



VINCIGUERRA CONSULTING GROUP
Transforming Leaders. Transforming Business.

Leadership On-Demand Mini Course

Leading Through Change

Course E-Book

Welcome!

Congratulations on your dedication to continuous and never-ending improvement. At Vinciguerra Consulting Group, our aim is to provide you with the tools, strategies, and skills to take your leadership and life to the next level.

This online learning platform allows you to move through the curriculum at your own pace, giving you the freedom to not just try some new ideas along the way, but to expand your limiting beliefs as to what you can truly achieve.

Throughout this course, you will have plenty of resources to help shape your leadership future. The E-Book is designed to be a responsive companion to your learning journey, the videos offer insight and well as guidance to what you are learning, and the tools included in the E-Book will give you a baseline of data on your areas of strength, as well as your opportunities for growth.

At the end of this course, it is my hope, that you walk away with more tools in your tool box, increased confidence in yourself as a leader, and most importantly a renewed vision of potential for yourself, and your organization. Results matter – and the only way that leaders get the results they want is to no longer tolerate where they're at. Your commitment to extract more knowledge for yourself, makes all the difference in the world to what you can achieve.

Lastly, if at any point you need support or greater clarity in your learning journey, simply reach out to me at scott@vcgtransforms.com, and I will gladly listen.

Best of luck, and continued success in all that you do, and thanks for choosing Vinciguerra Consulting Group as your trusted resource in your development.

Live with Purpose & Passion,

Scott

Dr. Scott Vinciguerra, CEO
Vinciguerra Consulting Group

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Part I. – Leading through Change

Approaching change, from a leadership perspective, is perhaps the most complex dynamic leaders face. Why? 1. Because nothing cuts to the heart and soul of the human being more than change; 2. Change causes us to ask LOTS, and I mean LOTS of questions; 3. Change creates images of uncertainty, and moves us away from the certainty we currently experience; and finally 4. Your ability to guide change as a leader can either build your capacity with your team, or erode it.

In this course, we're going to cover a variety of information on change. But understand at the outset, some people are 'good' with change, and others are not, and here's why this is important to know as a leader – 80% of your problems will come from 20% of your population when you begin to lead change. While you might have 8/10 people on board for whatever change you may be leading, the other two might fight you tooth-and-nail to resist. Each person has their own threshold when it comes to change, so knowing your team and what those change thresholds are is incredibly important.

While having plenty of resources in your leadership toolkit to access when you need to lead change is significant, you also need to understand the psychology of change, familiarity with change management models, possess exceptional communication skills, and clear objectives to the initiative you or your organization is about to experience. From this knowledge, you can hopefully get your change process across the finish line. That's where this course will come in handy.

Lastly, not all change is 'hard'. Some of it can actually be pretty easy. However, the most critical variable to the equation for leading change is you – how you affix your mind around the change, how you communicate it, how you deploy your resources and keep people accountable, even how you go about celebrating change – it all matters. You must know your own strengths, triggers, and opportunities for growth as you lead change. Without an understanding of those areas of your own leadership life, you won't be able to accurately measure progress or results with precision.

So, buckle up! This course is an absolute necessity for you to get a competitive advantage in your leadership life. As always, you'll be engaging with a variety of tools to help you unpack your ideas, learning how to navigate change with greater confidence, and from that newly found confidence, begin to assert yourself with conviction as you go about the important work of leading change. Best of luck, and as always, if you have any questions, or need some clarity, you can reach out to scott@vcgtransforms.com and I or my staff will be happy to help.

We're going to begin our course with a Change Readiness Assessment that was developed by T.J. Jenny at Purdue University. This will help to reveal data on where you are relative to your readiness level in leading change for your organization.

Part II. Change-Readiness Assessment

Circle the number beside each statement that reflects how accurately the statement describes you.

Change-Readiness Scale: 1 = Not Like Me

6 = Exactly Like Me

1. I prefer the familiar to the unknown.....1 2 3 4 5 6
2. I rarely second-guess myself1 2 3 4 5 6
3. I'm unlikely to change plans once they're set.....1 2 3 4 5 6
4. I can't wait for the day to get started1 2 3 4 5 6
5. I believe in not getting your hopes too high1 2 3 4 5 6
6. If something's broken, I try to find a way to fix it.....1 2 3 4 5 6
7. I get impatient when there are no clear answers1 2 3 4 5 6
8. I'm inclined to establish routines and stay with them1 2 3 4 5 6
9. I can make any situation work for me1 2 3 4 5 6
10. When something important doesn't work out, it takes me time
to adjust1 2 3 4 5 6
11. I have a hard time relaxing and doing nothing1 2 3 4 5 6
12. If something can go wrong, it usually does1 2 3 4 5 6
13. When I get stuck I'm inclined to improvise solutions1 2 3 4 5 6
14. I get frustrated when I can't get a grip on something1 2 3 4 5 6
15. I prefer work that is similar and in my comfort zone.....1 2 3 4 5 6
16. I can handle anything that comes along1 2 3 4 5 6
17. Once I've made up my mind, I don't easily change it.....1 2 3 4 5 6
18. I push myself to the max1 2 3 4 5 6
19. My tendency is to focus on what can go wrong1 2 3 4 5 6
20. When people need solutions to problems, they call on me.....1 2 3 4 5 6
21. When an issue is unclear, my impulse is to clarify it right away.....1 2 3 4 5 6
22. It pays to stay with the tried and true1 2 3 4 5 6

- 23. I focus on my strengths not my weaknesses1 2 3 4 5 6
- 24. I find it hard to give on something even if it's not working out.....1 2 3 4 5 6
- 25. I'm restless and full of energy.....1 2 3 4 5 6
- 26. Things rarely work out the way you want them to1 2 3 4 5 6
- 27. My strength is to find ways around obstacles1 2 3 4 5 6
- 28. I can't stand to leave things unfinished1 2 3 4 5 6
- 29. I prefer the main highway to the backroad1 2 3 4 5 6
- 30. My faith in my abilities is unshakable1 2 3 4 5 6
- 31. When in Rome, do as the Romans do1 2 3 4 5 6
- 32. I'm a vigorous and passionate person.....1 2 3 4 5 6
- 33. I'm more likely to see problems than opportunities1 2 3 4 5 6
- 34. I look in unusual places to find solutions1 2 3 4 5 6
- 35. I don't perform well when there are vague expectations and goals1 2 3 4 5 6

Part III. 7 Traits of Change Readiness

Add the scores for the questions in each category as indicated below. Note that in some cases the total must be subtracted from 35 to get the score for that trait.

Resourcefulness

- 6. _____
- 13. _____
- 20. _____
- 27. _____
- 34. _____

_____ Score

Adaptability

- 3. _____
- 10. _____
- 17. _____
- 24. _____
- 31. _____

_____ Total
_____ 35 – Total = Score

Optimism

- 5. _____
- 12. _____
- 19. _____
- 26. _____
- 33. _____

_____ Total
_____ 35 – Total = Score

Confidence

- 2. _____
- 9. _____
- 16. _____
- 23. _____
- 30. _____

_____ Score

Adventurousness

- 1. _____
- 8. _____
- 15. _____
- 22. _____
- 29. _____

_____ Total
_____ 35 – Total = Score

Tolerance for Ambiguity

- 7. _____
- 14. _____
- 21. _____
- 28. _____
- 35. _____

_____ Total
_____ 35 – Total = Score

Passion/Drive

- 4. _____
- 11. _____
- 18. _____
- 25. _____
- 32. _____

_____ Score

The Seven Traits Of Change-Readiness

Understanding Your Scores

Note: *Optimal range for all categories is between 22 and 26.*

Resourcefulness:

Resourceful people are effective at taking the most of any situation and utilizing whatever resources are available to develop plans and contingencies. They see more than one way to achieve a goal, and they're able to look in less obvious places to find help.

They have a real talent for creating new ways to solve old problems.

When people low in resourcefulness encounter obstacles, they get stuck, dig in their heels, and go back to the old way. Very high scorers (over 26) might overlook obvious solutions and create more work than is necessary.

Optimism:

Is the glass half empty or half full? Optimism is highly correlated with Change- Readiness, since the pessimist observes only problems and obstacles while the optimist recognizes opportunities and possibilities.

Optimists tend to be more enthusiastic and positive about change. Their positive outlook is, founded on an abiding faith in the future and the belief that things usually work out for the best. Very high optimism scorers (over 26) may lack critical-thinking skills.

Adventurousness:

Two ingredients capture this adventurous spirit: the inclination to take risks and the desire to pursue the unknown, to walk the path less taken. Adventurous people love a challenge.

Since change always involves both risk and the unknown, they usually perform well during organizational shake-ups. They are the employees who initiate and create change. But very high scores (over 26) may indicate a tendency toward recklessness.

Passion / Drive:

Passion is the fuel that maximizes all the other traits. If you have passion, nothing appears impossible. If you don't, change is exhausting. Passion is the individual's level of personal dynamism. It shows up in a person's level of intensity and determination.

To make a new procedure work, to overcome the myriad of problems that any plan for change unwittingly produces, you've got to have passion and enthusiasm. Very high scorers (over 26), however, may mean you're bullheaded, obsessed, and heading for burnout.

Adaptability:

Adaptability includes two elements: flexibility and resilience. Flexible people have goals and dreams like everyone else, but they're not overly invested in them. When something doesn't work out, they'll say, "Plan A doesn't work, let's go to Plan B." Resilience is the capacity to rebound from adversity quickly with a minimum of trauma. Failure or mistakes do not throw them. They don't dwell on them and get depressed but bounce back quickly and move on.

High scorers on this trait are not wedded to specific outcomes. If the situation changes, their expectations shift right along with it. Scoring too high (over 26) in this trait indicates a lack of commitment or stick-to-it-ness.

Confidence:

If optimism is the view that a situation will work out, confidence is the belief in your own ability to handle it. There is situational confidence - "I know I can swim across this channel, learn this program, write this report" - and self-confidence - "I can handle whatever comes down the pike." Self-confidence is the kind of confidence the Change Readiness Scale measures.

High scorers are generally individuals with a strong sense of self-esteem. But more specifically, they believe they can make any situation work for them. Scorers above 26 may indicate a cocky, know-it-all attitude and lack of receptivity to feedback.

Tolerance for Ambiguity:

The one certainty surrounding change is that it spawns uncertainty. No matter how carefully you plan it, there is always an element of indefiniteness or ambiguity.

Without a healthy tolerance for ambiguity, change is not only uncomfortable; it's downright scary. But too much tolerance can also get you in trouble. You may have difficulty finishing tasks and making decisions. If you scored over 26 you fall in this category.

Your Profile:

You'll probably find you have higher scores on some traits and lower scores on others. This is typical of most profiles and indicates that some of your Change-Readiness traits are more developed than others.

The Change-Readiness Scale is also useful in coaching teams to determine which players to pick and what roles to put them in. Adventurers are great starters, resourceful people are excellent problem solvers, optimists make good cheerleaders, and their input is especially useful when people feel discouraged.

The Spotlight Tool

Whether we want to admit it or not, all of us in some small or large way, have the potential to struggle with change. It could be the timing of leading the change, the communication necessary for laying out our plan, having our systems in place through the change, personnel, and a whole host of other challenges. In this tool, what you are trying to achieve from a leadership perspective is where you are with change. The previous assessment is useful, and will provide direction for you – we'll address it specifically later in this course, but for now, complete the following tool:

1. What's the biggest problem you are facing when it comes to leading change?

2. What are your possible solutions to your problem?

3. What's an opportunity you want to capitalize on when leading change?

4. What are the best strategies or ideas to optimize this opportunity?

Part IV. Driving Growth

Your ability as a leader to drive growth and change begins with understanding and recognizing when it's happening. If you can't measure that, you can't manage it – and if you can't manage it, you don't have the data to measure it. Rule of thumb: What ever gets managed, gets measured. In this tool, identify when you will know that you are making a difference, seeing the change you envision, or witnessing growth.

List 5-10 things that when you do them, you know you're are being successful in leading change

I know I'm successful at leading change when...

- | | |
|----|-----|
| 1. | 2. |
| 3. | 4. |
| 5. | 6. |
| 7. | 8. |
| 9. | 10. |

Answer the following:

1. How much time are you spending in a week/month FEELING successful at leading change?
2. What must you do to prioritize your success?
3. What are the top 3 actions that move the needle for you regarding leading change?
4. What are the top 3 things that you must ELIMINATE from your life regarding leading change?

**Understand what propels you and what compels you from achieving success

**Prioritize your growth by doing things that make you successful

Part V. Leading a Multigenerational Workforce

In leadership, part of your responsibility is to get to know your team. The bonds that leaders forge with their direct reports is the secret sauce to getting work done in tough times. However, if you don't know what makes your team 'tick', you're behind the proverbial 8-ball. In this tool, we want to begin to look at each of our direct reports with greater depth. We want to know this because as we go about the work of leading change, it's important to breakdown and analyze our team in various ways. The following categories include: Strengths, Areas of Growth, Generation, Generational Values, Change Threshold Value.

Strengths: These are the gifts and talents individuals bring to their work.

Opportunities for Growth: These are the areas of weakness or improvement that need to be addressed.

Generation: This is the general age of the employee.

Generational Values: These are the attitudes, dispositions, and values the individual believes in or behaves like. There isn't a one-size-fits-all approach to leading change, and just because a person is a Generation X'er, doesn't mean necessarily that s/he will have values consistent with that generation.

Change Threshold Value: On a scale of 1-10, 1 being low, and 10 being high, where do you see each employee with being able to handle change.

OK, so now what we have to do is get some information on the Generations themselves. The following information, developed by Purdue University, reflects themes, traits, and ideas leaders can access to make more informed decisions. Why this information is important regarding leading change, is that having an understanding of your workforce gives you the greatest chance to make those informed decisions because you can discern how people are shaped by their experiences, their motivations, preferred communication style, and views of the world around them. Additionally, here are what employers and leaders should be considering:

Traditionalists: Provide satisfying work and opportunities to contribute, emphasize stability

Baby Boomers: Provide specific goals and deadlines, assume a role of mentor and offer coaching-style feedback

Generation X: Provide immediate feedback, flexible work arrangements, and work/life balance, extend opportunities for personal development

Millennials: Get to know them personally, manage by results, be flexible on their schedule and work assignments, provide immediate feedback

Generation Z: Offer opportunities to work on multiple projects simultaneously, provide work/life balance, allow them to be self-directed and independent

Generational Differences in the Workplace

	Traits	Shaped By	Motivated By	Communication Style	Worldview
Traditionalists 1925-1945	Dependable, Straightforward, Tactful, Loyal	The Great Depression, WWII, Radio & Movies	Respect, Recognition, Providing Long-Term Value to the Company	Personal Touch, Handwritten Notes Rather than Email	Obedience over Individualism Age = Seniority, Advancing through Hierarchy
Baby Boomers 1946-1964	Optimistic, Competitive, Workaholic, Team-Oriented	Vietnam War, Civil Rights Movement, Watergate	Company Loyalty, Teamwork, Duty	Whatever is Most Efficient, Including Phone Calls and Face-to-Face	Achievement Comes After Paying Your Dues, Sacrifice for Success
Generation X 1965-1980	Flexible, Skeptical, Informal, Independent	AIDS Epidemic, Fall of Berlin Wall, .Com Boom	Diversity, Work-Life Balance, Personal and Professional Interest Rather than Company's Interests	Whatever is Most Efficient, Including Phone Calls and Face-to-Face	Favoring Diversity, Quick to Move on from Employer if Needs Not Met, Resistance to Change at Work if it Impacts Personal Life
Millennials 1981-2000	Competitive, Civic & Open Minded, Achievement Oriented	Columbine, 9/11, Internet	Responsibility, Quality of their Manager, Unique Work Experiences	Instant Message, Text, Emails	Seeking Challenge, Growth, & Development, Fun Work Life, Work-Life Balance, Likely to Leave Employer if Employer Doesn't Change
Generation Z 2001-2020	Global, Entrepreneurial, Progressive, Less Focused	Life After 9/11, Great Recession, Access to Technology from a Young Age	Diversity, Personalization, Individuality, Creativity	Instant Message, Text, Emails	Self-Identity as Digital Device Addicts, Independence and Individuality, Prefer to Work with Millennial Managers, Innovative Coworkers, New Technologies

Know Your Team Profile Tool

Name	Strengths	Opportunities for Growth	Generation	Generational Values	Change Threshold Value (1-10)

The Clarity Tool

Instructions: Answer the following questions by placing your responses in the boxes.

1. What is your current status (The Truth) about how you lead through change?
2. If you could fast-forward 1 year, and look back at your progress in leading through change, what do you want to see?
3. Why are those images and hopes important to you?
4. What's it going to take to get there? What sacrifices are you going to have to make?

Current Status – The Truth (What)	One Year Goals (Look Back) (Where)
Why These Goals Are Important (Why)	Capabilities Needed to Achieve Goals (How)

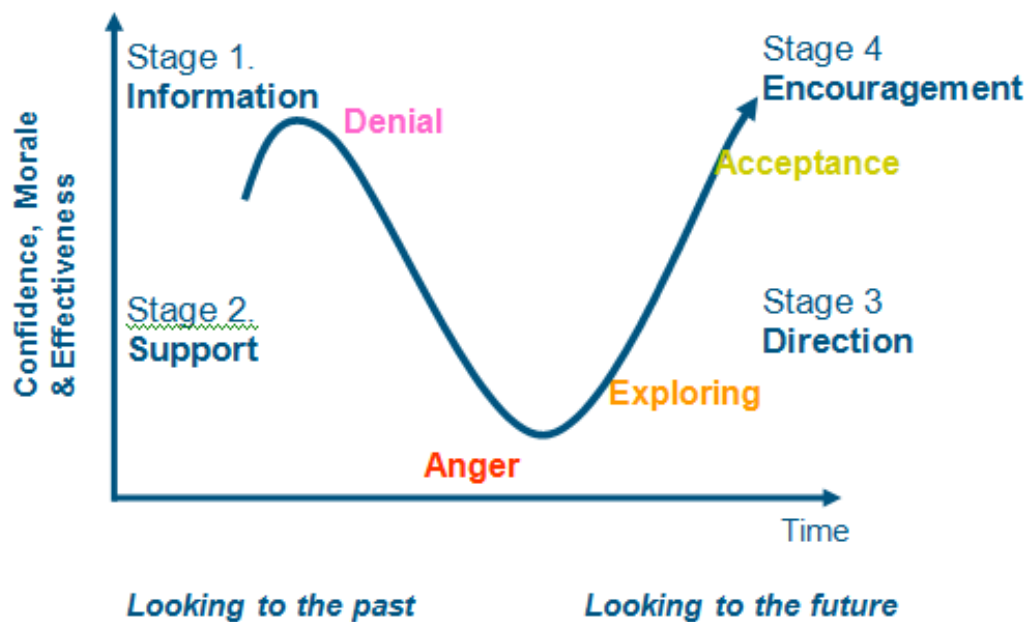
As a result of your commitment to leading through change, how will you live and experience life as a leader knowing that you have the skills you need?

Part VII. – 3 Models of Mindsets for Change

There's no shortage of models and theories that can help guide you and your team or organization toward change. The challenge is discovering which one, or combination of several, might work for you. In the pages that follow, you will explore several models developed by experts in the field of change.

Model #1: Kubler-Ross Change Curve

The Change Curve



Image

**This change management model interprets change in relationship to the research consistent with loss. Here are some characteristics of this model as it relates to change:

- ▶ Emotions connected to behavior
- ▶ For every change, someone perceives a loss of something (autonomy, influence, etc.)
- ▶ Change is equivalent to a series of small deaths
- ▶ People don't fear change, they fear loss

**If you have a direct report(s) that you know is clearly, emotionally attached to their work, this is a model that you find useful in helping to navigate that change

This model can help me navigate change by...

Model #2: Kotter's 8-Step Model of Change

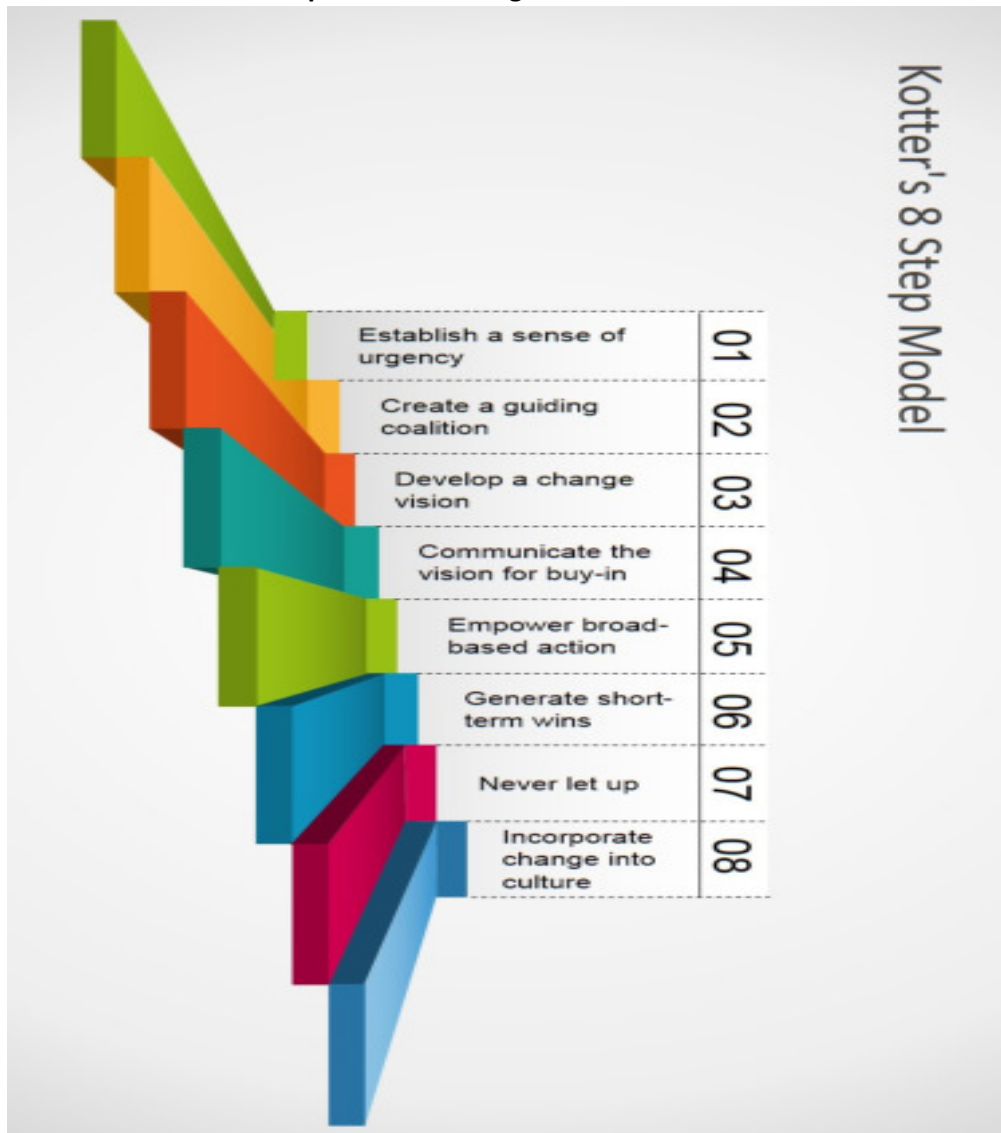


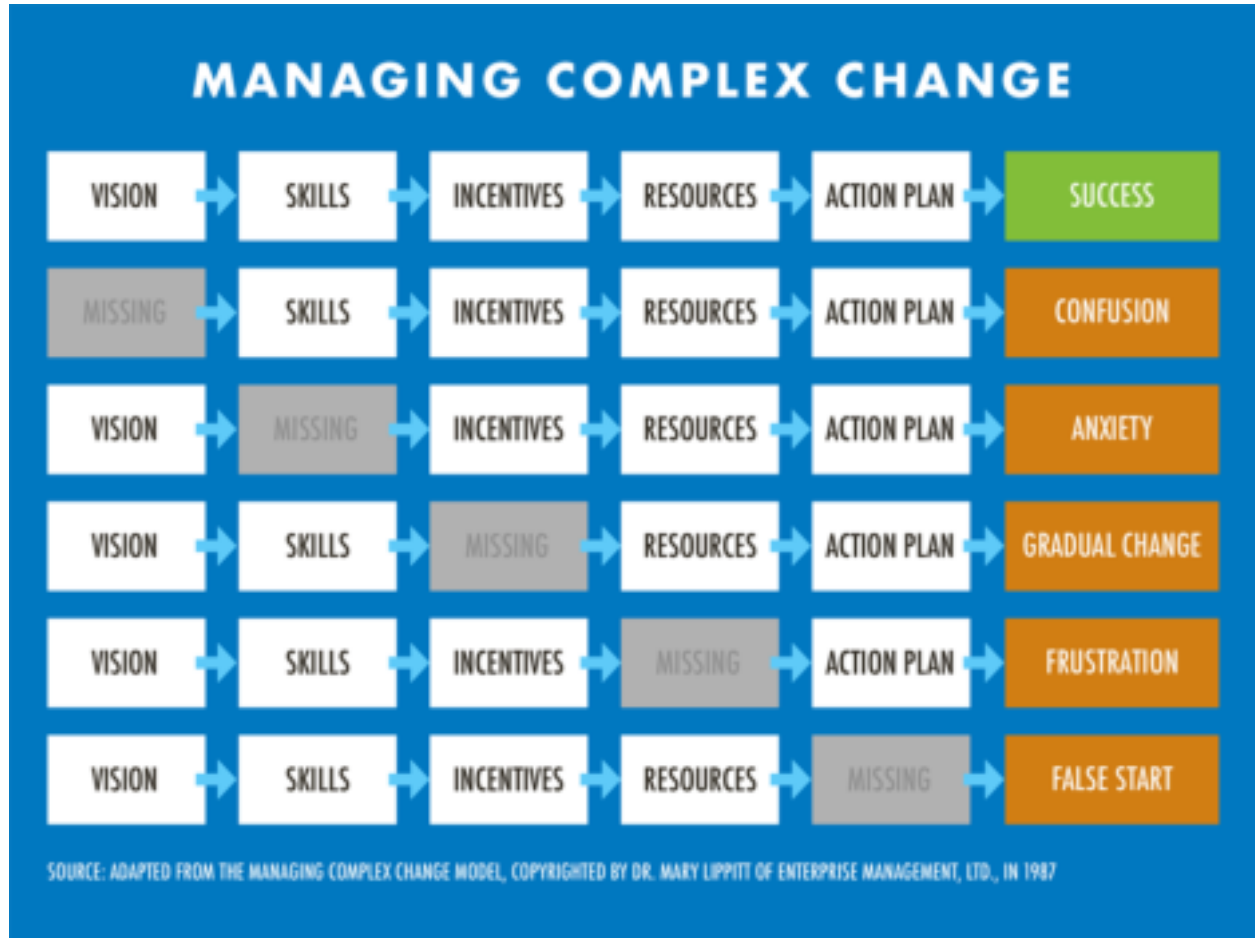
Image by Slidemodel.com

Traits/Characteristics:

- ▶ Incorporate change into the culture
- ▶ Consistent level of emphasis on the process, regardless of how long it takes
- ▶ Includes the vital steps to be taken BEFORE the process is launched, and AFTER the process is complete for change to be permanent, purposeful, or transformational

This model can help me navigate change by...

Model #3: Knoster's Model



Traits/Characteristics

- ▶ According to Learning Accelerator.com, the Knoster Model for Managing Complex Change is a useful framework to thinking about change management. According to Knoster, there are five elements required for effective change: vision, skills, incentives, resources and an action plan. If those leading change fail to put any one of these elements in place, then the change efforts will fail. This model can be a helpful way for planning as well as diagnosing what might be needed when plans go awry.

This model can help me navigate change by...

Ideas Worth Doing

Instructions: Idea Worth Doing: In this box, capture the idea you have that is going to elevate you when dealing with conflict.

1. 1st Step & Start Date: Identify what you have to do, and when you have to get going.
2. Identify the value it will bring to you, or your team, or your organization.
3. Figure out who can help you...then EXECUTE THE PLAN!

OK – go to the next page and begin the Ideas Worth Doing Tool (you have two copies in the event you need them)

Remember, never allow what is *important* to become *urgent* – don't let your *mess* become your *message*.

Ideas Worth Doing

Idea Worth Doing	1st Step	Start Date	Value it Will Bring	Who Can Help?

Why are these ideas important to me?

Ideas Worth Doing

Idea Worth Doing	1 st Step	Start Date	Value it Will Bring	Who Can Help?

Why are these ideas important to me?

Inside the Mind of Change – The Devil is in the Details

Successful Mindsets & Frames of Mind

Instructions: Given your experience, what contributes to successful frames of mind in leading change? Identify those characteristics of leaders whose positive or negative mindsets advanced or hampered growth and development.

Positive Mindsets	Negative Mindsets

Because of a particular mindset, or frame of mind, what were some of the results (both positive and negative)?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Fixed vs Growth Mindsets

“People with a fixed mindset – those who believe that abilities are fixed – are less likely to flourish than those with a growth mindset – those who believe that abilities can be developed.”

Carol Dweck, Ph.D.

Fixed Mindset Characteristics	Growth Mindset Characteristics
<ul style="list-style-type: none">• Believes intelligence and talent are fixed• Effort is fruitless• Failures define who they are• Hides flaws• Avoids challenges• Ignores feedback• Views feedback as personal criticism• Feels threatened by other’s success	<ul style="list-style-type: none">• Believes intelligence and talents can be developed• Effort is the path to mastery• Mistakes are part of the learning• Failure is an opportunity• Failures are temporary• Embraces challenges• Welcomes feedback• Views other’s success as inspirational

How might it feel to work, or lead a group of individuals through change with a Fixed Mindset?

How might it feel to work, or lead a group of individuals through change with a Growth Mindset?

Self-Efficacy & Bandura’s Model

Self-efficacy, or confidence as it is commonly known, is one of the most enabling psychology models to have been adopted into positive psychology. It is the optimistic self-belief in our competence or chances of successfully accomplishing a task and producing a favorable outcome. Self-efficacy is certainly worth having because as Henry Ford famously put it, whether you believe you can or you can’t, you are right. And Gandhi perfectly understood the pivotal role that self-belief plays in our lives:

Your beliefs become your thoughts. Your thoughts become your words. Your words become your actions. Your actions become your habits. Your habits become your values. Your values become your destiny.

Self-efficacy plays a major part in determining our chances for success; in fact some psychologists rate self-efficacy above talent in the recipe for success. We need to pay special attention to self-efficacy when setting goals to make sure that our efficacy beliefs are in line with our aims and not working against them. So where does self-efficacy come from and how can you get more of it? The originator of the theory, Albert Bandura names four sources of efficacy beliefs.

1. Mastery Experiences

The first and foremost source of self-efficacy is through mastery experiences. However, nothing is more powerful than having a direct experience of mastery to increase self-efficacy. Having a success, for example in mastering a task or controlling an environment, will build self-belief in that area whereas a failure will undermine that efficacy belief. **To have a resilient sense of self-efficacy requires experience in overcoming obstacles through effort and perseverance.**

2. Vicarious Experiences

The second source of self-efficacy comes from our observation of people around us, especially people we consider as role models. **Seeing people similar to ourselves succeed by their sustained effort raises our beliefs that we too possess the capabilities to master the activities needed for success in that area.**

3. Verbal Persuasion

Influential people in our lives such as parents, teachers, managers or coaches can strengthen our beliefs that we have what it takes to succeed. **Being persuaded that we possess the capabilities to master certain activities means that we are more likely to put in the effort and sustain it when problems arise.**

4. Emotional & Physiological States

The state you're in will influence how you judge your self-efficacy. Depression, for example, can dampen confidence in our capabilities. Stress reactions or tension are interpreted as signs of vulnerability to poor performance whereas positive emotions can boost our confidence in our skills.

5. Imaginal Experiences

Psychologist James Maddux has suggested a fifth route to self-efficacy through "imaginal experiences", **the art of visualizing yourself behaving effectively or successfully in a given situation.**

Potential for Change

Source	On My Radar
Mastery Experiences	Ex: Call on my courage with more frequency
Vicarious Experiences	Ex: Find a mentor & pay attention
Verbal Persuasion	Ex: Seek the low hanging fruit
Emotional & Psychological States	Ex: Be consistent in my emotional states
Imaginal Experiences	Ex: Yoga/mediation/relaxation techniques

Part VIII.

The Wrap-Up Tool

Top 5 Breakthroughs or Insights

- 1.
- 2.
- 3.
- 4.
- 5.

Top 3 Items to Put Breakthroughs or Insights Into Motion

- 1.
- 2.
- 3.

Two Connections I Made Through this course

- 1.
- 2.

What words can help you get back to your current state of being unstoppable?

What pain will I feel/experience if I don't take this action and make this commitment?

NOTES:

NOTES	Breakthroughs, Action Items

NOTES:

NOTES	Breakthroughs, Action Items

NOTES:

NOTES	Breakthroughs, Action Items