

Leading and Managing Change
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Managing can be defined as “getting people to do something”. Leading can be defined as “getting people to want to do something”. Both leading and managing are key tools of organizational life whether in church, government, classroom, business or personal life situations. Change is an essential part of growth. This session focuses upon recognizing the “need for change” and “how” to lead and manage the change process. Biblical examples and current organizational experiences will be used to highlight this topic.

I. Introduction

- A. Desired Outcomes
 - 1. Clarity regarding Positive and Negative Aspects of Change
 - 2. Distinguish Leading and Managing Change
 - 3. Understand and “process” for change
 - 4. Diagnosis and address “resistance to change”
- B. Change examples
 - Current
 - Biblical

II. Distinguishing between “managing” and “leading”

- A. Managing – Getting people to do things
 - Basics: plan, organize, central
 - Use of “power”
- B. Leading – “Getting people to want to do things”
 - Basics: Vision, alignment and motivation
- C. Questions: Can you be only a leader? manager? both?

III. Situation Analysis

- A. Biblical - examples
- B. Organizational - examples
- C. Diagnostics tool (s)

- Analysis of driving forces for change
- Analysis of resisting forces for change
- What to do next?

IV. Model of Change Process

A. Use of Model

B. Key events in the process

1. Need - continue the “drivers” for change
2. Diagnosis
 - a. Are we “willing” to change? no or yes
 - b. Are we “capable” of change? no or yes
3. Action Planning – Develop a vision of success and how to get there.
 - a. Involvement of those who will experience change
 - b. Matching leader style to the situation
4. Implementing Change
 - Develop a sense of urgency
 - Success builds success
 - First steps for initiating change – success breeds success
 - Visible
 - Controlled risk
 - Short time frame
5. Measuring and Monitoring Change
 - What does “success look like”?
 - Begin with the end in mind
6. Evaluate and Celebrate
 - Acknowledge accomplishments
 - Learn from mistakes
 - Energize the organization
7. Prepare for next cycle
 - Build upon successes
 - Make leading and managing change important to people
 - Make continuous improvement an organizational value

V. Diagnosing and Dealing with “Resistance to Change”

<u>Symptoms</u>	<u>Problem</u>	<u>Action</u>
Confusion	No Vision	Establish and affirm purpose
Anxiety	Not Capable	Train and develop
False Starts	Lack of understanding regarding “What’s to happen”?	Develop action plan
Frustration	Limited “tools” to work on time	Find and provide the appropriate resource
Gradual Change	No Clarity Regarding “What in this for me/us”?	Identify and reward meaningful success

VI. Summary