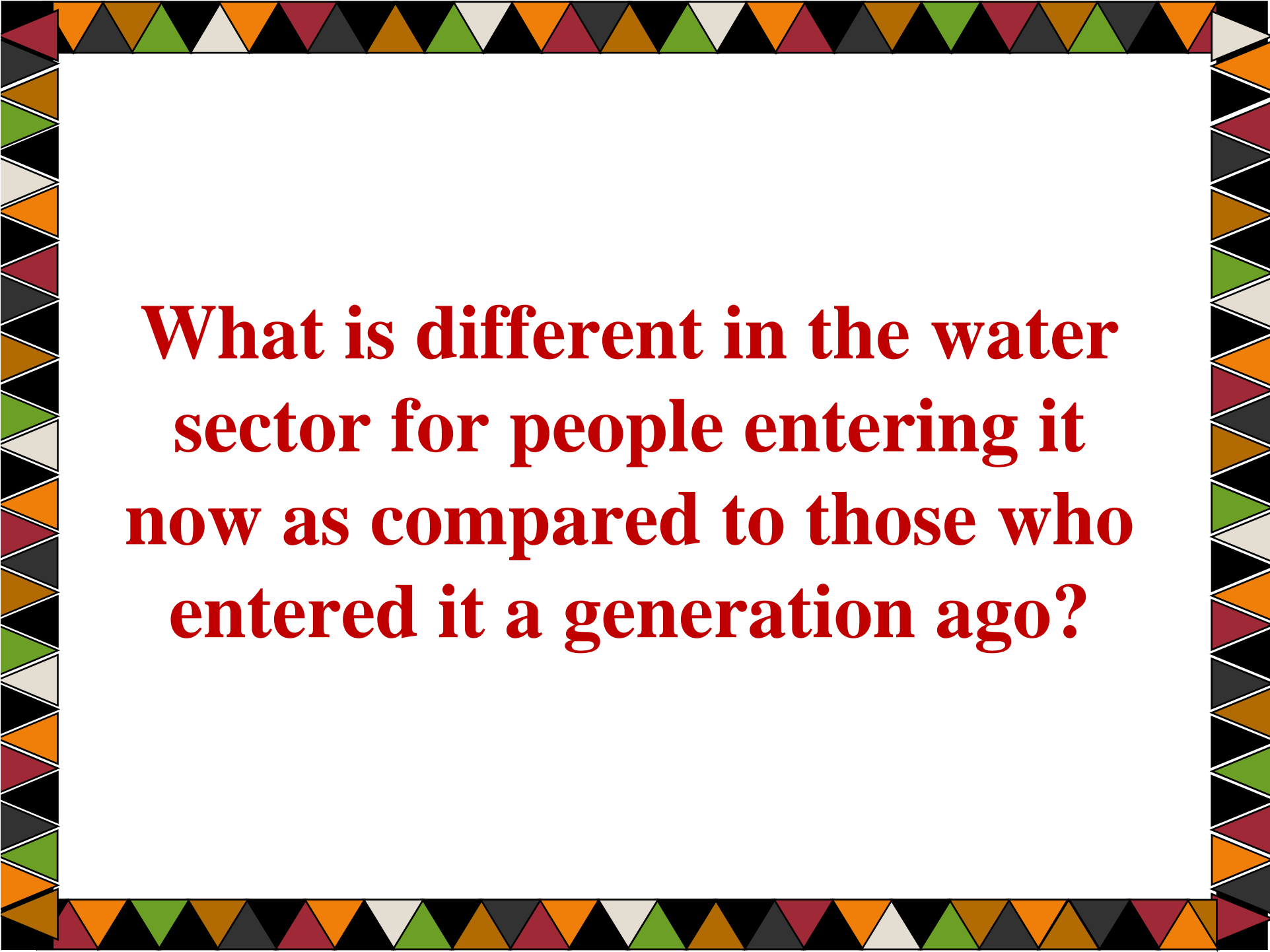


LEADING CHANGE

The Human Dimension

Karen Ortlepp and Lisa Kinnear





What is different in the water sector for people entering it now as compared to those who entered it a generation ago?



You're not alone.....

ENVIRONMENTAL CHANGES



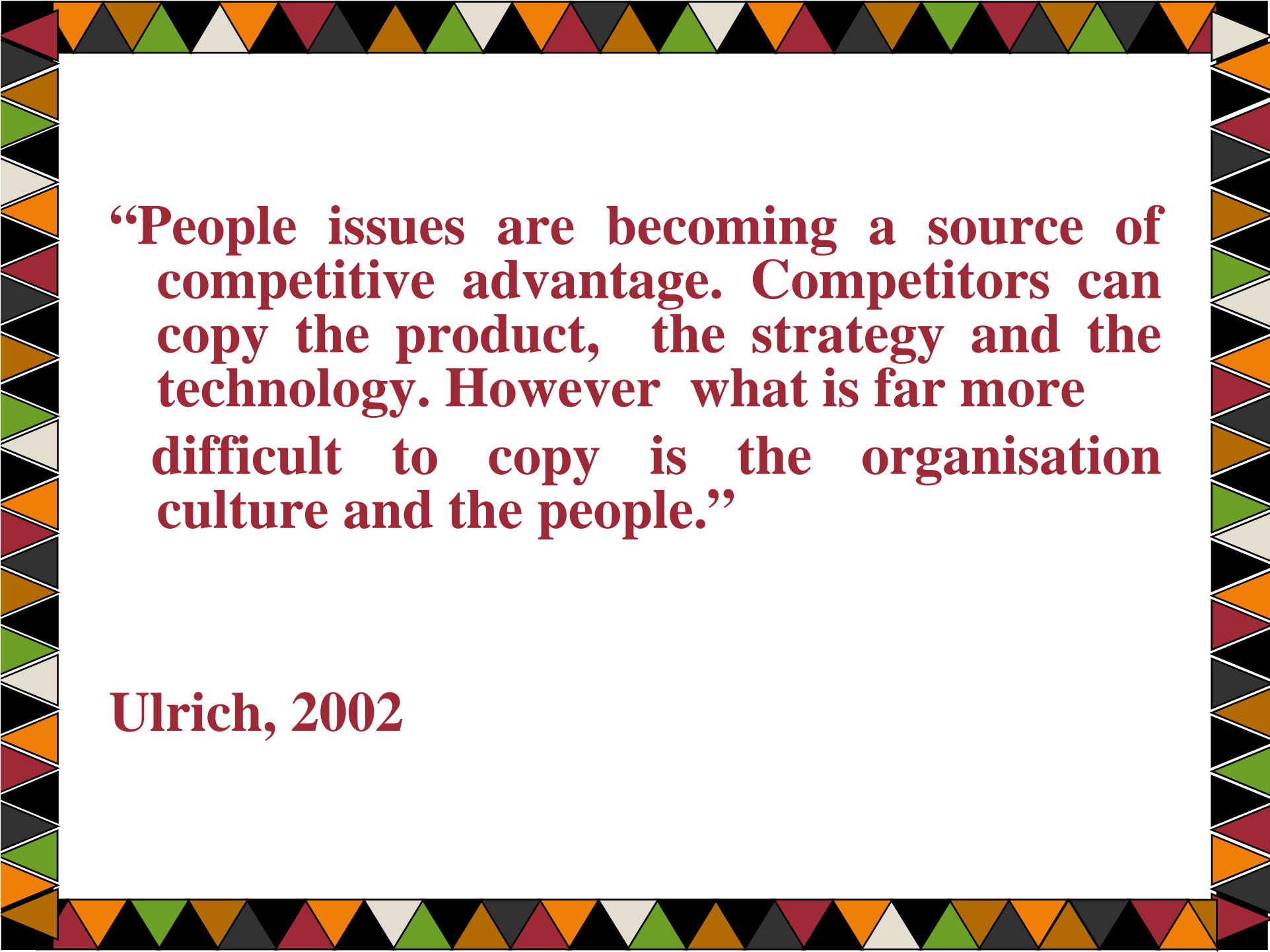
- Turbulence and rapid change
- The knowledge era
- Diversity
- Globalisation
- Legislation
- Democracy
- Evolving work and family roles
- Skills shortages
- Society of surplus and scarcity

Standing still
is the fastest
way to move
backwards in a
rapidly
changing
world.



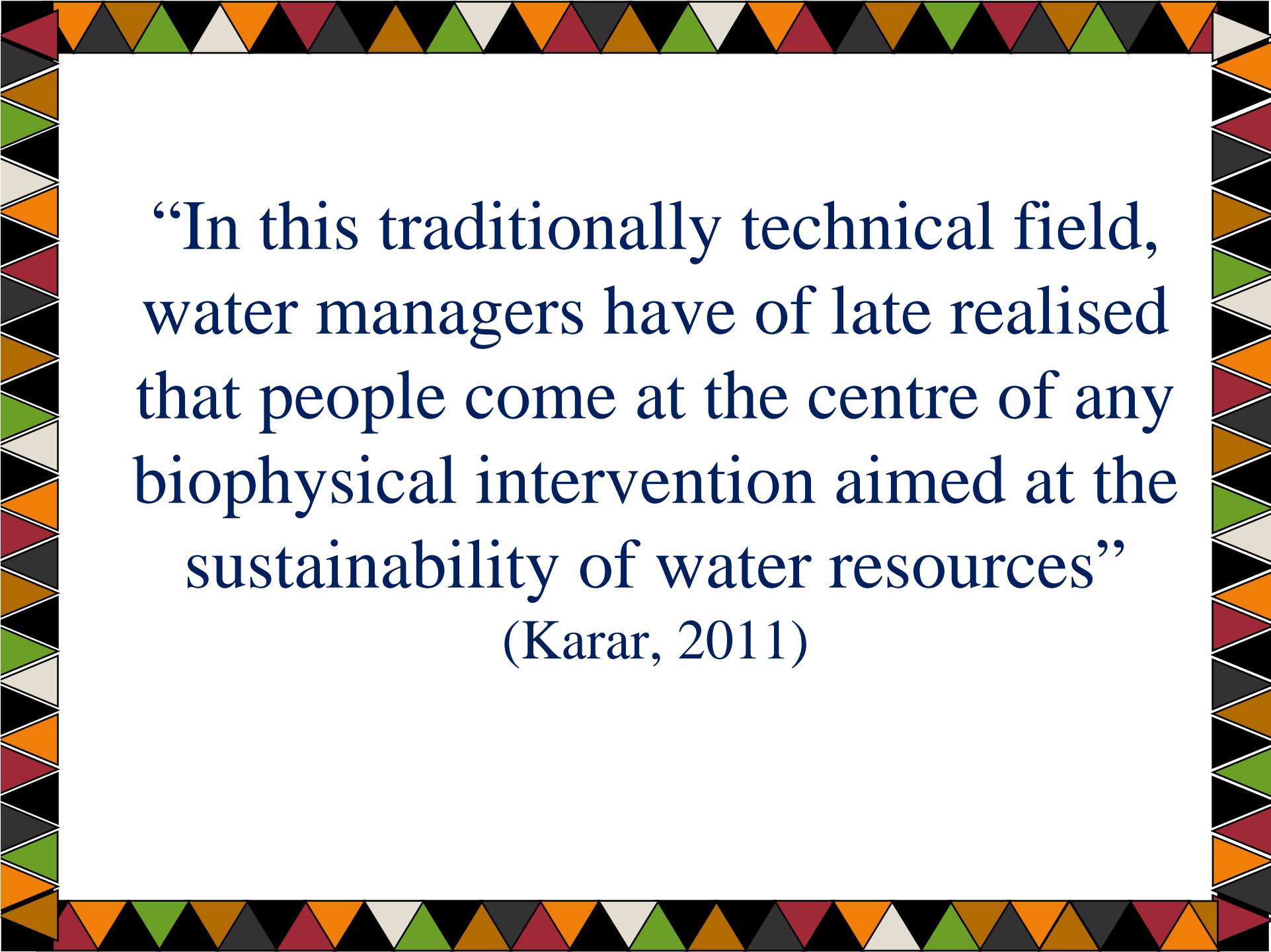
IMPLICATIONS FOR LEADING PEOPLE

- Be able to provide hope for the future
- Accept that you don't have all the answers
- Be comfortable with contradictions
- Be able to handle continuous change – in fact embrace it!
- Become a facilitator and coach
- Understand what motivates and inspires people
- Nurture the talent in the organisation – “war for talent”
- Develop and enhance your own resilience and emotional intelligence


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“People issues are becoming a source of competitive advantage. Competitors can copy the product, the strategy and the technology. However what is far more difficult to copy is the organisation culture and the people.”

Ulrich, 2002

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“In this traditionally technical field,
water managers have of late realised
that people come at the centre of any
biophysical intervention aimed at the
sustainability of water resources”
(Karar, 2011)

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“Most change management programmes are
an appalling failure....A survey by The
Economist last year showed that only 20%
of change programmes are considered truly
successful.”

Helena Dolny, former MD of the Land Bank, 2002

FORMAL ORGANISATION (Overt)

**Goals
Technology
Structure
Policies and procedures
Products
Financial resources**

**Beliefs and assumptions
Perceptions
Attitudes
Feelings
Values**

**Group dynamics
Power and influence
Culture
Individual needs**

INFORMAL ORGANISATION (Covert)



**Experiencing change from the
individual's perspective**

“There is nothing more difficult to carry out nor more doubtful of success, nor more dangerous to manage, than to initiate a new order of things.

For the initiator has enemies in all those that profit by the old order and only luke warm defenders in all those that profit from the new.”

- Nico Machiavelli, 1513

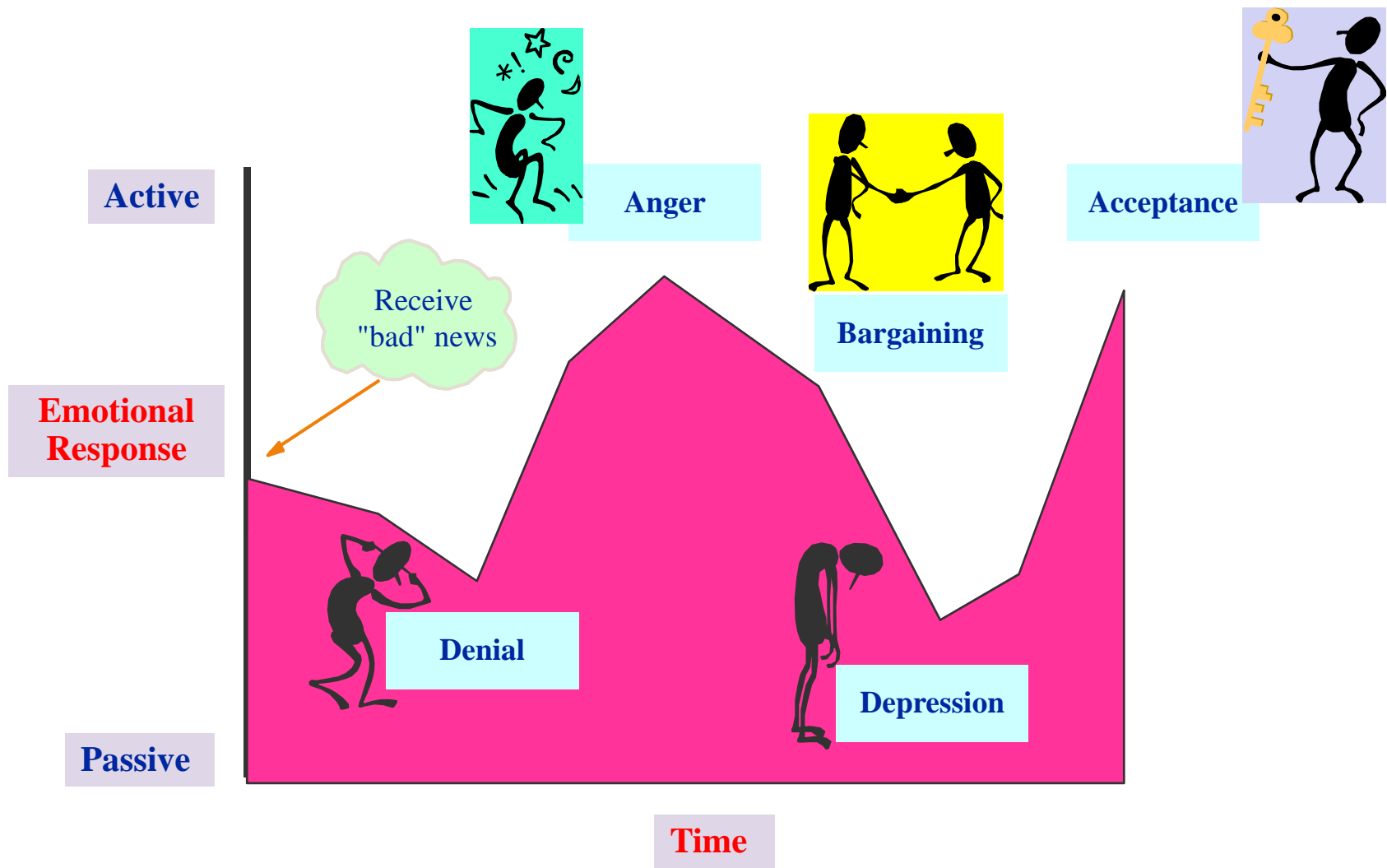


What happens to people when you try to make them change (Blanchard)

- People feel awkward, ill at ease and self conscious
- They focus on what they will have to give up
- People feel very alone
- People can only change so much
- People are at different levels of readiness for change
- Concern that they don't have enough resources
- Once pressure is off people revert back to old behaviour

Reasons for resistance to change

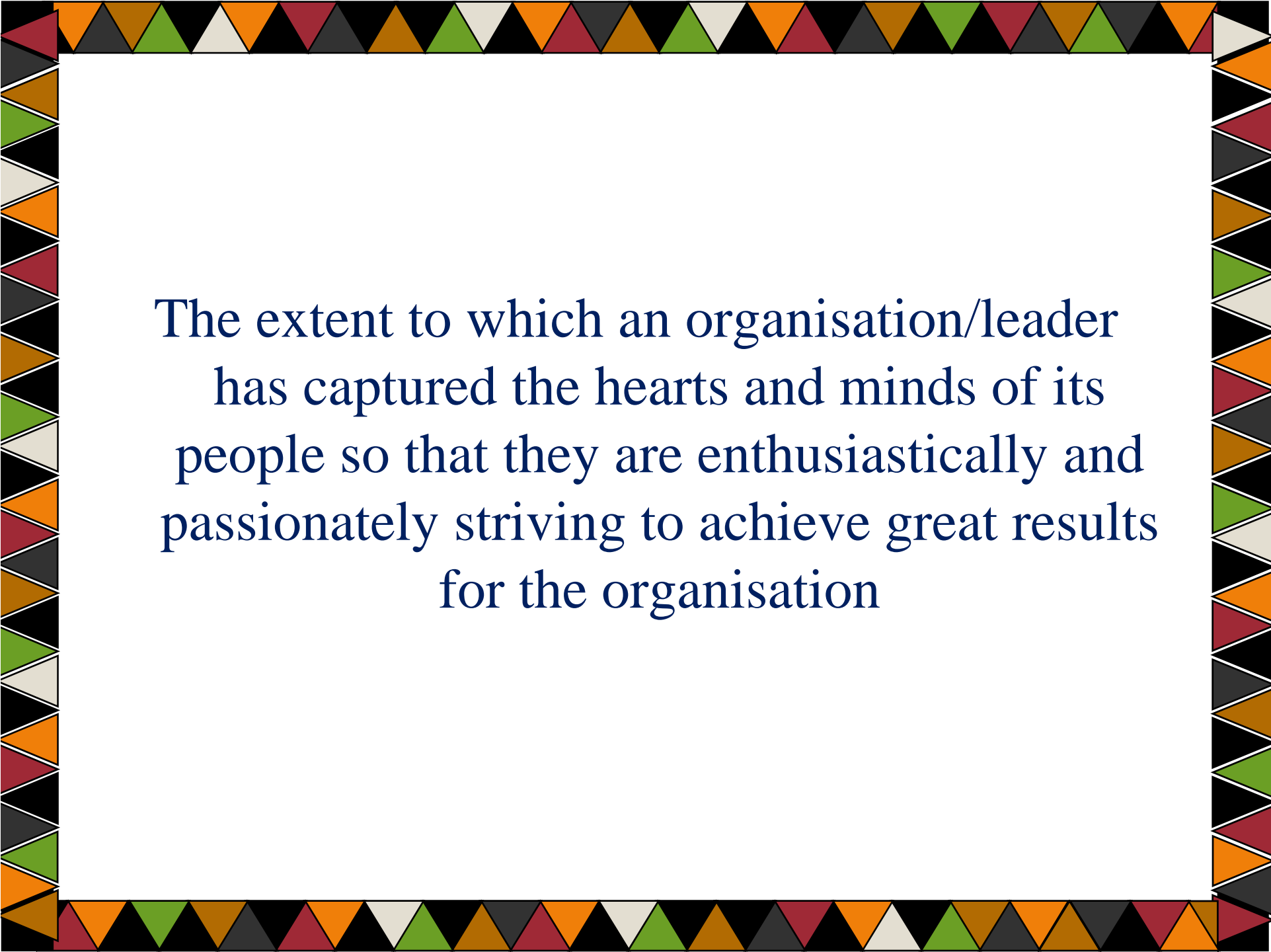
- Fear of the unknown
- Lack of information
- Misinformation
- Historical factors / tradition, custom bound
- Threat to core skills and competence
- Threat to power base and status
- Low trust organisational culture
- Poor relationships
- Fear of failure and reluctance to experiment





‘Acceptance’or.....

ENGAGEMENT



The extent to which an organisation/leader
has captured the hearts and minds of its
people so that they are enthusiastically and
passionately striving to achieve great results
for the organisation

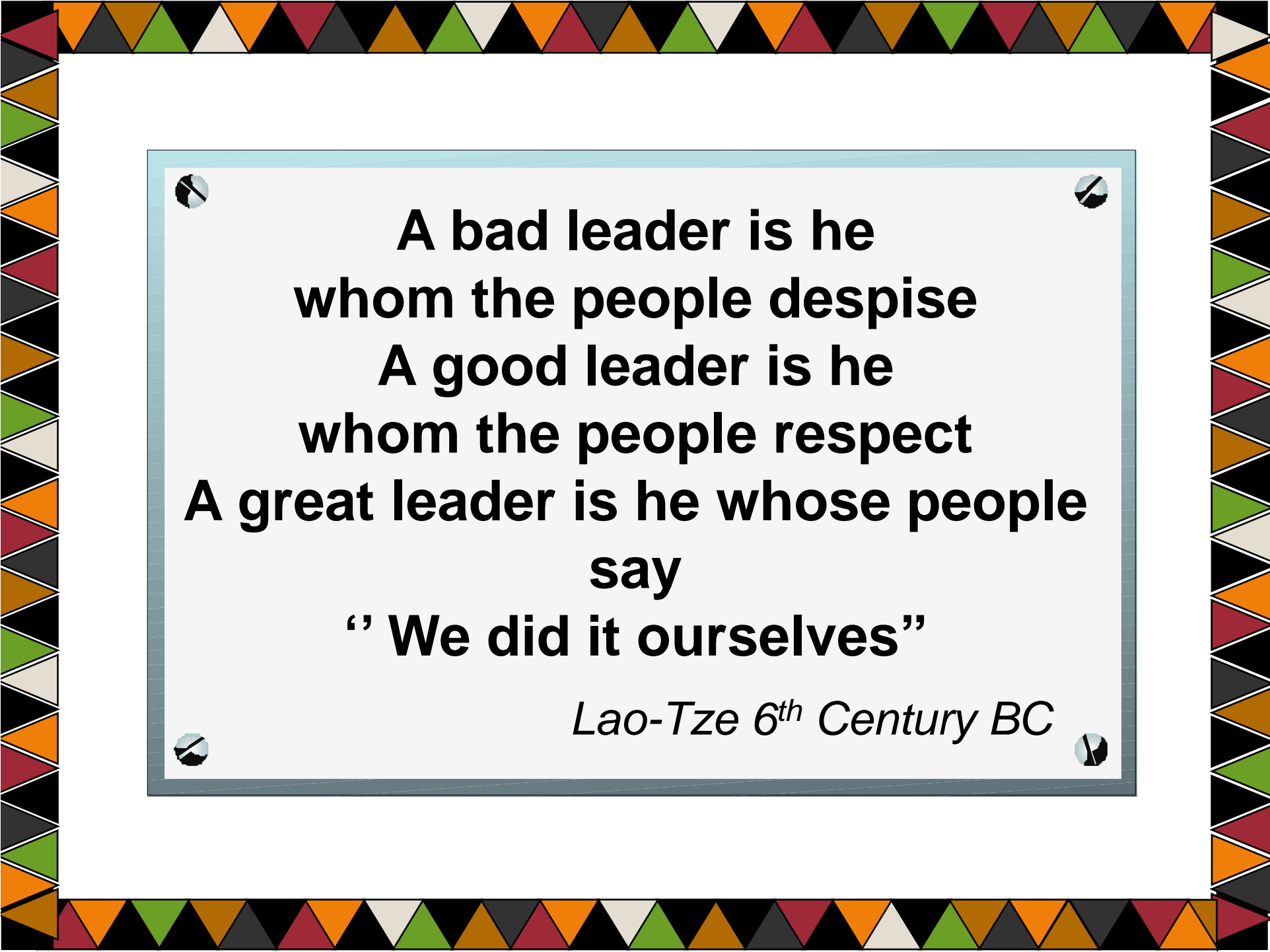


Successful change: Contributing factors

- Sense of urgency
- Short term wins
- Individual motivation and commitment
- Employee ownership of ideas
- A critical mass of support
- Resources
- Change anchors
- **LEADERSHIP**

Servant as Leader (van Rensburg)

- Motivated by desire to serve others
- Highly collaborative & interdependent
- Gives credit to others generously
- Sensitive to what motivates others
- Focuses on gaining input & buy-in from all parties
- Empowers all to win with shared goals & vision
- Listens deeply and respectfully to others
- Develops trust across constituencies – breaks down hierarchies
- Makes it safe to learn from mistakes



**A bad leader is he
whom the people despise
A good leader is he
whom the people respect
A great leader is he whose people
say
“ We did it ourselves”**

Lao-Tze 6th Century BC

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Emotional Intelligence.....

The ability to manage ourselves and
our relationships effectively

(Goleman)



**EQ is about having self-
awareness.....**

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EQ is about dealing with feedback....

**And controlling
impulses....**

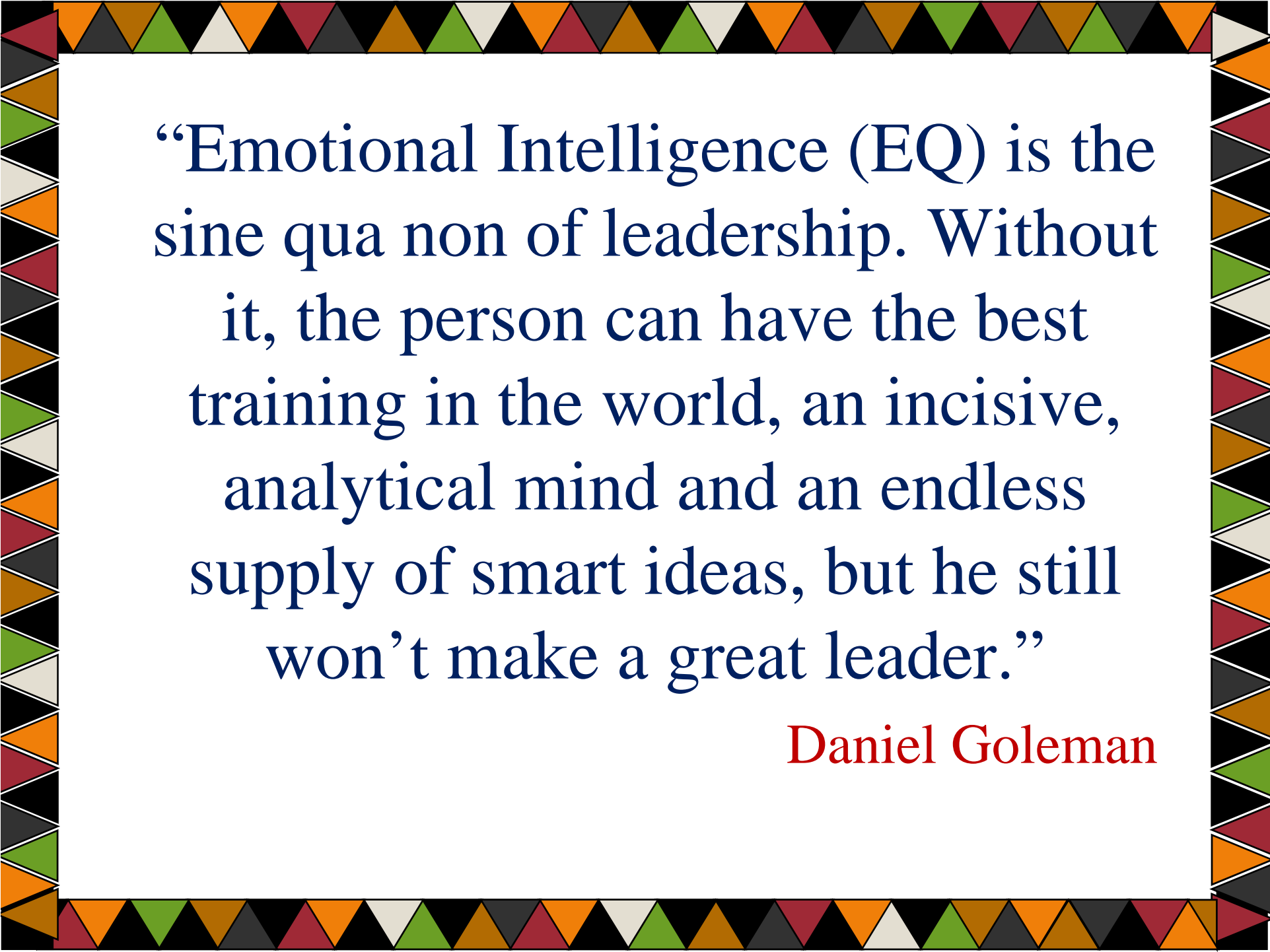


EQ is about empathy and building
relationships

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EQ is about learning from
your own experiences

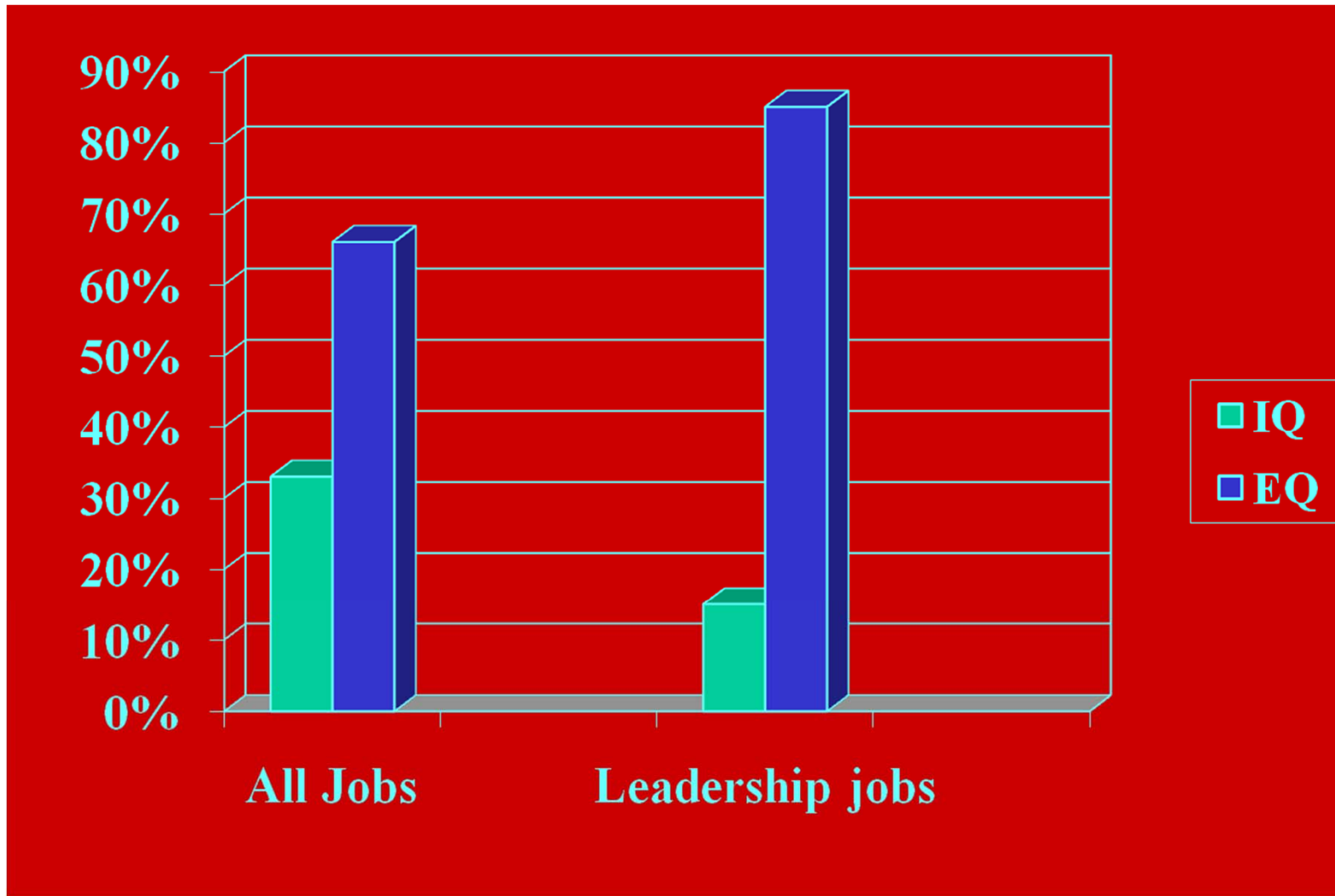
And changing your behaviour
....to get different results

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“Emotional Intelligence (EQ) is the sine qua non of leadership. Without it, the person can have the best training in the world, an incisive, analytical mind and an endless supply of smart ideas, but he still won’t make a great leader.”

Daniel Goleman

THE IMPORTANCE OF EQ



Research Survey, Daniel Goleman



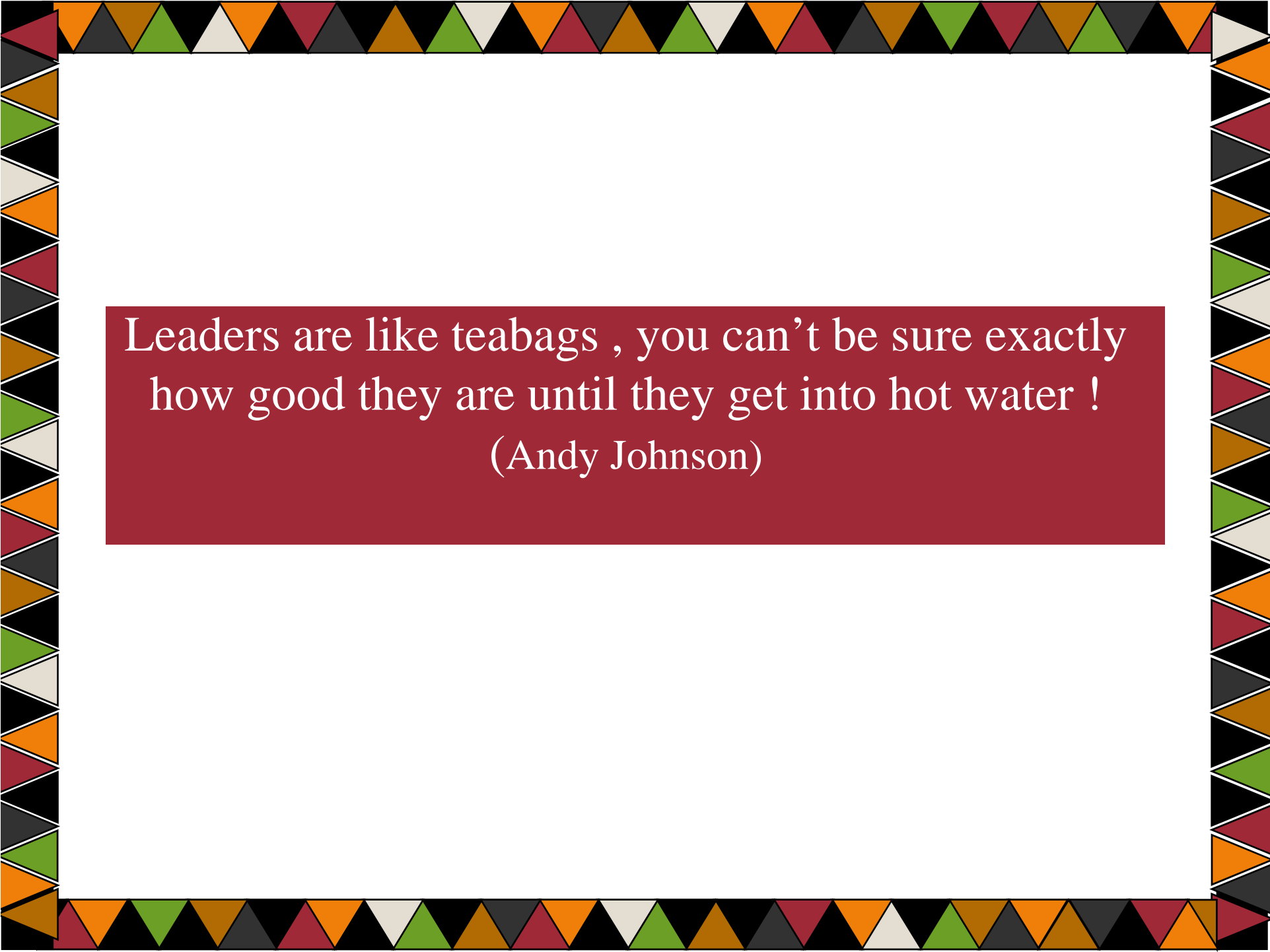
Successful change: Contributing factors

- Sense of urgency
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- A critical mass of support
- Resources
- Change anchors
- **LEADERSHIP**



Together with.....

RESILIENCE



Leaders are like teabags , you can't be sure exactly
how good they are until they get into hot water !
(Andy Johnson)



Five Practices of Exemplary Leadership



Kouzes & Posner

- Model the way
- Inspire a shared vision
- Challenge the process
- Enable others to act
- Encourage the heart

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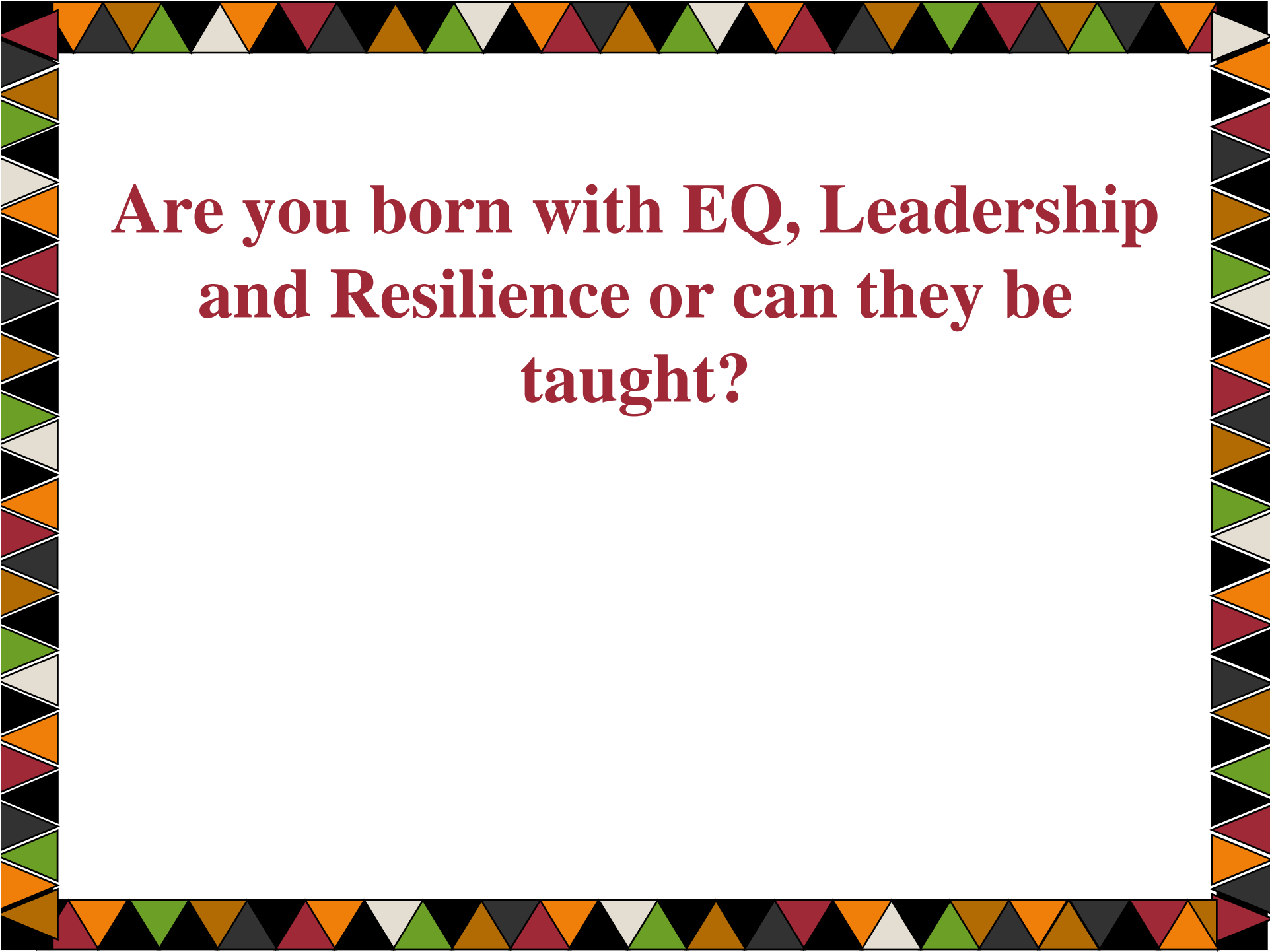
VIDEO

Leadership :The Art of Possibility

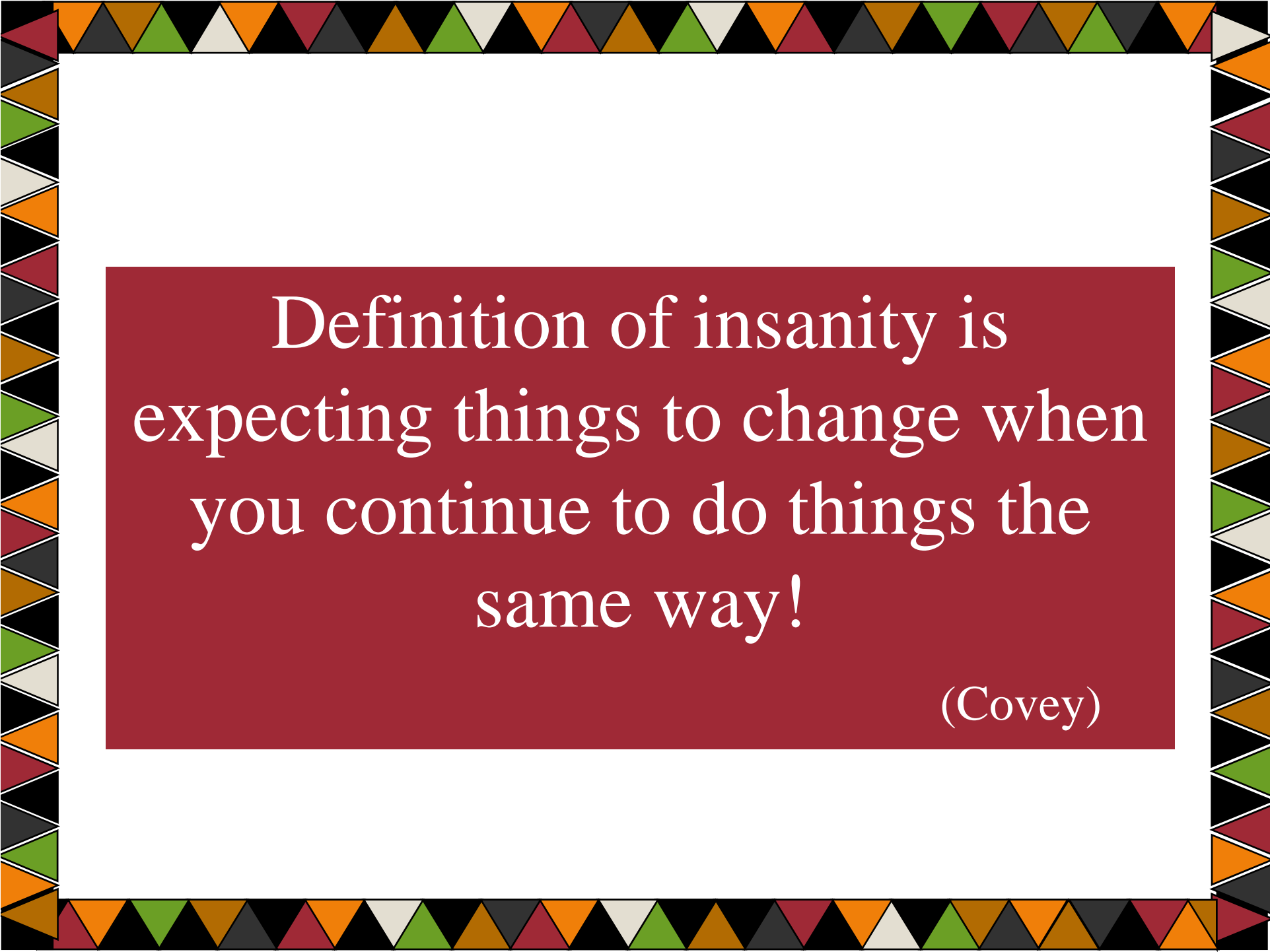
Benjamin Zander

Reflection Points

- What are some of the new insights you have gained from the Zander video & this presentation?
- How could these insights be applied to your role as a leaders within the water sector context?



**Are you born with EQ, Leadership
and Resilience or can they be
taught?**



Definition of insanity is
expecting things to change when
you continue to do things the
same way!

(Covey)