

So You want it to change?



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WHAT?

- ME
- YOU
- COMPLAINTS
- TRANSITIONS
- COMPLAINERS
- LEADERSHIP vs. MANAGEMENT
- HOW TO DO IT
- HOW TO DO IT EASIER

Some Stuff about Scott

- Diablo Valley College, yes, the Vikings!
- Work in the Theatre.
- My Education
- People tell me I'm a leader... work on the senate.
- WARNING: I tell it like I see it.

YOU:

- How many of you like your job?
- What do you bring with you when you come to work?
- When you come to work, how do you feel?
- How many of you think you are good at what you do?
- How many of you think you could do better?
- Are you a part of a team? or do you work solo?

YOU, CONT.

- Do you have supervisors that look over your shoulder? Autonomous? Do you like it the way it is?
- Do you manage your manager?
- Does anyone tell you that you do a good job?
- When you leave in the afternoon for the day, how do you feel?

LOTS of things I want changed:

- I love my job
 - Mostly autonomous
 - I come and go as I please.
 - I get to sit and be active
 - I get to work directly with the students
- My Job is hard!
 - Mostly autonomous
 - I have to come and go, job is spread out!
 - I have to sit and be active
 - I have to work directly with the students

- When I come to work, I try to bring good attitude.
 - Nothing spreads faster than a BAD attitude.
 - When people ask you how you are, LIE!
- I generally am pretty excited to come to work.
 - I get to CHANGE students lives
 - I am blessed enough to really truly enjoy what I do.
 - If you don't enjoy what you do...
 - If you do, congrats!

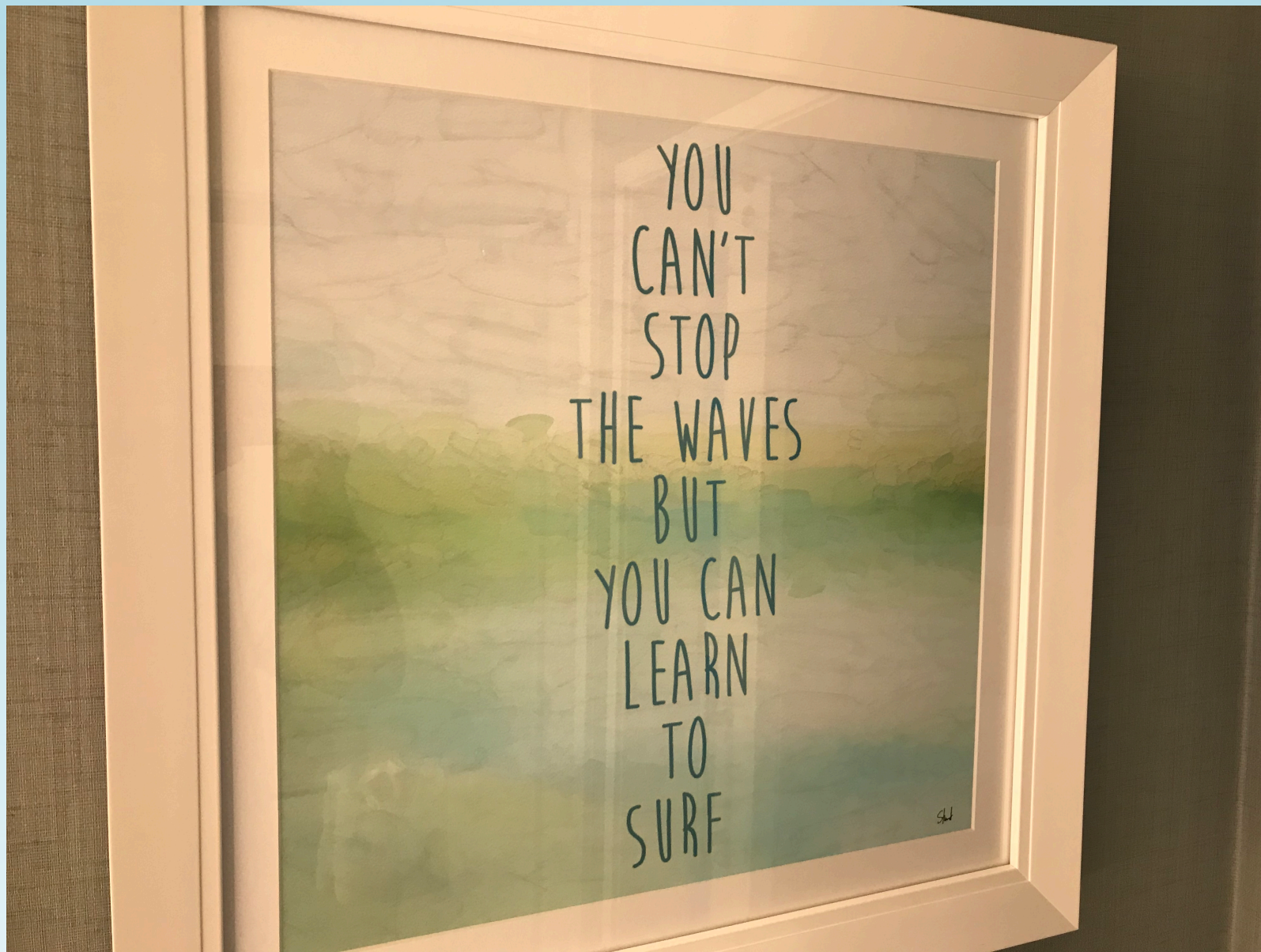
- I think I'm pretty good at what I do (self efficacy) ... but I know that I can do better.
 - I make mistakes,
 - Emails
 - I am constantly trying to do BETTER
- I work as a team, alongside the students.
 - I WISH I had more help! People that know what they are doing!
- Autonomy- My boss gives me almost complete autonomy! It is great!
 - She doesn't REALLY know what I do, and how I do it.
 - Sometimes I wish she knew more!

- Manage her- I have to manage her-
 - I have to make sure she knows what she needs to know to support me!
 - I have to make sure she is on my team- she needs to understand WHY I need what I need to do my job, so that she can HELP me with this.
 - We will talk more about removing roadblocks in a bit.

- She does not always tell me that I am doing a good job.
 - Leaders should tell
 - I find most people don't!
 - So ASK your leaders to do this!
 - Partners at home
 - Train your leaders. 😊
 - Btw, ARE YOU TELLING THE PEOPLE THAT YOU WORK WITH WHEN THEY ARE DOING A GOOD JOB?!
- Whew! This is a lot! End of the day= Energy and Exhaustion. I made even one teeny positive change,
 - I don't want this aspect to change!

Change? (no thank you!)

- How many of you work in the public sector because you love how fast the change happens?
- Most organizations are in a constant state of change, but we change slower. But that is changing!
- What changes do you see coming in your organization, from the top down?
(Your turn to talk)
- Are you happy / excited / looking forward to these changes? NO?!?
- WHY NOT?!



YOU
CAN'T
STOP
THE WAVES
BUT
YOU CAN
LEARN
TO
SURF

Transitions- Making Sense of Life's Changes

“Even though it sounds backwards, endings always come first.
The first task is to let go.” (Bridges, p.80)

Five stages of endings

- Disengagement- Bridges describes the first stage of endings as “the need to be separated from their familiar places” (p.110) in order to begin to gain perspective as to why the change is happening.
- Dismantling- This is the stage of endings where the space to rebuild is made.
- Disidentification- old roles and titles were an important part of an identity
- Disenchantment- “The discovery that in some sense one’s world is indeed no longer real”
- Disorientation - “Disorientation affects not only our sense of space, but our sense of time.”

Neutral Zone

- It can be a place where difficult thoughts are dealt with or escaped from. “one must give into the emptiness, and stop struggling to escape it.” (Bridges, 2007, p140)

New Beginning

- New beginnings, according to Bridges, can only happen once the right event happens, and we are at a place or outlook which enables us to recognize the event as a new beginning. Without both, the beginning cannot happen.
 - Hotel Key

Complainers

- WHO?
- It's a natural thing-
- You don't want to be lonely
- Need sympathy!
- Moving on...
- Does it really help?

Leadership vs. Management

- What's the difference?
- A leader is a CHANGE AGENT.
- A Manager manages existing processes, rarely including change.
- Is our work perfect?
- So CHANGE IT! Change it! Change it!!!

How much time do you have?



What needs changing?

- You answer this one... (Cue Scott to take sip of water here)

Leading Change is a bit like trimming a Rose Bush...

Leading Change, James O'Toole

- Values Based Leadership:
 - Integrity, Trust, Listening, Respect for followers

”Those that do not respect and trust their followers cannot lead them”

- Culture- “The shared ideas, customs, assumptions, expectations, philosophy, traditions, mores, and values.” CULTURE IS US.
 - To change the culture is to change US, everyone.

Successful Change:

1. Has top management support
2. Is built on the unique strengths and values of the organization.
3. The specifics of change are not imposed from the top.
4. Is holistic
5. Is planned
6. Changes are made in the guts of the organization.
7. Is approached from a stakeholder viewpoint.
8. Becomes ongoing.

“Change comes about when followers themselves desire it and seek it.

Hence the role of the leader is to enlist the participation of others as leaders of the effort.”

-James O'Toole

You want to Lead a Change? Here's how:

- 3 rules- Show up, show up on time, and be ready to work.
- LISTEN to people, really.
- Build trust
- Be a servant
- Be passionate
- Show RESPECT for ALL people
- Have followers!
- Have the last word

Can you DO it?

- O'Toole talks of advising companies who LOVE his ideas, BUT...
- Key note speaker said- "A leader is an ordinary person with extraordinary determination" BUT ...
- BECAUSE THIS STUFF is HARD! And it's LONELY.
- Only 1% of people are or will be leaders. YOU MADE IT!

General Motors Resistance to change

- After WWII, GM was in trouble. Too much focus on:
 - Policies, Systems, technique, scientific measurements and structures. Not enough on:
 - People, principles, values, customers, employees and society
- Peter Drucker was hired to help- He reported the company needed to CHANGE
- Market Share early 70's: 52%.
- Market share 1992: 35%
- Market Share 2017: 17%

How have I done it?

- Strategic Planning Committee- STORYTIME
 - Passionate
 - Trust
 - Reasonable
- On the Classified Senate
 - Access to smart people
 - Listen
 - Built a team of leaders
 - DO NOT EVER UNDERESTIMATE THE POWER OF THE HALLWAY

Servant Leadership-

“The servant-leader is servant first. It begins with the natural feeling that one wants to serve. Then conscious choice brings one to aspire to lead. The best test is: Do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?”

-Robert Greenleaf

Characteristics of Servant Leadership:

1. Listening
2. Empathy
3. Healing- oneself and others
4. Awareness- self
5. Persuasion- seek to convince, build consensus
6. Conceptualization- dream great dreams
7. Foresight- apply past to present to see the future
8. Stewardship
9. Commitment to the growth of people
10. Building Community

Finding my ENDING

- Everyone wants things to change, but don't want change to happen.
- The TRANSITION can be hard, but it's worth it!
- Be a DOER or a SOLVER, not a COMPLAINER
- Change can happen, and YOU CAN LEAD IT!
 - It is hard, but YOU CAN DO IT! You are a leader!
- Leading change is almost a breeze (not really) if you are a SERVANT

Thanks for letting me drone on...

Fail soon and Fail often

YOU ARE DOING A GREAT JOB!

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QUESTIONS?

