



## THE MAGNIFICENT SEVEN IN LEADING CHANGE (PART 2)

In our last Inklings newsletter we outlined the first four of seven crucial considerations in leading change successfully. As promised here are the remaining three. As you will see they all relate to subjective and emotional aspects of change. Most organisations struggle with these but our final three are good places to start making progress.

### 5. CHANGE IS EMOTION DRIVEN – GET USED TO IT!

Kotter wrote “Leading Change” and very quickly followed it with “The Heart of Change” which is pretty much the same book with one big exception. His research after the first book showed that people don’t usually change on a rational basis, they do it because of how they **feel**. His advice on: **SEE⇒FEEL⇒CHANGE** is essential if you want to avoid some pretty bad feelings yourself.

### 6. YOU CAN’T IGNORE THE PEOPLE.

Most organisations would love to do this: tell them what’s happening and that they have to get on with it. (Actually that first bit would be nice – see below.) We know that productivity and business performance correlate strongly with **employee engagement**. This is often given token treatment at the best of times but in change it can really take a hammering. The work of William Bridges, especially “Managing Transitions” tells you exactly what matters to people and how to keep them on board. Also take a look at Strengths Based Leadership as mentioned in the last Inklings. (The Gallup research shows what people really need from their leaders in times of change.)

### 7. THE POWER OF INCLUSION.

Years ago we gathered a large group of change agents from different organisations together and got them to share their experiences of what works/doesn’t work in managing change. There were lots of great examples and insights but time and again the topic we all came back to was the need to include people. You have to tell them what’s going on, give them information, invite them to participate and you need to do it over and over again.

Will Schutz was another master in understanding what fundamentally works for people. In our view perhaps his greatest insight was the importance of **Inclusion** and its primacy in what people need. It is easy to neglect inclusion and if you do that the next level of need, Control, goes horribly wrong. Control is all about structure, process tasks and measurement. These are like giant magnets for management energy but only work when inclusion needs are met.

We would really like to know your views on the Magnificent Seven so please give us some feedback. We are happy to answer questions too. You can contact us at [kevin.mckee@colemckee.com](mailto:kevin.mckee@colemckee.com) or [rosanne.cole@colemckee.com](mailto:rosanne.cole@colemckee.com).

Please visit our website at [www.colemckee.com](http://www.colemckee.com) to see examples of how we have approached change projects and to see our recommendations for further reading in the Resources section. Next time in Inklings – Using and Developing your Strengths .....

**Kevin and Rosanne**