



LEADING CHANGE

HOW TO EQUIP, ENGAGE AND EMPOWER YOURSELF AND YOUR STAFF
FOR CHANGE SUCCESS!



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HELLO & WELCOME

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ENTERPRISE PERFORMANCE & ACCOUNTABILITY



ENTERPRISE PERFORMANCE & ACCOUNTABILITY



ACCOUNTABILITY SYSTEMS

Fraud Investigations | Internal Audits | Policies



ENTERPRISE INITIATIVES

Strategic Planning | Department-wide Projects



PERFORMANCE & PROFESSIONAL DEVELOPMENT

Performance Metrics | Customer Experience | Professional Training
Continuous Improvement Projects (Lean Six Sigma)





01

DEFINE

how to lead change and manage transitions

02

PROVIDE

a framework with examples to organize your thoughts and understanding of human behavior during change

03

CHALLENGE

you to develop and achieve your ability to lead change and manage transitions

04

INSPIRE

you to adopt a lifelong pursuit of learning and self-improvement

05

EXPLORE

how leadership on change management is not just for the workplace but these tools also extend into personal life

LEADING CHANGE

Often the biggest challenges are not technical or procedural...

They are usually created by working with people and creating change.

CHANGE IS DIFFICULT

**CHANGE IS NEVER
IMPOSSIBLE**





ABILITY TO LEAD CHANGE



- So important – your legacy will be based on how you lead change
- Change is the only constant in life – whether you agree with it or not, want it or not, expected or unexpected, leading it or not



- Every leader has the responsibility to be a change agent

5 GROUND RULES

CHALLENGE YOURSELF

Learn to challenge your comfort zone

–To go where you’ve never been, you must do things you’ve never done before

BE PRESENT

Be involved and participate

SAFE ZONE

“What happens on Teams, stays in Teams”

INTERRUPTIONS WELCOME

Interruptions are absolutely welcomed and add to the learning for the day

DON'T BELIEVE A WORD I SAY!

–Use these tools and find out for yourself

–These are just my experiences



DEFINITIONS

LEADERSHIP

In its most simplest of terms,
leadership is defined as
Influencing others to achieve
organizational goals



LEADING CHANGE

In its most simplest of terms,
leading change is defined as
managing others to transition
toward organizational goals



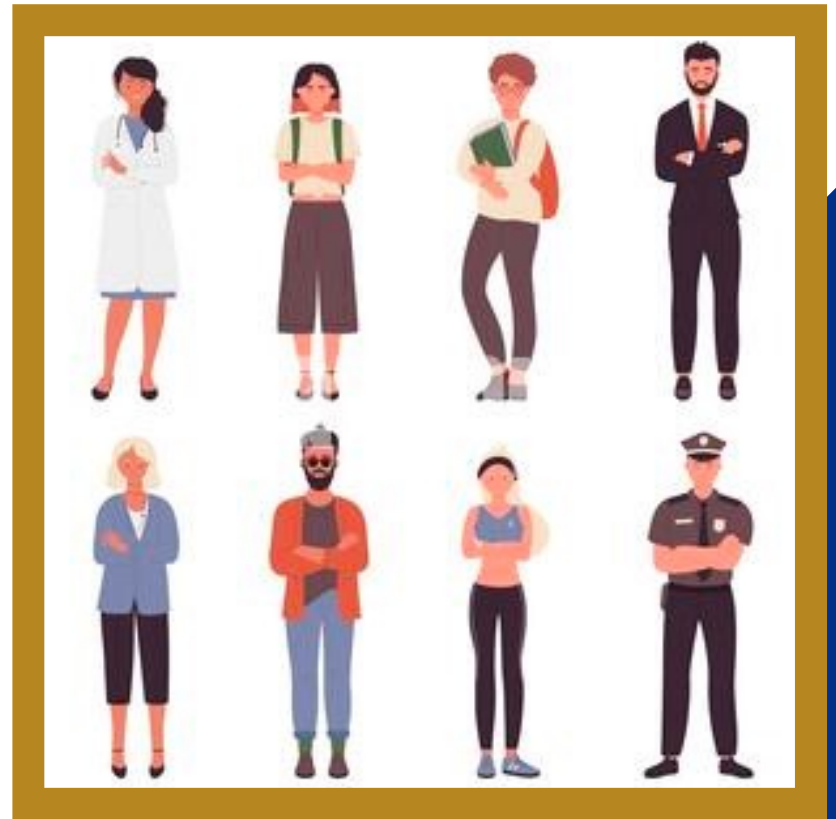
CHANGE VS. TRANSITION

CHANGE IS A
SHIFT IN THE
EXTERNAL
SITUATION



TRANSITION IS A
PSYCHOLOGICAL
PROCESS THAT
PEOPLE GO
THROUGH TO
DEAL WITH (OR
ACCEPT)
CHANGE

Exercise #1



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THE E³ METHODOLOGY



EQUIP

When equipped with training, a strategy or system, you gain the clarity and focus you need to produced desired outcomes



ENGAGE

When you engage your leadership team to execute, it creates energy, courage and productivity to put that strategy or system into action



EMPOWER

When you empower your team, you create momentum for a culture of leadership mastery and peak performance



EQUIP

PARADIGM SHIFT

In order to move through the stages of maturity, have to change your paradigm – Paradigm Shift

- **Model, pattern or example – frame of reference**
- **The way we “see” the world – perception, understanding, interpreting**







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BELIEFS

- **Beliefs are based on your interpretation of experiences**
 - **Nothing has meaning except for the meaning you give it**
 - **An event is just an event**
 - **The meaning is neutral and does not change until you show up**
 - **Then when bias sets in, you look for ways to prove yourself right**

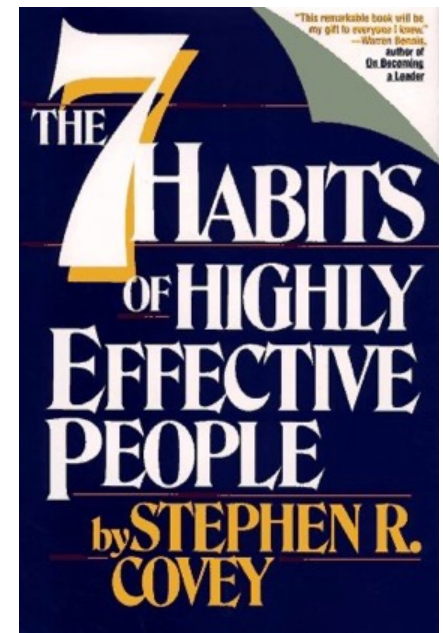


#181847



THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

STEPHEN R. COVEY



7 HABITS OVERVIEW



DEPENDENCE

Relying upon others to take care of us



INDEPENDENCE

We can make our own decisions and take care of ourselves



INTERDEPENDENCE

we cooperate to achieve something that cannot be obtained independently



BE PROACTIVE

Proactivity means that we are responsible for our own lives

Proactivity means we face reality with the understanding that we have the power to choose a positive response to our circumstance

Need to understand how we focus our time and energy to be effective

HABIT #1



CIRCLE OF CONCERN V. CIRCLE OF INFLUENCE



CIRCLE OF CONTROL

What we can directly impact through our thoughts, words and actions.

We have complete control over the outcome.

CIRCLE OF INFLUENCE

Usually involves other people, ranging from family, friends, and colleagues to complete strangers ... or reviewers.

We do not have control over the eventual outcome ... but we can potentially influence the outcome through what we are able to control.

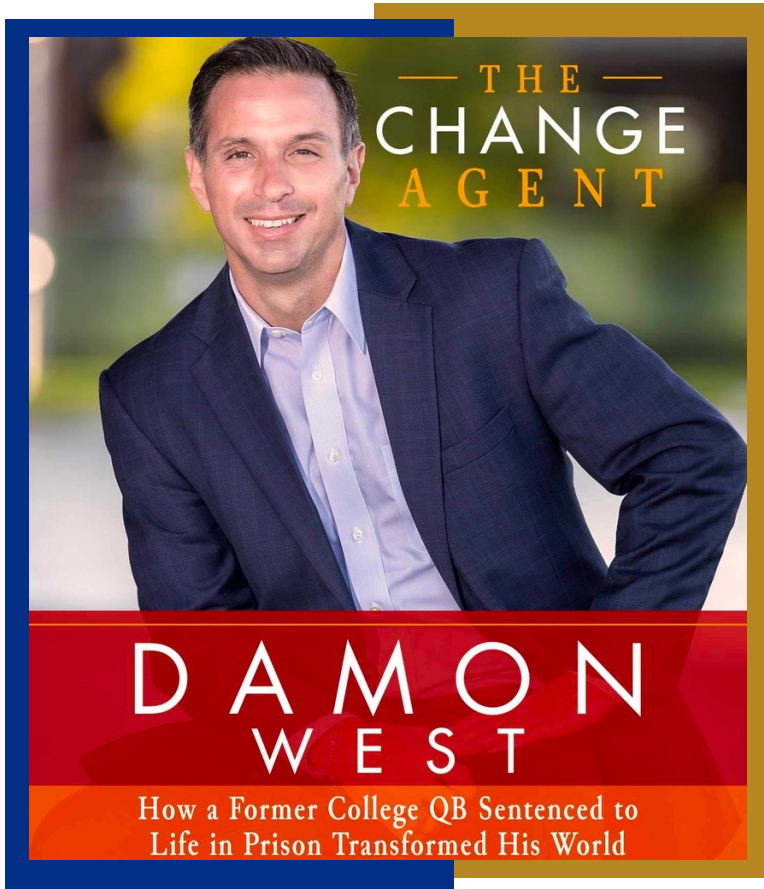
CIRCLE OF CONCERN

Everything else: weather, politics, other peoples behaviour etc.

We have no control over the outcome.

HABIT #1





YOU ONLY CONTROL FOUR THINGS IN LIFE



WHAT YOU THINK

Watch your thoughts, they become words



WHAT YOU SAY

Watch your words, they become actions



WHAT YOU FEEL

Watch your actions, they become habits



WHAT YOU DO

Watch your habits, they become your destiny

BEGIN WITH THE END IN MIND

Principle Centered Personal Vision

Ask yourself are you who you are by design or by default? Is it your choice?

Once you have a sense of mission, your proactivity will be created from your vision and values that direct your life

HABIT #2



BEGIN WITH THE END IN MIND

Why do you get up and go to work every day?

Usually built on four factors

- Security
- Wisdom
- Guidance
- Power

Any change that threatens any one of these factors
can get very emotional very fast!

**HABIT
#2**



PUT FIRST THINGS FIRST

Understand the Human Factors

Time Management is a classic example

- How do you organize and execute your priorities?
- How do you determine your priorities?
- It is about life management as well—your purpose, values, roles, and priorities

HABIT #3



TIME MANAGEMENT

- Do you preoccupy yourself with your business or your “busyness?”
- Urgent means it requires immediate attention
 - *Urgent things act on us and are usually visible*
- Important things, on the other hand, have to do with results
 - *Important things contribute to our mission, values, and high-priority goals*



PUT FIRST THINGS FIRST

Understand the Human Factors

Interaction with others is another important example

- Trust is built on relationships
- Emotional Bank Account
 - Positive behaviors are deposits building a reserve
 - Negative behaviors are withdrawals from the reserve
 - A high reserve balance results in higher tolerance for our mistakes and more open communication

HABIT #3



PUT FIRST THINGS FIRST

Making Deposits into the Emotional Account

- Show personal integrity
- Keep your commitments / your word
- Take time to understand the individual
- Be transparent about your emotions during crisis
- Clarify expectations
- Attend to the little things (which are big things in relationships)
- Apologize sincerely when you make a withdrawal

**HABIT
#3**





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CHANGE

WHEN THE WINDS OF CHANGE BLOW HARD ENOUGH,
THE MOST TRIVIAL OF THINGS CAN TURN INTO DEADLY PROJECTILES.

HUMOR BREAK

10
MINS



ENGAGE

Exercise #2





What did you feel when you were required to make the change?

- Anxiety?
- Fear?
- Denial?
- Anticipation?
- Excitement?

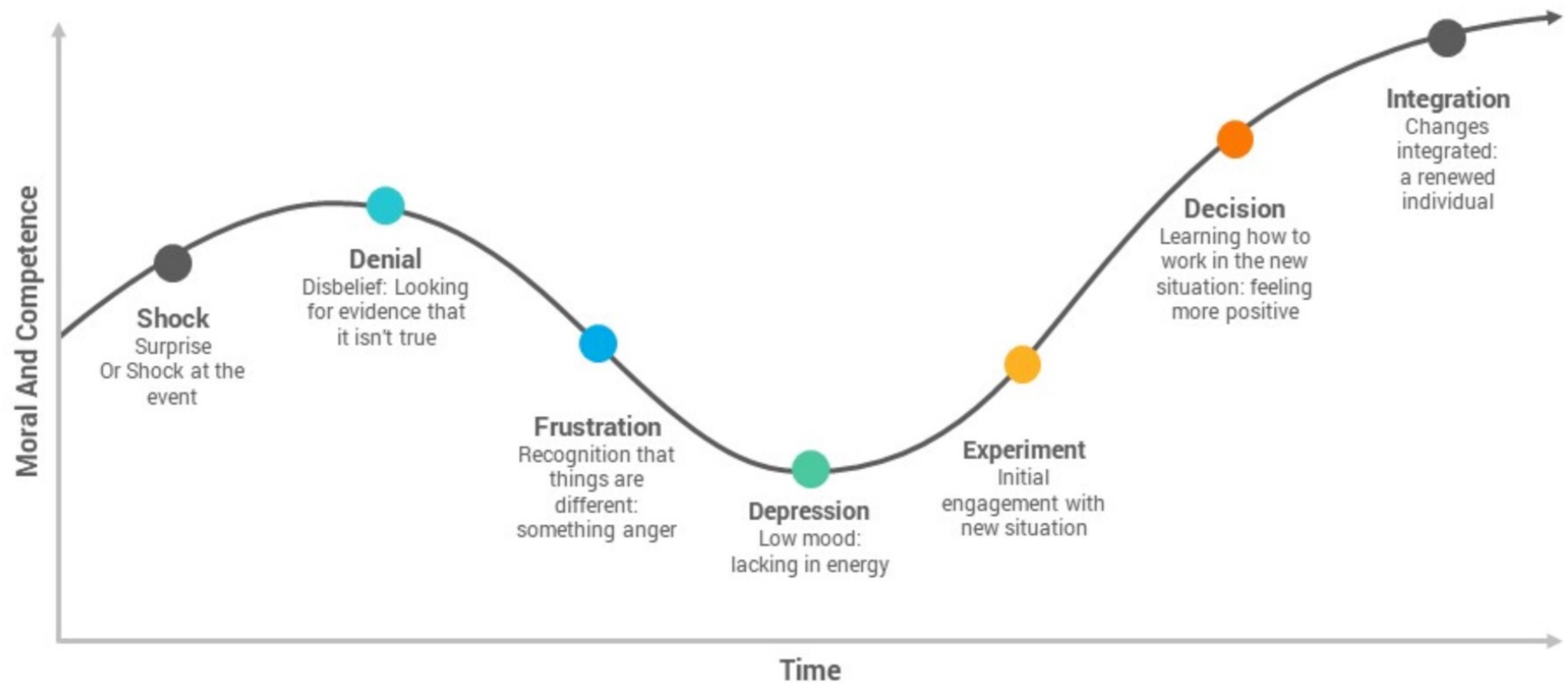


Emotions associated with change are brought on by TWO FACTORS:

- The forces of change introduce disruptions that affect how people see and feel about their future and that of the organization
- The path of change is completely unpredictable

Kübler-Ross Change Model Curve Template

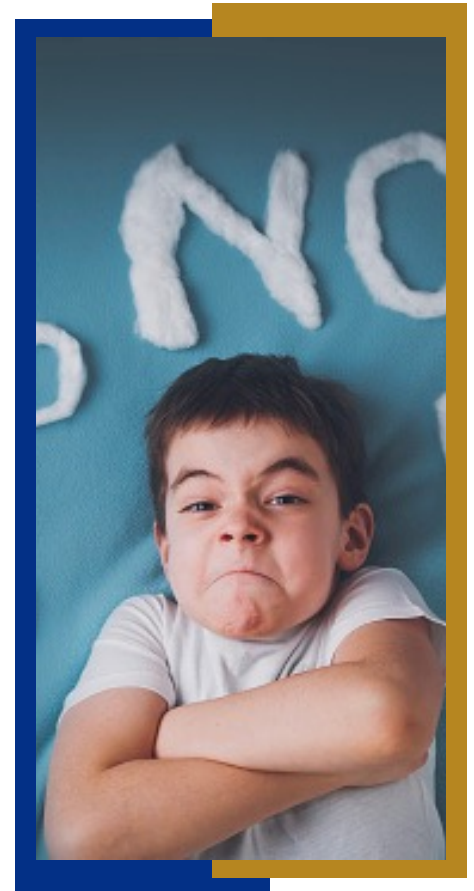
Emotional Response to Change



SOURCES OF RESISTANCE

- The loss of identity and the known or comfortable world in the early stages
- The disorientation, uncertainty and lack of information middle stages
- The risk of failing in the later stages

People don't resist change as much as they resist being changed!

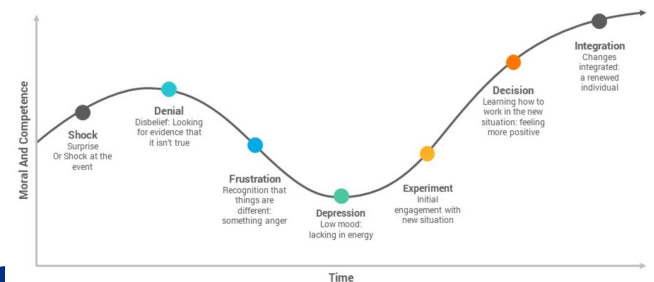


LEADING CHANGE

- It's not the change that is going to drive everyone nuts – it's the transition!
- It's the transition – not the change – that leads to resistance

What people ultimately resist are the stages of transition, especially the first ones!!

Kübler-Ross Change Model Curve Template
Emotional Response to Change



THINK WIN-WIN

Win-win is a frame of mind and heart that constantly seeks mutual benefit in all human interactions.

There are three vital character traits that are essential to this paradigm:

- **Integrity:** sticking with your ethics, core values, and commitments
- **Maturity:** expressing your ideas and feelings with courage and consideration for the ideas and feelings of others
- **Abundance Mentality:** believing there is plenty for everyone

**HABIT
#4**



SEEK FIRST TO UNDERSTAND THEN TO BE UNDERSTOOD

Principles of Empathetic Communication

- Communication is the most important skill in life relationships
 - *"If you want to interact effectively with me, to influence me, you first need to understand me."*
- Openness and trust must be paramount and built on a base of character (high deposits in the emotional bank account)

**HABIT
#5**





How we communicate:

7%
is verbal.

38%
vocal behavior.

55%
is non-verbal.



PERSPECTIVE

**PERSPECTIVE CAN
CHANGE EVERYTHING
YOU SEE OR KNOW**

**It's easy to understand
what you see from your
perspective - Just make
sure it's not the only
perspective you consider!**



EMPOWER

SYNERGIZE

The whole is greater than the parts

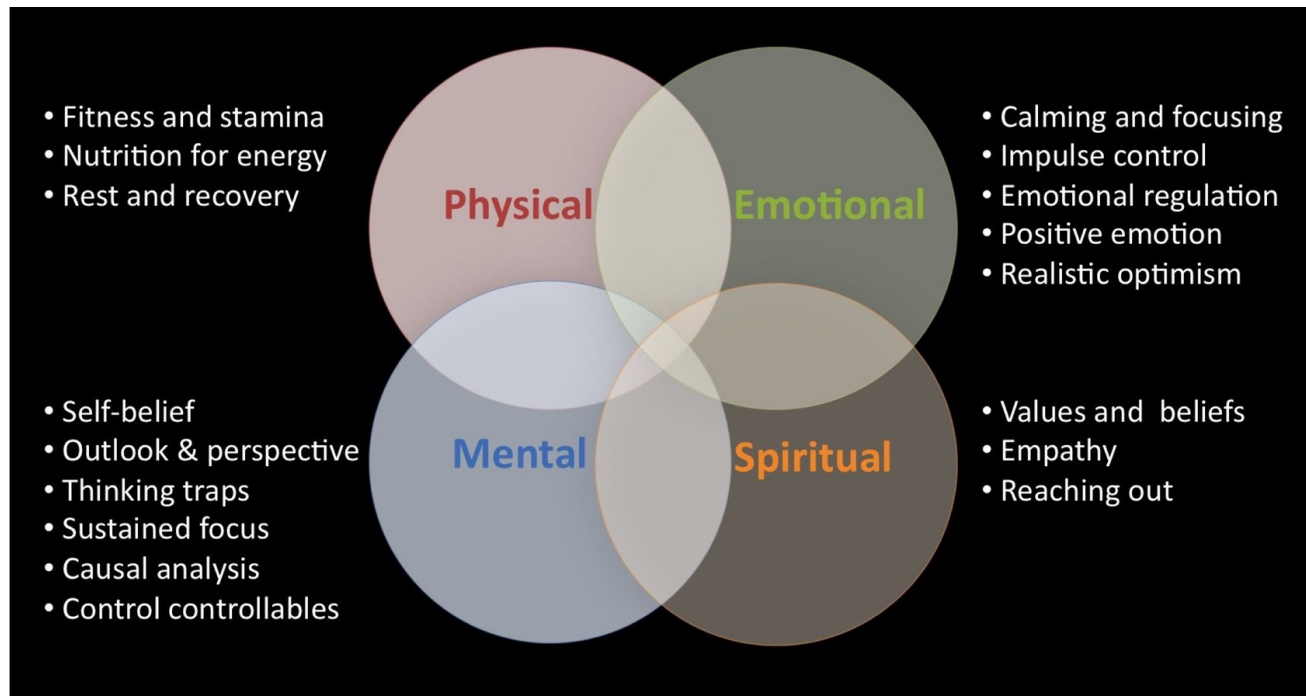
- Values Differences – respect, build, and compensate for your weaknesses
- Be open to new possibilities – does it have to be done your way?
- Synergistic teams have high respect – even in disagreements
- Trust leads to high cooperation and communication

HABIT #6



SHARPEN THE SAW

Having a balanced program for self-renewal
in the four areas of your life:



HABIT #7

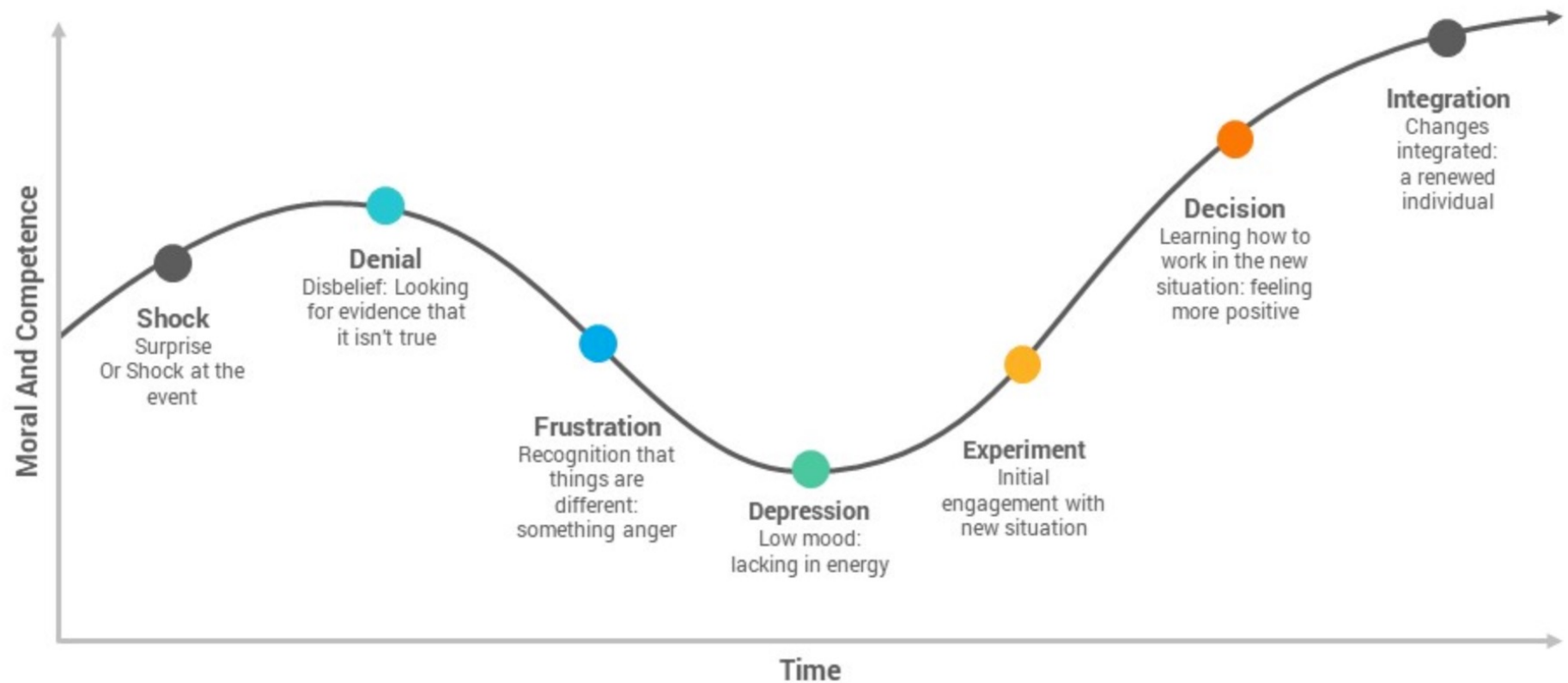


Exercise #3



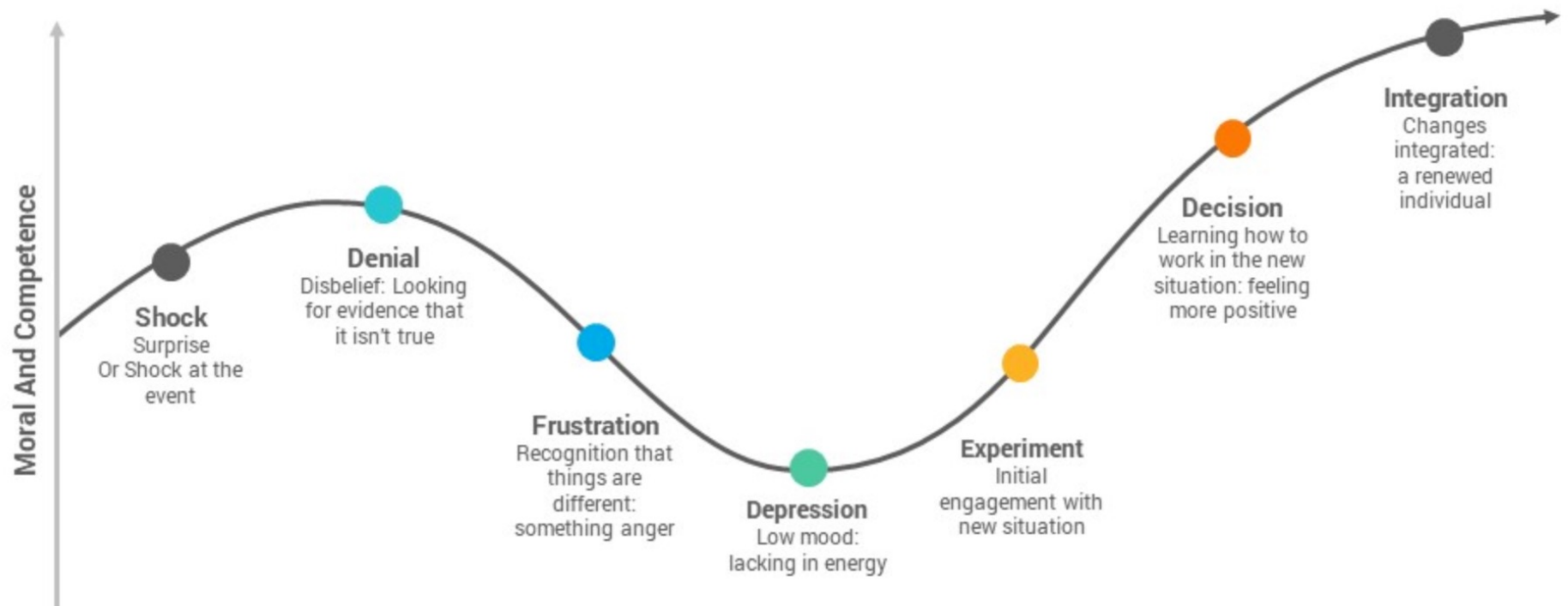
Kübler-Ross Change Model Curve Template

Emotional Response to Change



Kübler-Ross Change Model Curve Template

Emotional Response to Change



COMMUNICATE,
THEN OVER COMMUNICATE

WATCH, LISTEN
SUPPORT

GIVE STAFF TIME TO EXPLORE,
TEST AND ACCEPT

CELEBRATE AND
REWARD

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CHANGE BEST PRACTICES

- People have to accept that something is ending before they can begin to accept the new idea
 - *If you don't acknowledge the emotions that people are going through, you'll likely encounter resistance throughout the entire change process*
- People often fear what they don't understand
 - *The more you can educate them about a positive future, and communicate how their knowledge and skills are an essential part of getting there, the likelier they are to move on*
- Your guidance is incredibly important as people go through change
 - *This can be an uncomfortable time, because it can seem unproductive, and it can seem that little progress is being made*

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CHANGE BEST PRACTICES

- What the change even is and where you're headed may be unclear, so let the team know that it's OK to feel lost or unsettled
 - *Meet with your people frequently to give feedback on how they're performing, especially with regard to change*
- As people begin to adopt the change, it's essential that you help them sustain it
 - *Take time to celebrate the change you've all gone through, and reward your team for all their hard work*
- *(Perhaps most importantly...)* Don't forget to take care of yourself!

QUESTIONS TO IMPROVE TRANSITION MANAGEMENT

1

What are the policies, procedures, practices or culture that get in the way of managing transition?

2

Are there structures or roles that build on inflexibility?

3

What about the culture? Is it transition-friendly or transition-averse?

4

Do leaders model a willingness to go through transition?

5

How can you improve your organization's transition management?

6

What about you? How can you push yourself to be a better role model for others?

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BE THE CHANGE LEADER

- **Get your transition done quickly in order to bring your staff along**
 - You will have to work through your own FUD (fear-uncertainty-doubt) to get others to work through theirs
 - Step outside your comfort zone
- **Be willing to be criticized before being congratulated**
 - You know you might be on to something when people don't initially embrace it
- **Be on the frontline in order to get people through the transition phases**
 - Have to build understanding and trust before you can influence

Ships don't sink because of the water around them; ships sink because of the water that gets in them. Don't let what's happening around you get inside you and take you down.



Thank You!



Dean Gialamas, General Manager, ISD



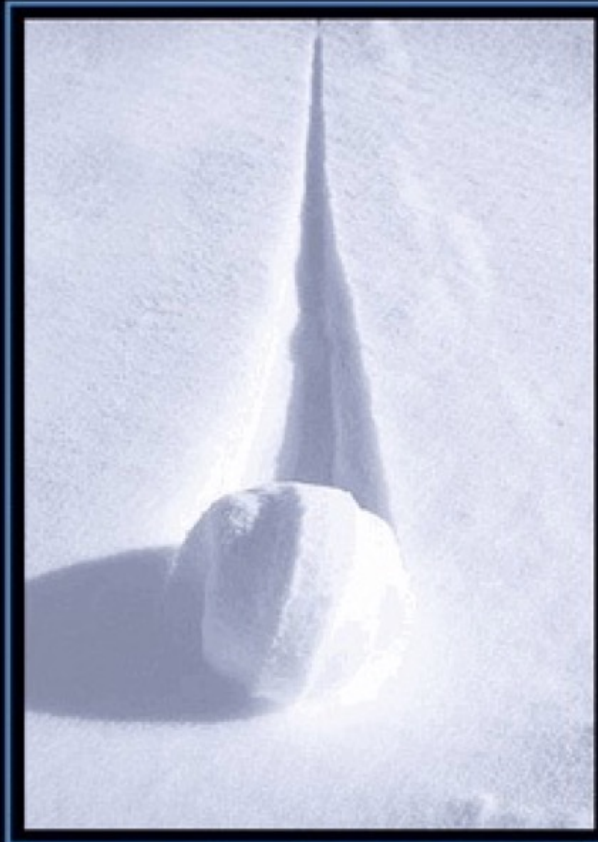
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**ENTERPRISE PERFORMANCE
& ACCOUNTABILITY**



TEAMWORK

A FEW HARMLESS FLAKES WORKING TOGETHER CAN
UNLEASH AN AVALANCHE OF DESTRUCTION.

HUMOR BREAK

10
MINS