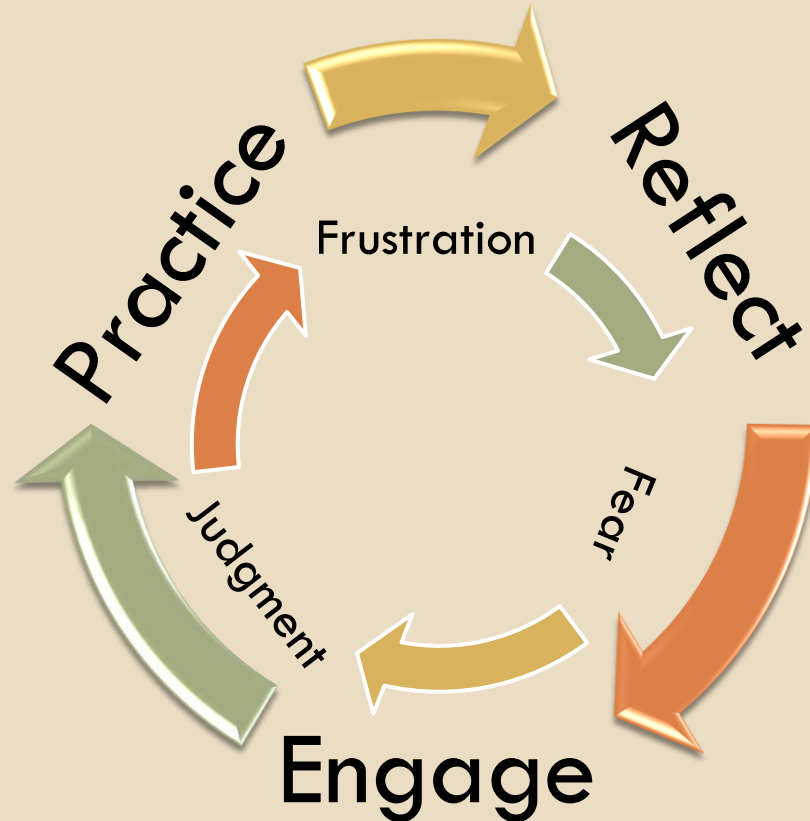


## *Learning to accept and manage change*

Lori Jackson  
COMM 250 Final

# Change is constant and continual

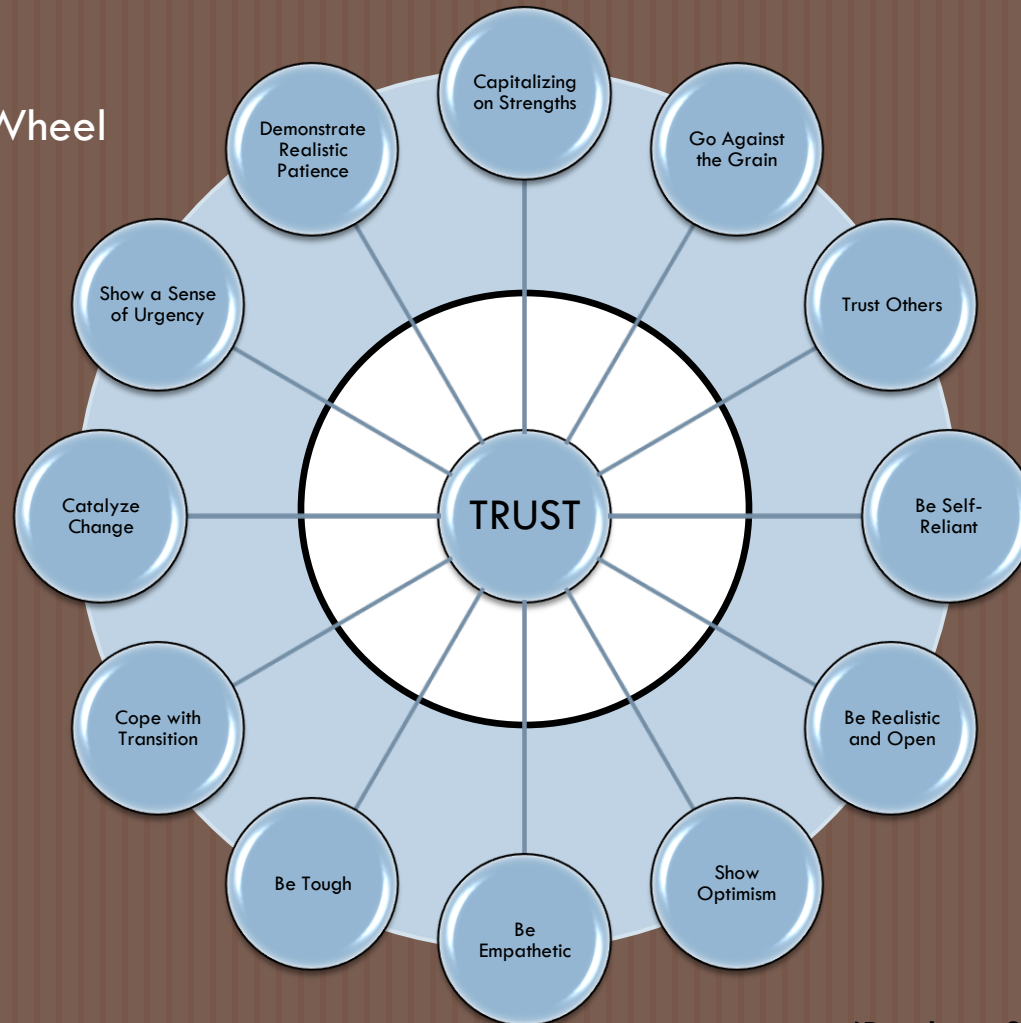
“In order to respond to the challenges of new competitors, markets and technologies, organizations must undergo continual change. Some change programs are strategic in nature, while others are more operational. Some are radical and take place only once; others are more incremental, purposefully paced to promote continuous improvement and stability.”  
(ManageMentor)



# The Dozen do's of change leadership

## The Transition Leadership Wheel

- About right
- Overdone
- Underdone



(Bunker & Wakefield)

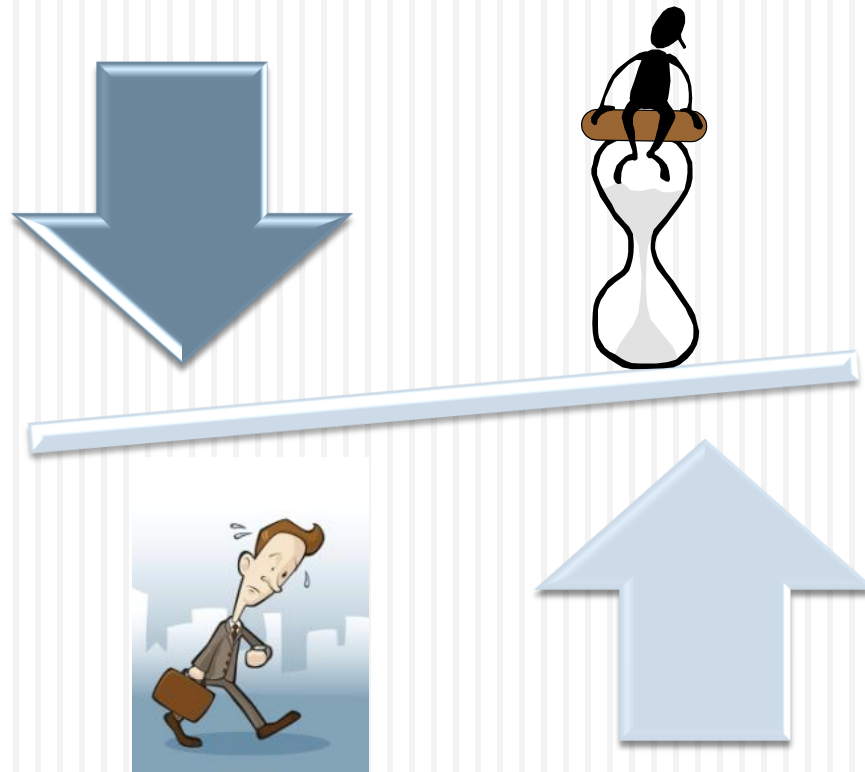


## Balance #1: Catalyze Change/Cope with Transition

“One of the best CEO’s we’ve worked with runs an enormous, sprawling organization with a long history and an entrenched bureaucracy. Yet he is challenging the organization to be a different and more competitive business, championing new ideas, new strategies, and new ways of working. But alongside his push for change, the CEO respects the organization’s roots and is committed to helping his people cope with the fallout of change. Always honest and direct, he recognizes and overtly addresses the emotional and practical difficulties employees face under the pressure to change.” (Bunker & Wakefield)

## Balance #2:

Show a sense of urgency/Demonstrate realistic patience





## Balance #3: Be tough/Be empathetic

“Connecting emotionally typically creates the opposite effect in times of significant change and crisis. People want to know that their leaders can be tough, committed and decisive, but they want them to be human, too.” (Bunker & Wakefield)

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“Before you continue your emotional tirade, let me know if you’re picking up on my nonevaluative and empathetic listening.”

search ID: aba0474

## Balance #4

Show optimism/Be realistic and open



“There is always a choice about the way you do your work, even if there isn’t a choice about the work itself. We can choose the attitude we bring to our work.” (Lundin, Paul, Christiansen 37)

## Balance #5: Be self-reliant/Trust others

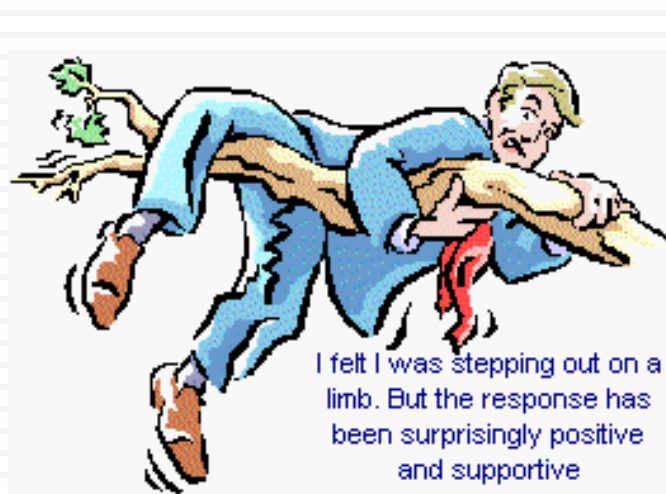
“When a consistent pattern of trust has been established, the balanced leader can judiciously step in and advise, adjust, and, if needed, override without undermining relationships.”  
(Bunker & Wakefield)





## Balance #6:

Capitalize on strengths/Go against the grain



“With an accurate sense of themselves, leaders can intentionally leverage the diverse talents, experiences, opinions and perspectives of others, which in turn helps prevent tunnel vision and groupthink.” (Bunker & Wakefield)

“Leading transition is about seeing people through a process of grieving, letting go, building hope, and learning.”

(Bunker & Wakefield)

The Paradox of Leadership

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