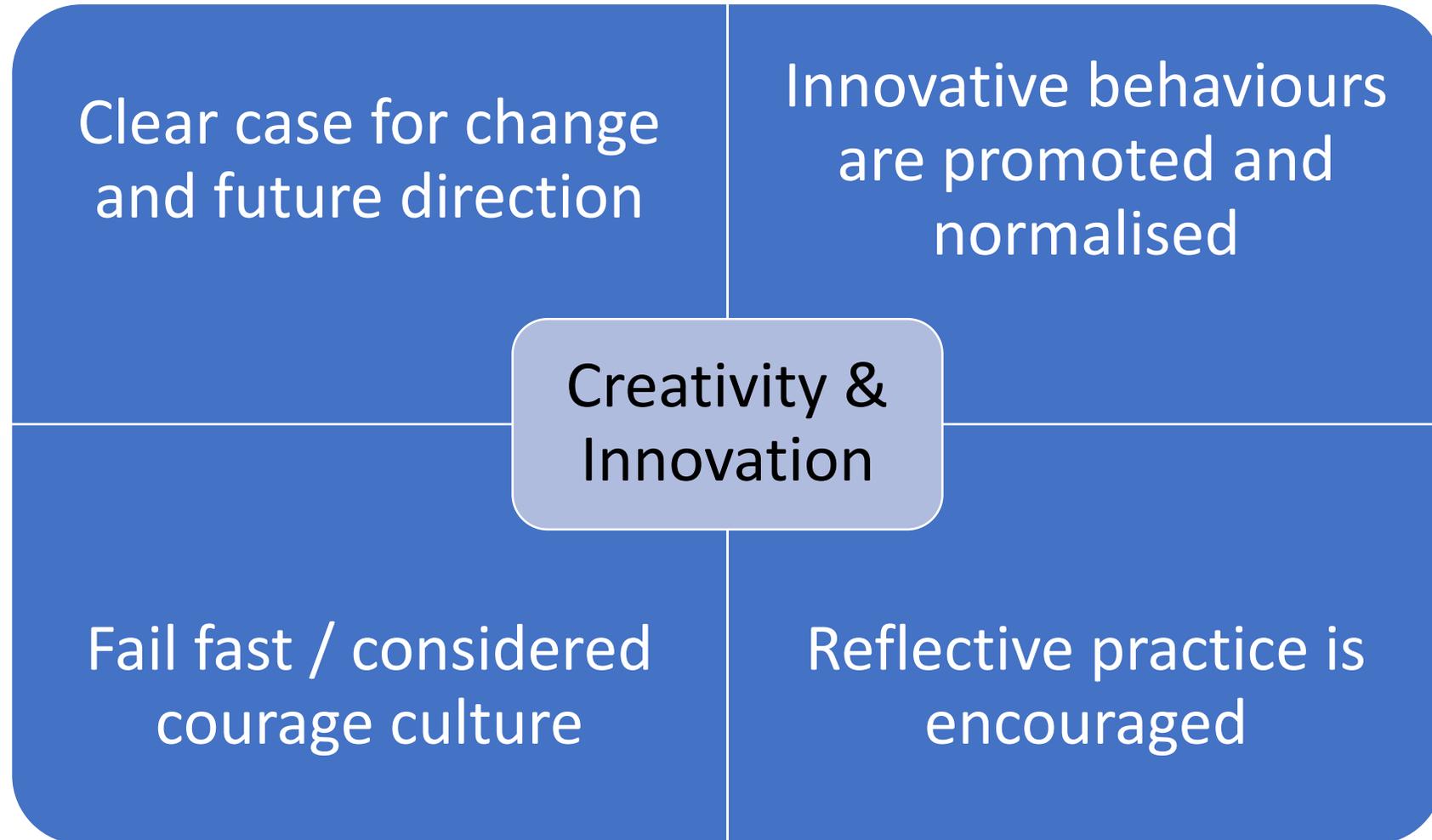
Adaptive Planning

Savouring Surprise

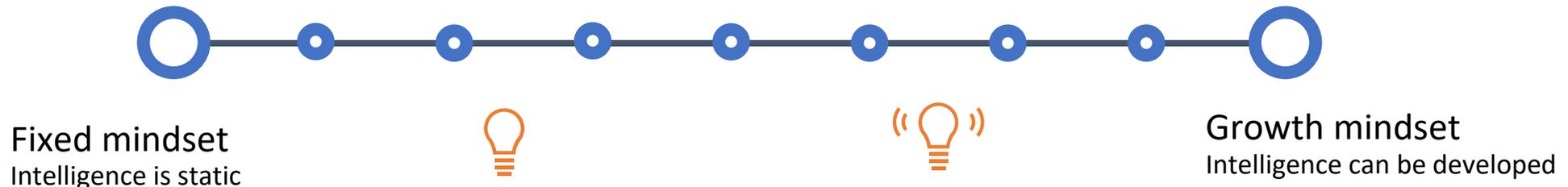
Disruption – positive or negative?



Creating the right environment for others



Switching our mindset



Leads to a desire to look smart
and therefore a tendency to...

...avoid challenges

...give up easily

...see failure as fruitless or worse

...ignore useful negative feedback

*...feel threatened by the success of
others*

Leads to a desire to learn and
therefore a tendency to...

...embrace challenges

...persist in the face of setbacks

*...see failure as essential to
mastery*

...learn from criticism

*...find lessons and inspiration
in the success of others*

System 1



Fast



Unconscious



Automatic



Everyday
Decisions



Error prone

System 2



Slow



Conscious



Effortful



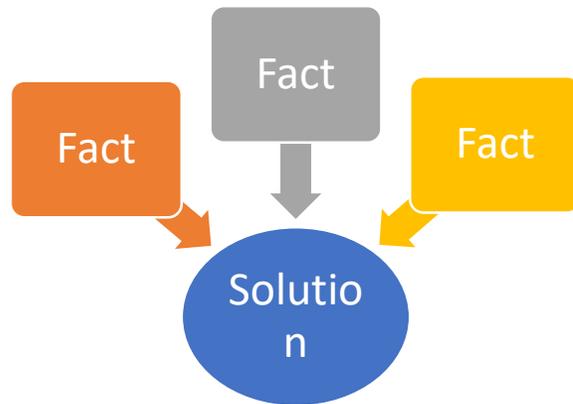
Complex
Decisions



Reliable

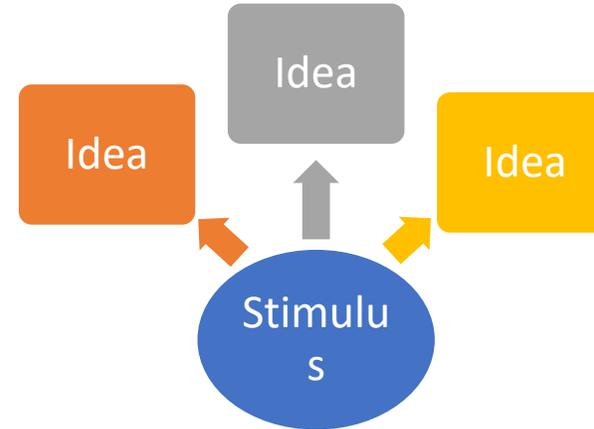
Two thinking styles

Convergent Thinking



- Focussed,
- solution oriented thinking, urgent,
- specific answers and clear instructions

Divergent Thinking



- relaxed and chaotic thinking,
- opening up and moving away from the starting point
- producing yet more options

Define the problem
with specificity



Extravagant

Fanciful

Wild

Wrong

Practical

Disruptive



Divergent
Thinking

All possible ideas



Executable ideas



Chosen solutions

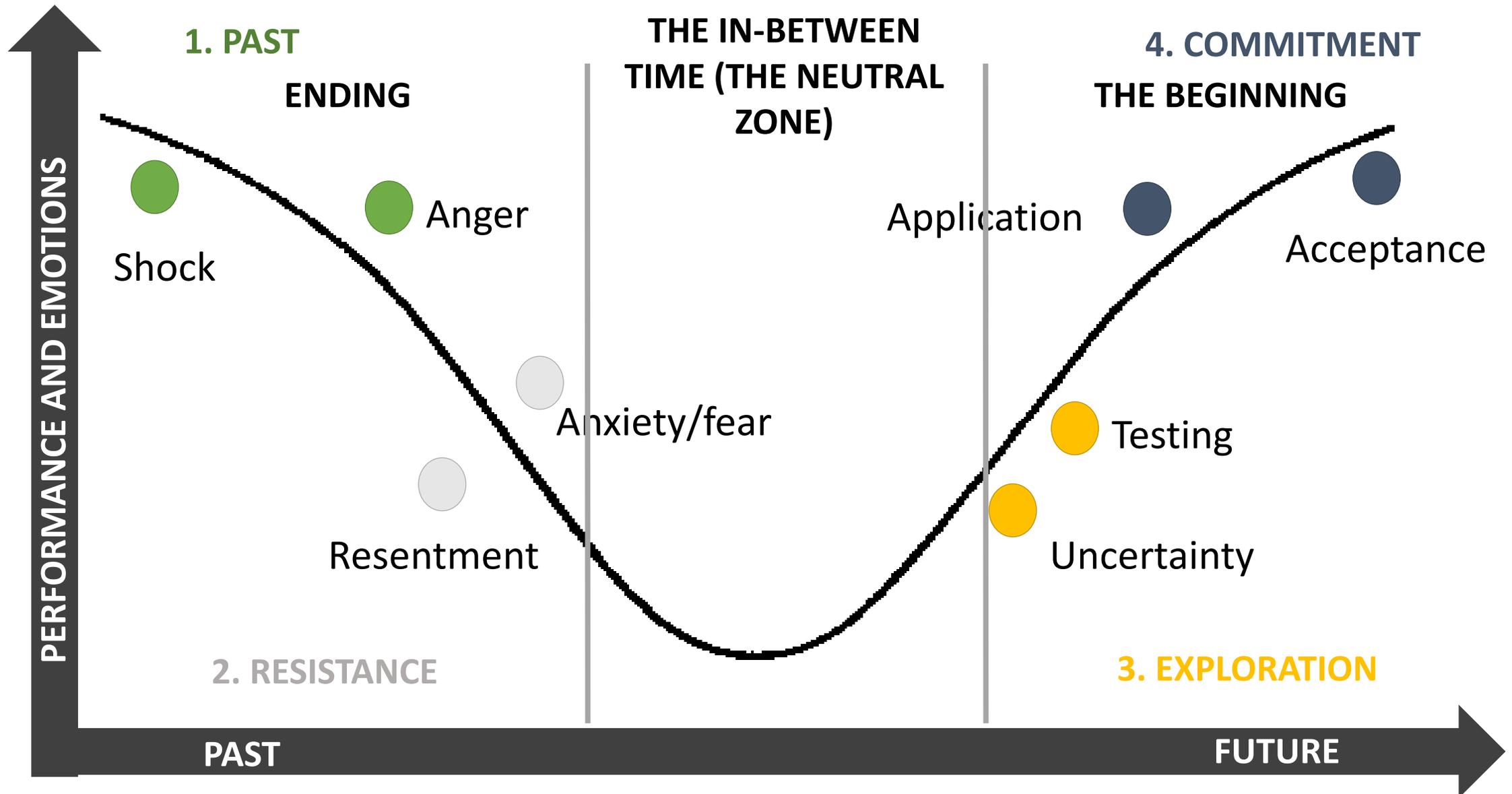


Critical
Thinking
Phase



Convergent
Thinking

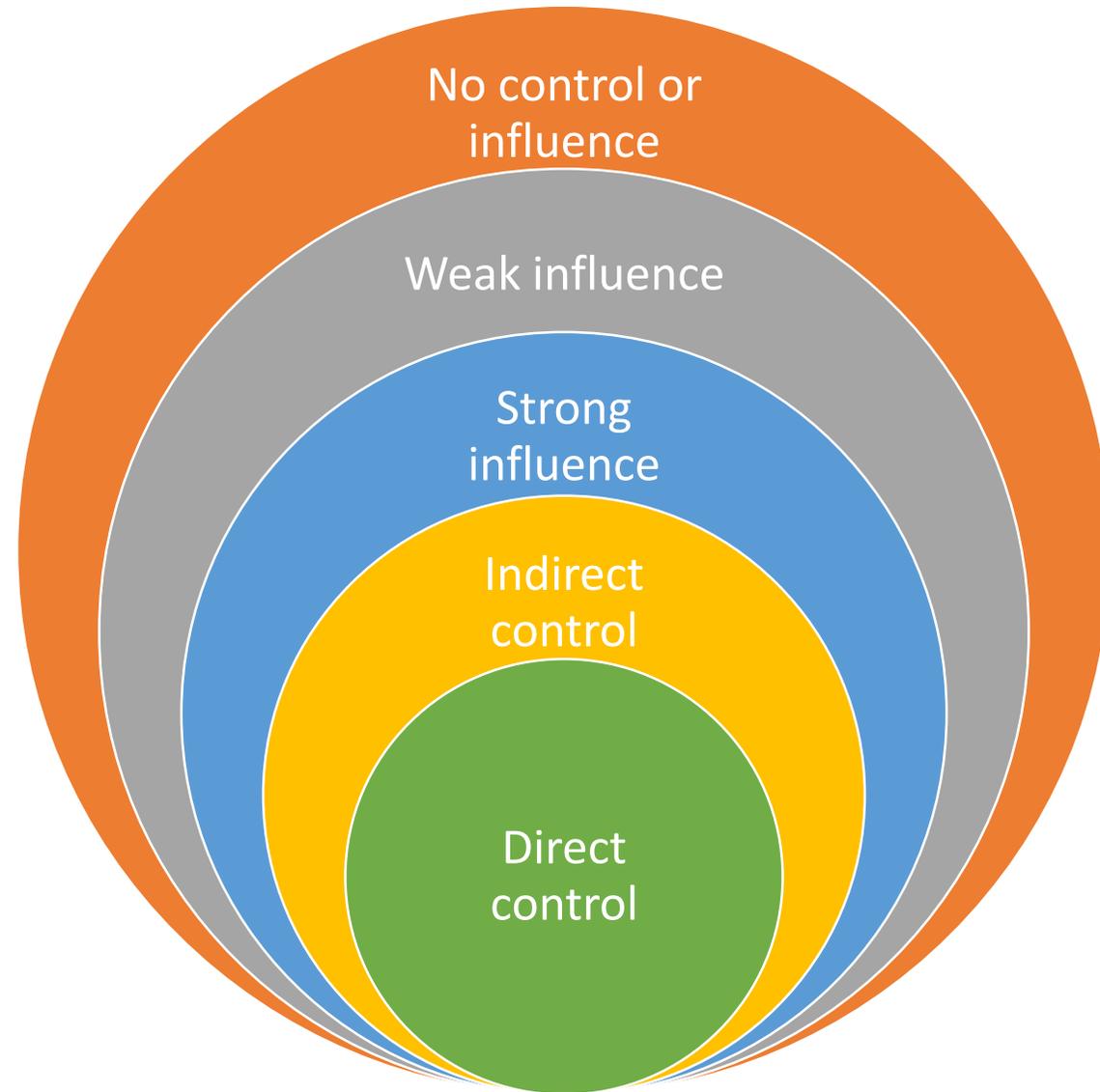
The change curve – responses to change



- Leaders must assess where people are in the change cycle and adapt communication style to support acceleration through the curve:

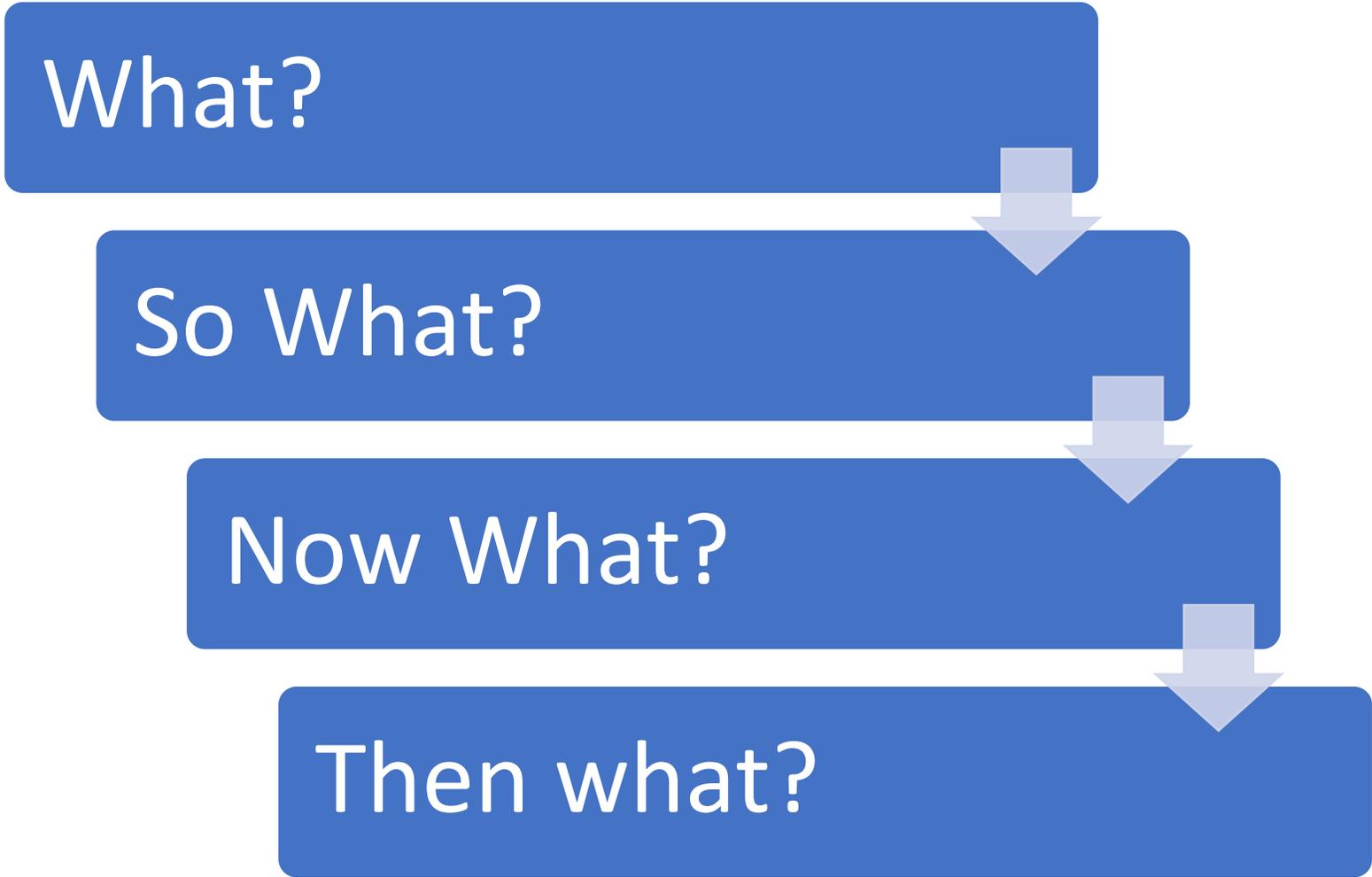
Phase	Symptoms	Actions
Denial	<ul style="list-style-type: none"> <input type="checkbox"/> Rationalisation <input type="checkbox"/> Focus on past <input type="checkbox"/> Withdrawal 	<ul style="list-style-type: none"> <input type="checkbox"/> Confront with information <input type="checkbox"/> Focus on current <input type="checkbox"/> Make accountable
Resistance	<ul style="list-style-type: none"> <input type="checkbox"/> Anger, blame, depression <input type="checkbox"/> Active aggression <input type="checkbox"/> The company doesn't care 	<ul style="list-style-type: none"> <input type="checkbox"/> Listen for what is unsaid <input type="checkbox"/> Show personal commitment <input type="checkbox"/> Cut unavoidable losses
Exploration	<ul style="list-style-type: none"> <input type="checkbox"/> Over preparation <input type="checkbox"/> Energy, no coherence <input type="checkbox"/> Confusion, chaos 	<ul style="list-style-type: none"> <input type="checkbox"/> Guide priorities <input type="checkbox"/> Educate to improve analysis <input type="checkbox"/> Short-term goals
Commitment	<ul style="list-style-type: none"> <input type="checkbox"/> Cooperation & coordination <input type="checkbox"/> Frustration about speed <input type="checkbox"/> Looking for new challenge 	<ul style="list-style-type: none"> <input type="checkbox"/> Long-term goals <input type="checkbox"/> Celebrate success <input type="checkbox"/> Raise the bar

Where to focus energy



Enabling Reflective Practice

What?



```
graph TD; A[What?] --> B[So What?]; B --> C[Now What?]; C --> D[Then what?];
```

So What?

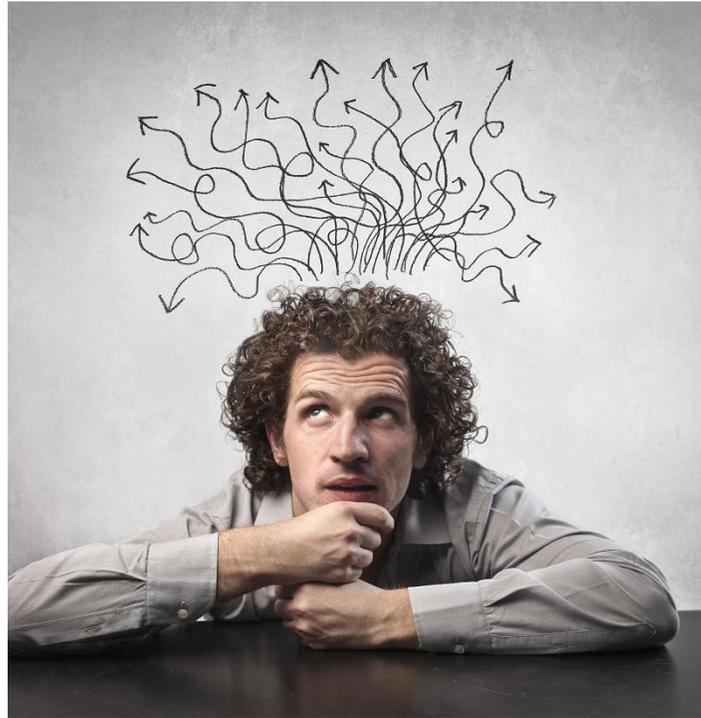
Now What?

Then what?

Knowing your anchors

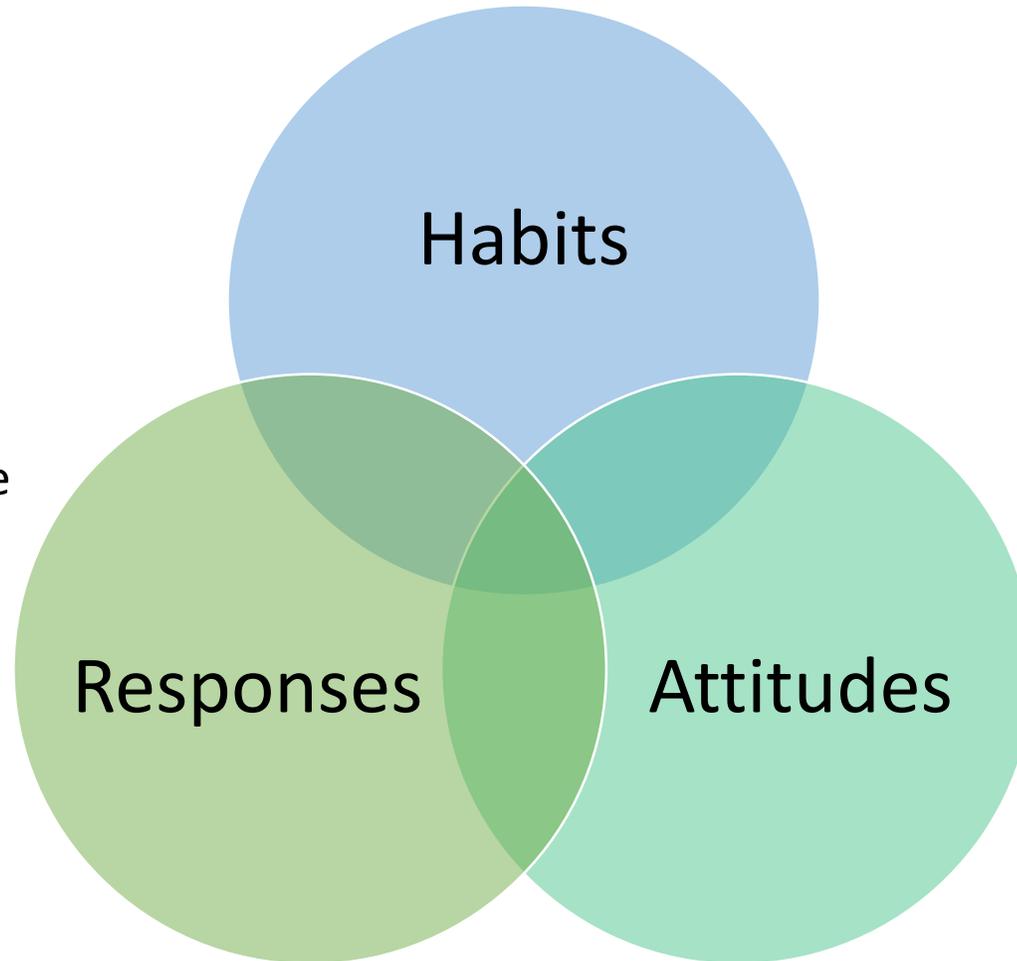
What are your derailers in leading change?

What are your strengths when it comes to leading change?



Habits to build resilience

- Ask for help
- Take control
- Find a purpose
- $E+R = O$



- Learning from experience
- Doing work you love
- Building relationships with people that matter
- Optimism
- Self knowledge
- Self acceptance
- Personal growth - purposefully putting yourself out of your comfort zone

Top Tips for Positive disruption

- Build relationships and a network of trust BEFORE
- Tackle unhealthy thinking (yours and theirs)
- Kick the elephant out of the room
- Learn from mistakes and replicate success
- Have considered courage
- Celebrate your success and that of others
- Know your confidence boosters and robbers and those of your team
- Practice agility in all that you do (makes it a habit)

"The illiterate of
the 21st century
will not be those
who cannot read
or write, but those
who cannot

**learn,
unlearn
and
relearn."**

- Alvin Toffler, Futurist

