

# Leading Change in a Complex Environment Caricom ICT4D

***L. Anthony Watkins***

CEO / Principal Consultant

Odyssey Consultinc Limited

9 Borde Street, Port of Spain, Trinidad

[law@odysseyconsultinc.com](mailto:law@odysseyconsultinc.com)

[www.odysseyconsultinc.com](http://www.odysseyconsultinc.com)

(868) 627-4166 / 4964

# Some Emerging Considerations !!

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- A world experiencing multiple convulsions
- A rapidly morphing ICT phenomenon
- Constant and pervasive change
- A shifting demographic (age & orientation)
- A region playing catch up and coming to terms with shaping its future
- A search for progress in a context of paradox

# The Facts of the Case

- ***Change or Die!***



- It is not survival of the fittest but ***survival of the most adaptable!!***

# Creating Conceptual Clarity

## ■ Change

- The external modifications introduced into an environment

## ■ Transition

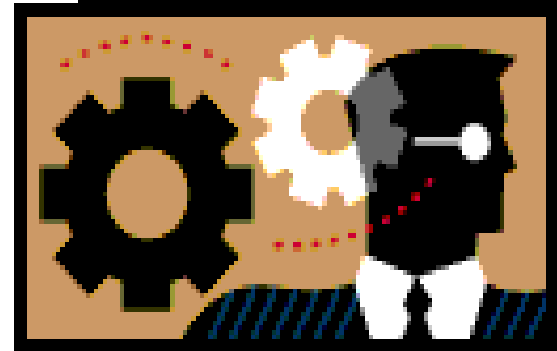
- The emotional, attitudinal, psychological and behavioural shifts that people need to make and the operational shifts that organisations / systems must make if the change is to lead to transformation

## ■ Transformation

- The new realities that represent significantly different ways of doing things

# Leadership Is Needed ...

- To Promote Transformation
- To Implement Changes
- To Facilitate Transition



# But What Is Leadership?

- Our Historical-Cultural Legacy
  - Alternatives
- Leader ↔ Leadership
  - Position ↔ Person
  - Status ↔ Behaviour
  - Character / Qualities ↔ Skills
- Power
  - Position Power ↔ Personal Power
  - La Fuerza ↔ El Poder

# The Odyssey Leadership Framework

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- Leadership is the **process** of influencing self, others and organisations, through growth and change, towards achieving results and fulfilling a vision / purpose
- **Process**
  - Continuity
    - the responsibility and opportunity never “stop”
  - Inputs and outputs
  - No matter how good it is, it can be made better

# The Leadership Opportunity

- Leadership is the process of **influencing** self, others and organisations, through growth and change, towards achieving results and fulfilling a vision / purpose
- **Influencing**
  - A full range of “tools”
    - From threat ⇔ reward & recognition
  - Conscious and Unconscious
  - Having ⇔ Doing ⇔ Knowing ⇔ Being

# The Leadership Opportunity

- Leadership is the process of influencing **self, others and organisations**, through growth and change, towards achieving results and fulfilling a vision / purpose
- **Targets of Influence**
  - **Self**
  - **Others**
    - Seen and unseen
  - **Organisations**
    - Formal and Informal

# The Leadership Opportunity

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- Leadership is the process of influencing self, others and organisations, through **growth and change**, towards **achieving results** and **fulfilling a vision / purpose**
- **Action Areas**
  - Growth and Change
  - Achieving Results
  - Fulfilling Vision / Purpose

# Change Leadership

- Multiple roles / functions / postures
  - ***Catalyser***
  - ***Process Helper***
  - ***Solution Giver***
  - ***Stabiliser***
  - ***Resource Linker***
- Multiple activities
  - ***Managing Self and Managing Others***
  - ***Managing “old work” and “the new work”***
  - ***Managing the process towards transformation***

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***LEADING CHANGE  
IN A  
COMPLEX ENVIRONMENT***

# Some Change Fundamentals

- The pervasiveness of **duality**
  - ❑ Positives & Negatives
  - ❑ Losses & Gains
  - ❑ Exits & Entrances
  - ❑ Endings & Beginnings
- The **uniqueness** of people
  - ❑ Behavioural Style
  - ❑ Attitudes & Perspectives
  - ❑ History & Circumstances



*Duality - A Web Series*



# Promoting Transformation

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- **Issues**
  - A new and different place
  - The picture may be vague, unclear & scary
  - Appeal and Validity of the Vision
  - Credibility of the Messenger
  - Collaboration / Partnerships
  - Co-opetition
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# Promoting Transformation

## ■ Approaches

- A defensible rationale for moving
  - Tied to Vision & Strategy
- Building Trust & Commonality
  - Risk ↔ Outcomes
- The benefits to all stakeholders
  - Creating some level of appeal
- Inspiring, style-relevant communication
  - Communicating with everyone
- Personal belief and commitment
  - Credibility and persuasiveness

# Implementing Change

- **Issues**
- **Organisational / Systemic Readiness**
  - **Change Experience / Change Fatigue**
  - **Organisational / Systemic Culture & Climate**
- **Organisational / Systemic Momentum**
  - **Successes & Outcomes**
  - **Morale & Engagement**
- **Systemic Change Impact**
  - **Internal & External**
  - **Unintended Consequences**

# Implementing Change

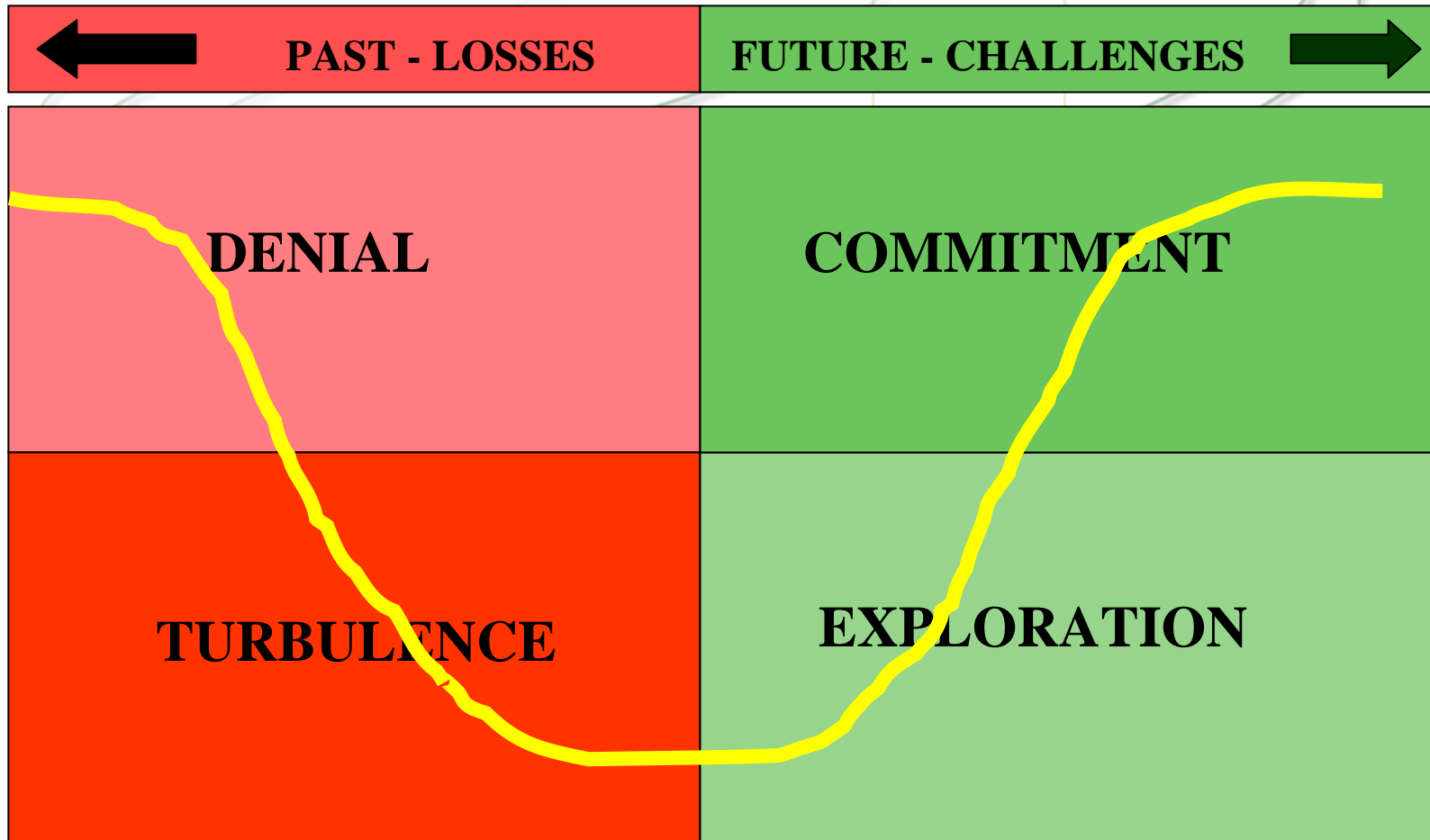
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- **Approaches**
- Begin long before the “change” is introduced
  - Gather data (formally & informally / listen)
  - Begin to “change the language”
- Link future challenges to past successes
  - People / Teams
  - Initiatives
- Explore multiple organisational dimensions
  - Brainstorm “impact scenarios”

# Facilitating Transition

- **Issues**
- **The Mythology of Change**
  - **Who believes what**
- **The Psychology of Change**
  - **Letting Go ↔ Holding On**
  - **Emotional Responses & Listening**
  - **Behavioural Styles and Change**
- **Resistance to Change**
  - **Sources & Impact**

# Understanding the Process



# Facilitating Transition

- **Issues**
- The Demands of Change
  - Stress → Distress
- The Predictability of the Change Cycle
  - Denial → Turbulence → Exploration → Commitment
- The Chaos of Change
  - Time in the desert
- Progress, Duration and Closure

# Facilitating Transition

- **Approaches**
- Communicate realistic expectations
  - Acknowledge info gaps
- Assess “who” needs “what” to “let go”
  - Who is losing what?
- Feelings first → Facts second
  - Acknowledge feelings – allow room
  - Become a “super listener”
  - Re-focus on the facts / work
- Create forums for multiple messaging
  - In both directions

# Facilitating Transition

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- **Approaches**

- Anticipate issues based on styles

  - Engagement / Communication

- Expect and Welcome Resistance

  - Use it as a source of information

# Facilitating Transition

- **Approaches**
- **Promote the Normalcy of Responses to Change**
  - **Stress responses**
  - **Acknowledge your humanness**
- **Come to terms with the Change Cycle**
  - **For others – learn how to lead them through**
  - **For yourself – acknowledge where you are**

# Facilitating Transition

- **Approaches**
- **Remember the Israelites**
  - **A time for getting Egypt out of the people**
  - **Promised Land ↔ Today's Journey**
- **Establish Transitional Structures / Systems**
  - **People & Process focused**
  - **Structural Strengthening**
  - **Critical Issues**
- **Connect! Connect! Connect!**
  - **Small group support**
  - **Frequently**

# Facilitating Transition

- **Approaches**
- **Keep Focus Tight**
  - Acknowledge effort **and** progress
- **Celebrate BIG Milestones**
  - Close off phases of the transformation initiative
- **A New Kind of Leadership**
  - Calm ⇔ Confident
  - Counter-intuitive ⇔ Courageous
- **Self Care**
  - For those with people in your care, put on your mask first

