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*You Know Your IQ, But What's Your CQ®?
Develop Your Change Intelligence®
to Lead Organizational Change*

- By: Barbara A. Trautlein, PhD

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You Know Your IQ, But What's Your CQ®?
Develop Your Change Intelligence®
to Lead Organizational Change

Presented for SHRM-Alaska
 May 20, 2016
 Created by Barbara A. Trautlein, PhD

CHANGE CATALYSTS

WELCOME!



- Principal & Founder, Change Catalysts, LLC
- Author of *Change Intelligence: Use the Power of CQ to Lead Change that Sticks*
- Creator of the CQ System for Developing Change Intelligence and the CQ Certification Program (HRIC approved!)

Barbara A. Trautlein, PhD

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Who's Got CQ?



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Our Promise for Today

- Actionable awareness of our Change Intelligence – strengths, blind spots and targeted developmental strategies
- Coaching to understand resistance, reframe resistance from enemy to ally, and to flex one's approach in order to powerfully partner with key stakeholders
- Tools to build the collective Change Intelligence of the teams and organizations we support
- Develop Change Intelligence to lead successful and sustainable change with greater competence and confidence, and with less stress and frustration

Increase Your Leadership Agility through developing Change Intelligence / CQ

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Sound Familiar?

Which changes are you experiencing?

1. A merger, acquisition, or reorganization?
2. Changes to work processes, practices, or policies?
3. A new technology implementation?
4. Entering new markets or new product/service launches?
5. Significant personnel changes such as executive transition or shifting workplace demographics?

And, are the changes you're dealing with increasing, decreasing, or remaining about the same – in terms of pace, scope, and intensity?

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When Change Doesn't Stick – Scary Stats

70% of changes fail!

Results: Lost Investment, Customer Dissatisfaction, Employee Cynicism, Eroded Trust

While most leaders today are highly experienced with change, they are far less experienced with change done right!

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What We Thought Then.....

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CQ: Filling a Gap

How is the CQ System for Developing Change Intelligent Leaders and Organizations different?

- ✓ Focuses on people – not “just” process
- ✓ Focuses on leaders – not “just” targets
- ✓ Focuses on change leadership – not “just” change management

If you are looking for "a new way" to get results, CQ is the tool for you!

Change Intelligence equips leaders with strategies and tools that go beyond information to insight; that are immediately accessible, applicable, and actionable on the job; and that can be used with the change agents you coach, teams you facilitate, and organizations you lead

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Success Factors

What are the reasons for **your** success as a change leader?

Technical abilities and IQ are the baseline

Behaviors and EQ/CQ add the significant value

“The hard stuff is easy, the soft stuff is hard!”

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What's CQ (Change Intelligence)?

CQ (or Change Intelligence) is the awareness of one's own Change Leader Style, and the ability to adapt one's style to be optimally effective in leading change across a variety of people and situations

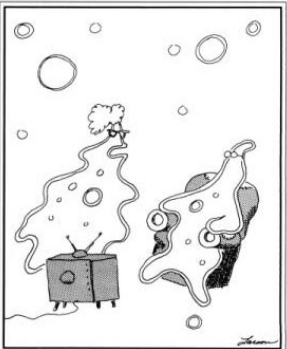
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The Heart, Head, and Hands of CQ

Your Heartset, Mindset, and Skillset as a Change Leader

HEART "People-Oriented"	HEAD "Purpose-Oriented"	HANDS "Process-Oriented"
		

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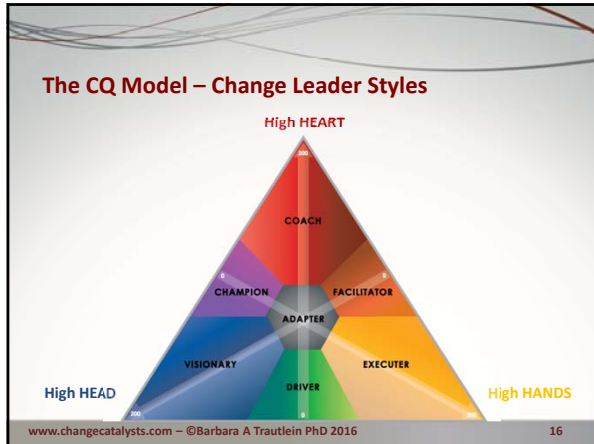


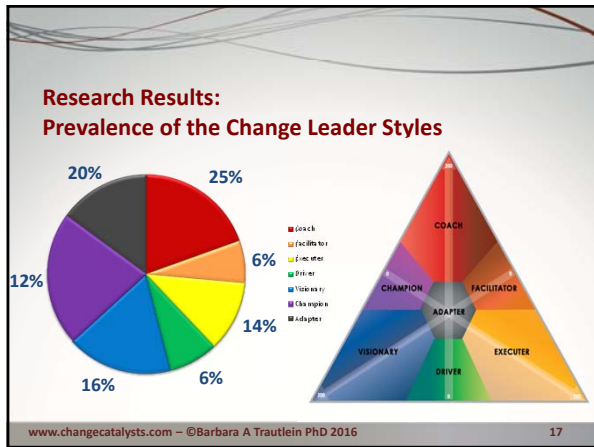
Stimulus, response!

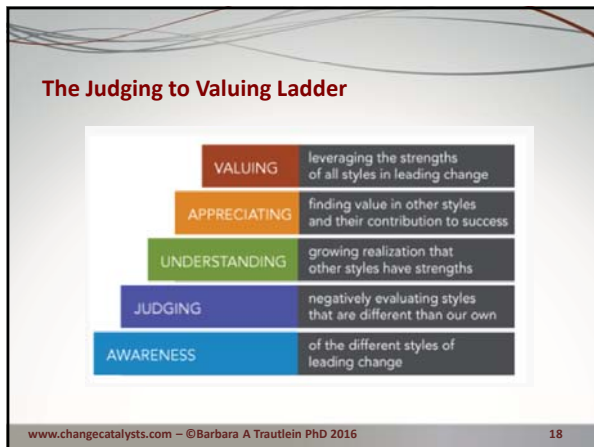
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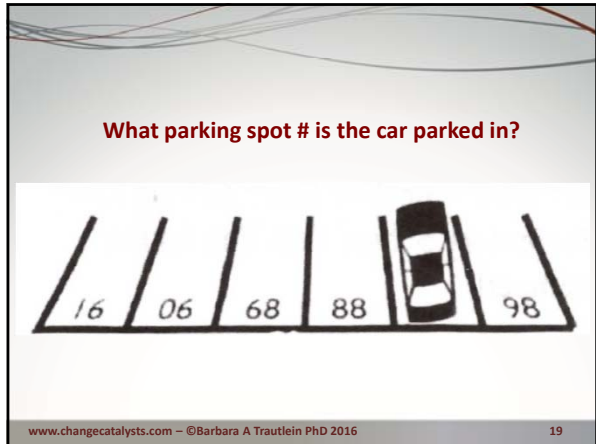
Don't you ever THINK?!

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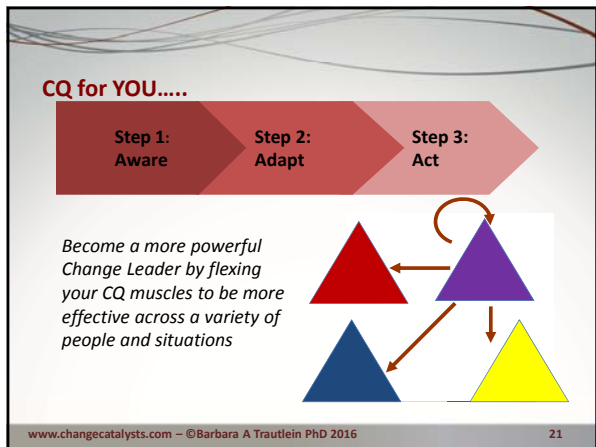












Case Study: "Flavor of the Month" Plagues an Ice Cream Manufacturer!

Change Challenge:

- One of the largest and most profitable ice cream manufacturers in the U.S., a 2500-person, 100-year-old, family-owned business, undertook a major transformation
- Plans to double the business by 2020 – both by integrating new acquisitions as well as by building new production lines - mandated increased bench strength and therefore new approaches to Learning and Development (L&D)
- Historically, the firm had relied on "tribal knowledge" to train new hires – to reach growth objectives, best practice L&D blended learning solutions were needed
- A Steering Committee (SC) consisting of executives was formed to oversee the initiative
- A Project Team (PT) consisting of L&D professionals and operations supervisors was formed to design and implement new approaches across the manufacturing facilities

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CQ Profile: Change Leader Styles

☆ = SC Members
○ = PT Members

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The Steering Committee's Frustrations

"We've given the PT three months to get a plan together. Where is it?!"

"We're getting complaints from Production and Quality. Why isn't the PT effectively driving this project??"

"The PT is already asking us for more resources. Where's the business case??"

"I'm traveling constantly conducting due diligence on new acquisitions. How can I adhere to their meeting schedule??"

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The Project Team's Frustrations

"The Steering Committee is AWOL – we've only had 1 or 2 of them at our last three update meetings!"

"Plant personnel are pushing back. They are asking, 'We already have training materials – we use SOPs – why do we need something new?'"

"We need additional funding, and can't get the resources we need from the Steering Committee!"

"The Quality Department is upset. They own the SOPs that are currently used as training tools. They are asking, 'What's wrong with them? They've worked for years.' They are concerned about their role in the new system."

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"Flavor of the Month" No More!

Building Change Intelligence Led to:

- Understanding why change had historically been difficult to implement and sustain – few Executors and Drivers
- Diagnosing the cause of disconnects between the SC and PT – lots of Visionaries on the SC, mostly Coaches on the PT – not following the "Platinum Rule"
- Deploying winning change management approaches from Communications Planning to Scorecards to engage for change and sustain the change

Real Results:

- Developed and implemented operator training programs for every production line in the enterprise
- Installed a new qualification process that provides a high level of assurance of employee competency
- Currently using the same process we developed to design computer-based training modules to further enhance efficiencies for delivering learning solutions

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Change Challenges at Different Levels

Change Intelligent Organizations understand these dynamics and use Heart, Head and Hands to facilitate alignment and cascade needs and expectations!

Isolated

Squeezed

Resistant

Communication

Feedback

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Positive & Powerful Partnerships.....

- Leading change is a tough job – help others help you!
- Follow the Platinum Rule: Do onto others as THEY want to be done onto!



ENGAGE FOR CHANGE!

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If It Looks Like Resistance - What Missing?

Observe the people you lead through change:

1. Are they working really hard, but their efforts are misplaced? Focus on the “head” – clarify the target – the “what” and “why” of the change – paint the picture to believe the dream.
2. Are your people paralyzed, like deer in the headlights, and can’t seem to get unstuck and into effective action? Sounds like they need a heavy dose of “hands” – a plan, process, and skill-building to guide their efforts through the change.
3. Or, are they unmotivated, indifferent, or even angry or afraid? Then add more “heart” – share your own story, build trust, and show what’s in it for all of us working together as a team.

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Adapt and Win!

"First one holes wins"




"Deal"

"Deal"



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CQ - What Leaders Can Do to Engage for Change



HEART
Start with the Heart

- What's in it for me?
- What's in it for us?
- Deal with my fears!
- Encourage my hopes!

HEAD
Engage the Brain


- What is the change?
- Why are we doing it?
- How will it help my team's objectives?
- The company's goals?

HANDS
Motivate the Movement

- Give me the tools!
- Give me the training!
- Give me the coaching!
- Get rid of the barriers!

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You've Got the POWER!!!



YOUR BRAIN HAS POWER TO CHANGE THE DIRECTION OF THIS TRAIN.

JUST THINK AND THIS TRAIN RUNS IN OPPOSITE DIRECTION.


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Awareness to Adaptation to Action

Questions?

Comments?

Requests?



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More CQ Opportunities for You!

THANK YOU

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Change Intelligence Book
(download two FREE chapters!)

CQ Assessment
(FREE tool in the book!)

CQ Workshops, Webinars & Certification
(earn PDU/CEUs!)

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