
Leading Change for UW-Madison Chemistry

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Designing Work for People

- **Healthy Work**
 - Framework: Meet Needs, Reduce Risk of Harm, Promote Organizational Sustainability
 - Job design is a foundational building block of human and organizational health. Job design can promote human health, sustainable productivity and organizational capacity.
 - The design of healthy work systems is unrelated to wellness initiatives or medical intervention, although all of these factors can help support employee health. Healthy work systems focus on the demands placed on employees and the resources employees are provided to meet those demands, including time on the job for recovery.
 - Job Analysis is a detailed review of a job's strengths (meeting needs) and weaknesses (risks for harm). Job Analysis can lead to health-promoting job redesign as well as process redesign.

Leading Myself & Others Through Change

- **Change vs. Transitions**
 - Bridges Model (Ending, Neutral Zone, New Beginning)
 - Change is EXTERNAL, transition is INTERNAL
 - Humans go through ALL phases at different paces, in different ways.
 - Leaders can be helpful to others by paying attention to which phase someone might in and communicating in a way that displays empathy, understanding and support.

▪ Emotional Intelligence 2.0 Self-Assessment

- Emotional Intelligence (EQ) is just as important as IQ (and some would argue even more so!)
- What you think, say, and do can increase your EQ.
- The Four Areas of Emotional Intelligence
 - *Self-Awareness*: the ability to stay aware of your emotions in the moment and understand your tendencies across situations.
 - *Self-Management*: the ability to use your awareness of your emotions to stay flexible and direct your behavior positively.
 - *Social Awareness*: the ability to accurately pick up on emotions in other people and understand what is really going on with them.
 - *Relationship Management*: the ability to use your awareness of your own and others' emotions to manage interactions successfully.

Seeing Myself as a Leader

▪ The Stages of Adult Development

- When leaders have a greater understanding of where they work from (their own level of development) and are able to examine this more closely, it helps them build greater self-awareness and provides additional tools for success.
- Each person views the world through a different lens depending on life experience and developmental level.
- Developmental movement from one stage to the next is usually driven by limitations in the current stage. When you find that the way you once used to make sense of things just doesn't seem to be working any longer, you are being invited to grow.
- Development accelerates when people are able to surface the assumptions that are holding them at their current level of development and test their validity.
- Cultivating practices to help yourself grow is like adding another color to the palette that you use to paint a picture of your circumstance, how to view yourself and how you lead others. You don't lose the previous colors, but you add more options to your palette thereby allowing you to create new and different pictures.

▪ The Leadership Circle Profile

- The Leadership Circle Profile (LCP) was built on the foundation of Adult Development Theory.
- 70% of the leaders who have taken this survey score highest mostly on the Reactive side of the circle (level 3 leaders in Eigel's video.) However, research continues to reveal that the most effective leaders are scoring highest in the Creative side of the circle (level 4 leaders.)
- The LCP can help you reveal the connection between your actions, thoughts and the underlying assumptions of reactive tendencies.
- The LCP can help you create greater self-awareness around those areas that you want to step more fully into as a leader and how you are likely getting in your own way.

Decision-Making in Complexity

- **The Cynefin Model**
 - One of the ways we can help ourselves (and others) grow is by making sense of problem-solving in a different way.
 - Many leaders get stuck in their common/historical ways of making decisions and therefore, aren't as effective as they may want or need to be.
 - The Cynefin Model offers us the opportunity to consider the problems we face and therefore, the corresponding solutions, through 4 different lenses: ***simple, complicated, complex and chaotic***.
 - Being able to choose the right solution for the right type of problem is one of the keys to a leader's effectiveness.

Polarity Management

- **Polarity Thinking**
 - Another way we can help ourselves (and others) grow is by recognizing the distinction between a problem that needs solving and a polarity that needs managing.
 - Polarity Thinking is a key practice to working with the tension we often feel as leaders when we're stuck in trying to solve a problem that will never be solved.
 - Identifying the various polarities that exist in our lives and in our organizations is the first step to working with them.
 - Using a polarity map can then help us quickly see how an over focus on one side of the polarity at the neglect of the other can cause unintended, often negative, outcomes.
- **The Competing Values Framework**
 - Another tool to help us work with polarities, is the Competing Values Framework (CVF). The CVF helps us see polarities as part of a continuum with greater nuance.
 - The CVF helps us cultivate a greater awareness around the need to shift between, account for, and intentionally factor in the various quadrants.
 - The CVF heightens our awareness of the dynamic tensions that exist in all organizations and our responsibility to see them and work with them.
 - In particular, it helps us to understand that even if I'm strong in one area, I don't want to be so strong that I neglect all the other quadrants - EVEN IF that means sometimes I have to do things that almost seem opposing at the same time.

Leadership Mindtraps

▪ Five Leadership Mindtraps

- Leading in complex and uncertain times has become the norm in our work worlds today.
- As human beings, and as leaders, it's easy to get trapped by our reflexive way of being, only to find that this it's actually not working.
- In Jennifer Garvey Berger's book, "*Unlocking Leadership Mindtraps. How to Thrive in Complexity*," she outlines 5 mindtraps leaders find themselves in and offers new habits for us to practice to avoid falling into them over and over again.
 - Mindtrap #1: We prefer **simple stories**, but they often blind us to the complexities of a real one.
 - Mindtrap #2: We are drawn to a perceived **rightness**, but just because something feels right doesn't mean it is right.
 - Mindtrap #3: We desire **agreement**, but longing for that alignment often robs us of good ideas.
 - Mindtrap #4: We are trapped by our need for **control**, but this often strips us of the influence needed to truly effect change.
 - Mindtrap #5: We are trapped by our **ego** when we become shackled to who we are now rather than challenging ourselves to embrace who we can be in the future.