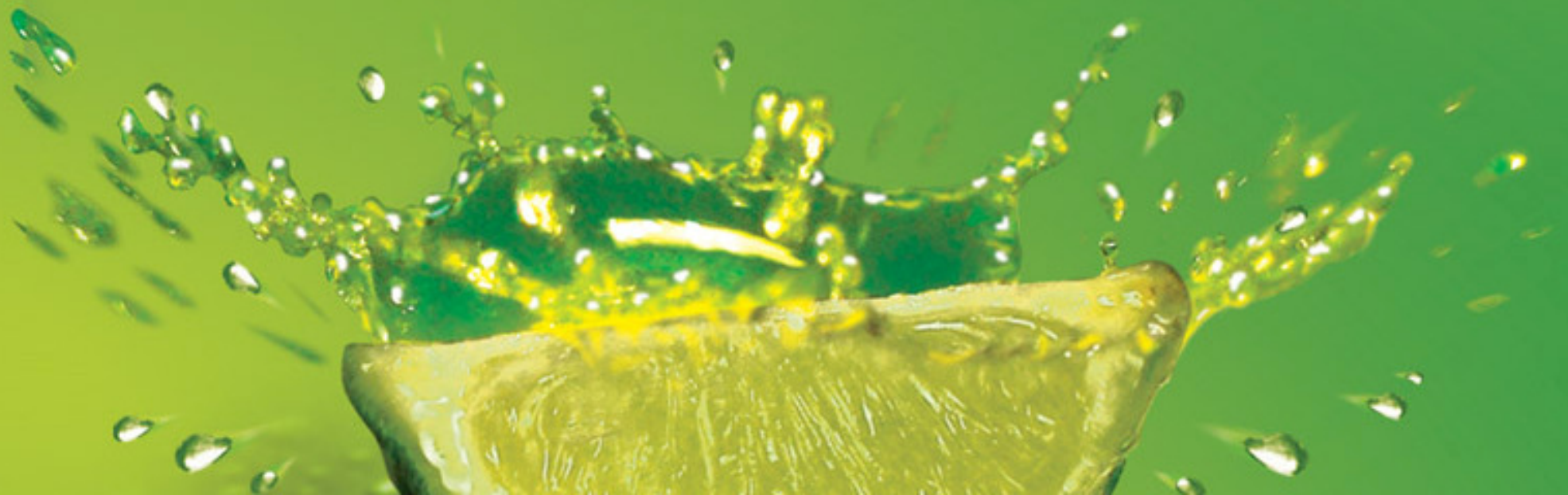


*A*  
*fresh*  
*Approach*



**Alan Hooper**

**Founder & Honorary Fellow  
Centre for Leadership Studies**

**University of Exeter**

**EFFECTIVE CHANGE**

**LEADERSHIP**

# Change

**Climate change**

**Biggest rate of change in 200 years**

**Change is constant**

**Impact of re-structuring on organisations**

**Impact of technology**

**Emergence of the global company**

**Impact of small companies**

**More demanding customers**

**Changing work environment**

# Research Methodology

**Structured interviews with 25 significant leaders**

**Aim:**

- Test “value-based” leadership model**
- What do effective change leaders really do?**

State

Capability

Beliefs

Identity

Values

# Creating Understanding

Enabling people to understand reasons  
for change

Complicated by complexity

Fear of uncertainty

“Brainy leadership”

*“People are unwilling to  
enter the  
discomfort zone”*

# Creating Understanding

Enabling people to understand reasons for change

Complicated by complexity

Fear of uncertainty

“Brainy leadership”

# **Effective Communications**

**Leaders need to clarify thoughts**

**Clear strategy**

**Open communications**

**Listening**

**Ownership**

**Persistence**

*“Deep listeners  
abandon their egos  
to the talents of others”*

**Warren Bennis**

# **Effective Communications**

**Leaders need to clarify thoughts**

**Clear strategy**

**Open communications**

**Listening**

**Ownership**

**Persistence**

# **Releasing People's Potential**

**fundamental aspect of Leadership**

**rewarding**

**excite people**

**ownership**

**champion innovation**

*Releasing energy and encouraging*

*people to flower*

*is magical”*

**Mair Barnes**

# Releasing People's Potential

fundamental aspect of Leadership

rewarding

excite people

ownership

champion innovation

# Setting a Personal Example

Behaviour of the Leader is crucial  
Integrity

Trust takes time to establish ....

And can be broken in a minute

Share experiences

The three "P's"

*“Trust is the glue which  
bonds people  
together”*

Alan Hanger

# Setting a Personal Example

Behaviour of the Leader is crucial  
Integrity

Trust takes time to establish ....

And can be broken in a minute

Share experiences

The three "P's"

# The Three "P's"

**A Passion for Change**

**Praise for people's efforts**

**Pride in the results of the team**

# Self-Pacing

**Resilience**

**Managing time**

**Disciplined life**

**The work/life balance**

**Effective delegation**

**Sensitive to effect of change in the  
organisation**

*“Having the energy  
to cope with change”*

# Self-Pacing

**Resilience**

**Managing time**

**Disciplined life**

**The work/life balance**

**Effective delegation**

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# Summary

**Creating Understanding**

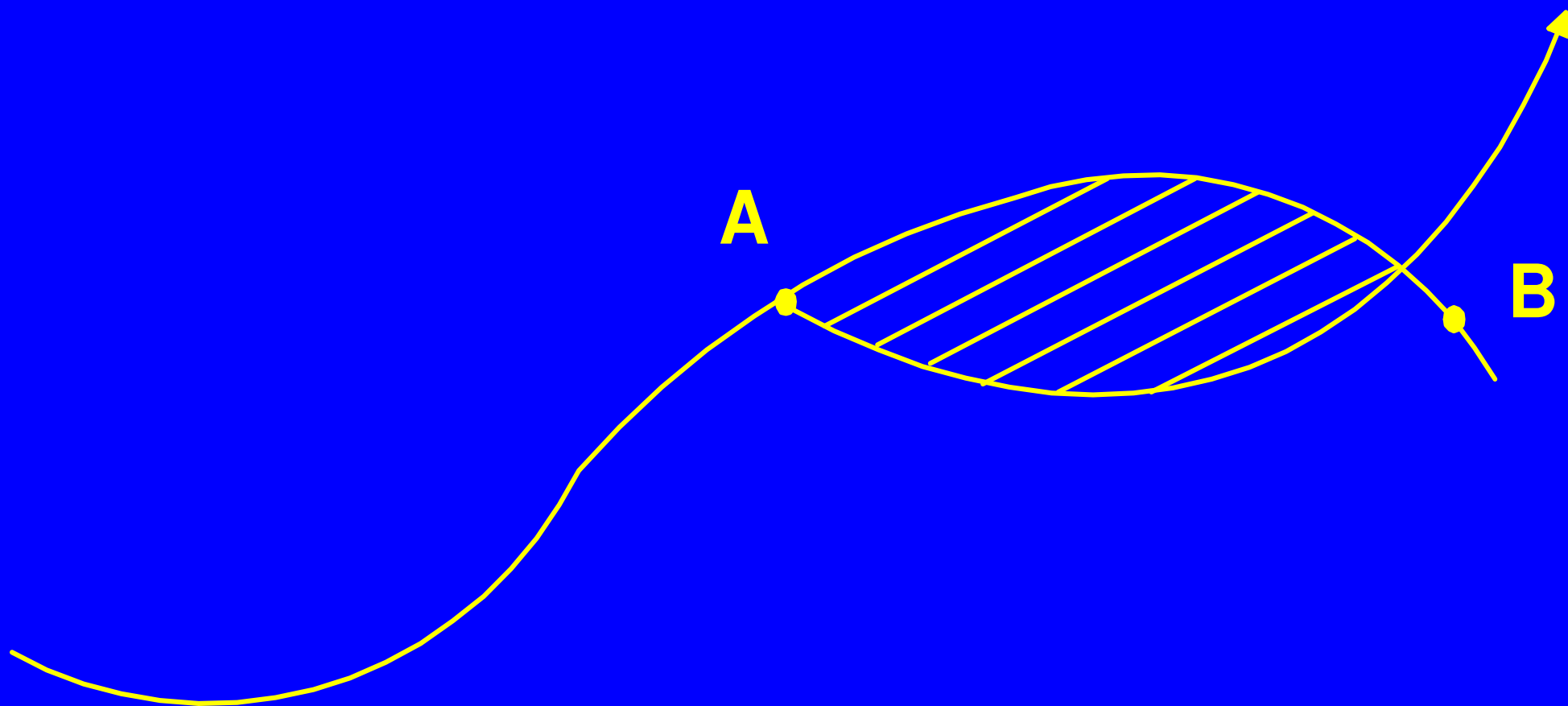
**Effective Communications**

**Releasing People's Potential**

**Setting a Personal Example**

**Self-Pacing**

# The Sigmoid Curve





*A*  
*fresh*  
*Approach*

