Change Agent Workshop
Leadership Requires Change, Change requires Leadership

“The work of leaders is change. Leadership is inextricably connected with the process of innovation.”

- Rosabeth Moss Kanter

“The art of leadership in today’s world involves orchestrating the inevitable conflict, chaos, and confusion so that the disturbance is productive rather than destructive.”

- Ronald Heifetz
The Perception of Change in the Public Sector

Bureaucracies tend to be inert because of the following:

- Dedication to the status quo
- Foot dragging
- Inability to learn
- Inflexibility
- Lack of imagination
- Obstruction
- Rigidity

- Gerald Caiden, 1991
The Reality of Change in the Public Sector

“Men (and women) who work in bureaucratic firms or organizations tend to value, not conformity, but self-direction. They are more open-minded, have more personally responsible standards of morality, and are more receptive to change than are men who work in non-bureaucratic organizations. They show great flexibility in dealing both with perceptual and ideational problems.”

- Goodsell, 2004

“Contrary to the stereotypes, public agencies have been remarkably innovative.”

- Christopher Leman, 2002
## External Forces – PEST Analysis

<table>
<thead>
<tr>
<th><strong>Political</strong></th>
<th><strong>Socio-Cultural</strong></th>
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</thead>
<tbody>
<tr>
<td>Interests of governor, legislature, and other groups that wield political power.</td>
<td>Demographics, citizen and employee attitudes and preferences.</td>
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<tr>
<th><strong>Economic</strong></th>
<th><strong>Technology</strong></th>
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<tbody>
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<td>Economic growth, tax revenues, increases/decreases in government spending.</td>
<td>Technology’s impact on product and service offerings and the manner in which work is performed.</td>
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Why People Resist Change

- Lack of trust
- Belief that change is not necessary
- Belief that change is not feasible
- Economic threats
- Changes to habits and routines
- Fear of personal failure
- Loss of status and power
- Threat to values and ideals
- Resentment of interference

What are we missing?
Responding to “Imposed” Change

- Pollyanna
  - Ignore Reality
  - Lose Credibility
  - Generate Frustration

- Genuine Approach
  - Be Realistic
  - Discover Positives
  - Remember Your Role

- “Us vs. Them”
  - Maintain Popularity
  - Not Customer Service
  - Damage Organization
# Types of Change Dialogue

<table>
<thead>
<tr>
<th>Customer Service</th>
<th>Change Efforts</th>
<th>Apologetic</th>
<th>Change Agent Communication</th>
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</thead>
</table>
| Low              | Low           | • Tells the Customer What They Think They Want to Hear  
                   • Trying to Protect Themselves  
                   • Damages Agency and Change Initiative  
                   • Not Really Customer Service  
|                  | High          | • Genuine  
                   • Has Good Information and Understands the “why” of Change  
                   • Actively Listens to Customers  
                   • Understands how Non-Verbal, Vocal, and Verbal elements of communication work  
|                  | Low           | • Avoids difficult conversations  
                   • Breeds Customer Mistrust  
                   • Unprofessional  
                   • The Least Productive  
|                  | High          | • Understands thy “why” of Change  
                   • Not focusing on what is Most Important  
                   • Potential Damage to Relationships  
                   • Doesn’t Really Move Change Initiative Forward  
|                  | Low           | • Not focusing on what is Most Important  
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