

# 6

## Developing change leaders

### AIMS

- A To identify the skills that change leaders need
- B To give and receive feedback
- C To train for change
- D To develop change leaders across cultures

### A Discussion and listening

#### Think about it

*Leadership creates the systems that managers manage and changes them in fundamental ways to take advantage of opportunities and to avoid hazards.*

John Kotter (1947–), leadership and change expert

- 1 Discuss with a partner how you would define a 'change leader'.
- 2 Describe an effective change leader that you have known. What made them effective?

#### Listen to this

**29** Ana Pedrosa is an HR director at a global pharmaceutical firm, based in Switzerland. She is asked about the key skills that managers need to manage change in their organisations. Listen and answer these questions.

- a What does Ana feel is the most important thing a manager needs to be able to do to successfully manage change?
- b How did Ana develop the ability to adapt her messages and style of presentation?
- c What other benefit did Ana get from her interpersonal and intercultural training?

**30** Listen to François Bertrand, the Operations Director of a French luxury-goods company, and answer these questions.

- a According to François, what skill can help managers when having difficult conversations?
- b What skill is important to develop in order to manage the people who remain after a reorganisation?
- c What two skills does François say he developed to learn how to motivate people?
- d What does François consider to be two important skills, but ones you can't be trained to exercise?

5 Which of the skills mentioned by Ana and François do you think are the most important to develop?

6 Which other skills do you consider to be useful for a change leader to learn?

**Focus on language** 7 Look at these nine leadership actions which are extremely important when implementing change. Which would you most benefit from developing, to support the challenges you face?

- 1 clarifying roles
- 2 improving team understanding
- 3 giving feedback
- 4 providing direction
- 5 supporting people
- 6 encouraging co-operation
- 7 organising people
- 8 resolving conflict
- 9 representing teams



8 Match one of the leadership actions from Exercise 7 (1–9) to each of these descriptions (a–i).

Example: a 2

- a Who are we? Get to know team members and key players by building relationships.
- b Where are we going? Communicate common goals and benefits clearly to gain commitment.
- c How do we plan to do it? Co-ordinate resources (time, people, money) and generate guidelines for working in the team.
- d Who does what? Ensure people are clear about their responsibilities and those of others.
- e What help is needed? Consider the benefits of mentoring, coaching, facilitating and networking.
- f How are we performing? Motivate people and improve performance through constructive comments on individual and team efforts.
- g How are we seen in the organisation? Promote the work of the team across the company. Present and 'sell' a team's project effectively.
- h Where are the problems between people generated? Manage internal and external resistance.
- i How are we working together as a team? Enable people to work together effectively and move towards synergy.

9 Chameleon Training is a company that offers programmes in leading change and innovation. Complete the programme objectives below with the words and phrases from the box.

comfort zone    compensate    creative    empower    feedback  
innovate    judgement    multiple ideas    team-profiling

### Leading change and innovation

In our training programme, you will:

- a develop methods to look at problems in ..... ways.
- b use a ..... tool to identify and understand the different working styles of your team members.
- c build on your team's strengths, and recognise and ..... for its weaknesses.
- d practise generating ..... and stretching your thinking outside your .....
- e learn to look at possibilities and consider ideas without .....
- f build the ability to give more positive and constructive .....
- g ..... the creativity of others and motivate them to .....

**Let's talk** 10 What training or development programmes have you taken part in? Which helped you most as a change leader?

11 Work in groups of three. Imagine that you are all leaders of the same company. You are planning a training programme for your best people to develop them as future change leaders. Decide on three objectives that you will prioritise, what type of training you will organise and how much time you will need. Then present your programme to the other groups.