

Introduction

We live in an age of tremendous challenges and great possibilities. The overall pace of business has accelerated to a stunning degree. The smell of urgency is in the air. The need for effective, change-savvy leaders is pressing in from every side. This is an era of immediacy, of in-your-face problems and possibilities.

Looks at what's happening:

- It's estimated that a weekly edition of the *Toronto Star* contains more information than the average person in the 17th century was likely to come across in a lifetime.
- Eighty-five percent of all North American organizations now outsource services once performed in-house.
- Merger and acquisition activity is at an all-time high in North America.
- The Boomers are exiting the workforce at unprecedented rates and the Gen Xer's and Nexters that are replacing them are arriving with a new set of expectations and demands.

The Future Belongs to the Brave

There are wonderful possibilities around the corner for those who can artfully navigate intense transitions. The challenge is twofold. You must keep changing *personally*, so you're positioned to take advantage of the opportunities ahead. And, you must justify the struggle and aim your people toward their best future!

But how can a leader point people towards the goal, when the *goal* keeps moving? How do you know when it's time to invite risk or move towards securing stability? When should a leader be directive and tough—and when is it better to be collaborative and supportive?

These questions aren't easily answered, but my experience in training, coaching, and supporting change- leaders within all types of organizations has given me some insight into what works when, and what spells disaster.

I believe there are two key pieces of information that you need to know in order to successfully lead the way through organizational change:

- You need to know which *business-change* environment you're in.
- You need to be well acquainted with which *change-leadership style* works best in that environment.

Knowing which business-change environment you're in, and the leadership style that fits that environment best, serves as navigational equipment through even the murkiest of waters.

Without fully understanding these two factors leaders can find themselves swimming in a sea of uncertainty with no land in sight.

Marty and Marianne

I'll introduce you to Marty and Marianne, two typical managers who we will follow through the challenges and triumphs of leading people in various business change environments. Marty is the manager of new products in a large manufacturing company. He's been a leader for 16 years, he loves his people, and he thrives on the work. You might say Marty is a "company man." He grew up in the business; his first job, out of university, was with his current company and he cut his managerial teeth first as a lead hand and then as a logistics supervisor. He's likeable, energetic, and a self-described Change Agent.

Now, let's meet Marianne. She has been VP of marketing for the past seven years. She's got the right pedigree: a marketing undergrad from Queens, an executive MBA (earned while working full time as a manager), and five years experience as a marketing specialist in two different industries. She's tough and savvy. She prefers to have a plan for everything; she believes that sound project management is the key to organizational change success.

Marty and Marianne are like you. They take their roles as *leader* seriously and they care about the people in their charge. They're conscientious, hard working, and scared a lot of the time. Their companies have undergone unprecedented changes over the past year and many times they've found themselves at a loss for a workable next step. They've seen the writing on the wall for themselves and their teams; they feel the global economy pressing hard on their bottom line, customers demanding more for less, and employees looking for a working environment where they can be engaged and build their resumes. Mary and Marianne want to contribute. They're determined to do a good job.

We'll go to work with Marty and Marianne. Let's sit in their meetings, peer over their shoulders to see what they're working on, and ride home with them at night to hear what bothers them. Let's follow them through all four business-change environments and hear what they think and feel and watch what they do. Let's learn from their mistakes and high-five their successes.

By shadowing Marty and Marianne you can test-drive your own ideas about leading change in your organization. You'll recognize your own challenging situations through their eyes and get a chance to think through alternatives with them. By the end of this book, thanks to Marty and Marianne, you'll have a briefcase full of new tools about how to navigate the swift currents of organizational change.

I've worked with hundreds of senior leaders and managers like Marty and Marianne in small entrepreneurial start-ups as well as Fortune 500 companies and the scene goes something like this: something has changed, or needs to change; sometimes it's big and other times it's a change that seems, on the surface at least, to be a no-brainer. The leadership team is excited, or terrified; the staff is beginning to squirm, and customers, and sometimes even the media, are circling. The leadership team gathers to hash out The Plan, which always demands the answer to two basic questions: *where are we going* and *how do we get there?* Although those two questions seem simple, the answers can range from relatively straightforward to exceedingly complex.

A Look at Leadership Styles

Whatever the business-change environment, high-performing organizations know that it's people that make organizations work or fail. When looking at how a leader *leads* during the various

business environments, it's clear that leaders and managers need the ability to flex their style to reflect the needs of the situation and the people. I have assigned a leadership style to each business change environment because I believe that each environment is unique enough to warrant a different approach to being successful. The styles are not mutually exclusive, and there is often the need for a leader to blend certain aspects of two or more styles to be useful to the people they lead. At times, here is even a need to flex styles throughout a meeting, a day or a quarter in the business lifecycle.

The five business-change environments and their accompanying leadership styles are: **Business as Usual** (Champion), **Intense Change** (Coach), **Crisis** (Captain), and **Chaos** (Catalyst).

Although there is need to be able to blend your approach, one style should dominate in a particular environment and so I've separated the characteristics and labeled them for ease of recognition. It's important that, as a leader, you are skilled at each style and insightful as to which style is called for when. In order to do that you must be well acquainted with the various business change-environments and know when your team, department or company is migrating from one to another.

Business as Usual

“A predictable business environment where the bulk of individual and team effort and activities are geared towards creating, marketing, or delivering the company's product or service.”

Business as usual is the first business-change environment in our model. Business as usual could be described as a time of predictability and familiarity, when the atmosphere is perfect for planning and preparing. This is a time when variables like the cost of materials, customer expectations, and the labour supply are known. It's a stretch of time when no major new initiatives are proposed, processes are standardized and there is a high degree of certainty in answering the two key questions—where are we going and how do we get there.

Intense Change

“When an urgent need arises, either from within or outside an organization, that profoundly impacts the organization's daily functions and necessitates an immediate, significant response from the organization's people or an alteration in its processes.”

Intense change is fast becoming the norm. Many leaders report that they spend more time in *intense* change mode than they do in business as usual. Times of intense change could be described as times of company, or industry-wide transition and adjustment that has an uncomfortable impact at all levels of the organization.

This is a time characterized by the implementation of planned for changes, and/or the activity of responding to market, economic, and labor force shifts. During intense change variables like the cost of materials, customer expectations, and competitor activity are not fully known. It's a time when new initiatives must be quickly created and executed in order to maintain the viability of the company, its products, or its reputation.

Processes are in flux and there is a degree of uncertainty in answering the two key questions—where are we going and how do we get there. Although the changes may have been

solicited and planned for, as in the case of a merger, the impact of the change still creates a strong degree of unrest and angst.

Crisis

“A crisis is an unstable situation involving an impending or striking change that presents an organization with the need to act quickly and decisively to ensure sustainability.”

We’ve all been through what we commonly think of as a crisis. At times our crises are personal; like an unwelcome medical diagnosis or a dismissal we didn’t see coming. At other times the crisis is a shared event that catches us all off-guard; like the events of 9/11 in New York City or the 2004 Tsunami that racked Indonesia. Whether private or public – crisis hurts in a big way.

Crisis scenarios are those situations that we are tempted to think won’t happen to us. Our spouse gets cancer and we gasp, ‘How could this happen?’ A crisis is nearly always negative and painful and involves significant losses, some temporary - and others terminal. Part of the drama of crisis is grappling with our disbelief that this thing that has happened – has *really* happened.

There are some defining features to an organizational crisis. A crisis often casts shadows of doubt about the credibility of an organization, or at least creates false or distorted perceptions about some or all of the company’s products or processes. Work-place crisis disrupts the organization’s business interactions - for a period of time and in a big way.

Many potential work-place crisis situations can be effectively planned for, but unfortunately, not all. In chapter _____ we will explore how to anticipate, plan for and navigate crisis scenarios.

Chaos

“An irregular, unpredictable business scenario where fundamental cause and effect forces are difficult to determine and linear choices and behaviors are inadvisable or ineffective.”

I have placed chaos in the outer realm of the business-change environment model because it’s the least common of the four business scenarios. It is also the most fascinating setting to work in. In chaos, the questions of *where we are going* and *how we will get there* can be hard to answer. During time of chaos, chosen or otherwise, even the common *knowable* components that make up an organization’s operations are, at best, illusive.

When a system is chaotic the rules change, the players morph and the goal is fluid. Most people think of chaos as being like people running from a burning building or war scenarios where survival is the only objective. While this is a viable description of chaos, I invite you to consider another perspective on chaos as it relates to business environments.

Business Chaos is fast replacing bureaucracy as the new configuration for high-performing teams and organizations, as chaotic, de-centralized business arrangements can be breeding grounds for creativity and innovation. For example, the arrival of Napster created a crisis for the big record labels. Napster was organized in a de-centralized, chaotic fashion, and so became illusive and hard to stop.

You know what’s coming: Accelerated change. Global competition. Increasing complexity. Working environments that are, fuzzy, fluid and fast.

You know the challenge: Staying informed. Keeping up. Adapting. Using change to your advantage.

You now what the future promises: Surprise. Competition. Speed. Chaos!

Chapter 1 - Business as Usual

Marty's had a great weekend. He and his pals went to the hockey game on Saturday and his son's birthday party was Sunday. Marty's a family man and he loves filling his weekends with good food and friends. As he walks through the plant doors Monday morning his first item of business is a "Highest Priority" email from Suzanne in shipping. It reads simply "*Come see me ASAP.*" When he gets to Suzanne's office he can see that all-too-familiar look of frustration on her face; the one she wears every time *somebody* has done *something* to *someone*.

"Oh, Marty—I'm glad you're here," she says.

"What's up?" Marty asks.

"Well, you know we've been trying to get Steve in purchasing to approve that shipment, right? Well, he not only hasn't approved it, but now he says he needs Janet's signature before he'll sign off on it. It's eight days late, and the customer is furious! What are we going to do?"

"Hum, I'll go talk to him." Marty walks past the cafeteria and scans the purchasing department for Steve. Marty's known Steve for years and thinks, *it's always the same with that guy—it never fails. He waits until the last minute and then stops a shipment for some bogus reason. He frustrates everyone around him and makes us look like idiots to the customer.*

For Marty, this is *business as usual*. Oh, there's a problem that needs attending to, but it's predictable; it happens nearly every time Steve has to OK a large shipment. Steve balks and holds up the process. Marty intervenes and things get back on track.

It's the kind of management issue that Marty needs to attend to, and there is some urgency to it, but the resolution only affects a small group in the organization and the solution is more performance-related than change-focused. Marty has looked at the processes involved before and nothing needs to change there; the method for gaining approval for shipments works. It's just that Steve gums up the system.

What would you do? Managers face situations like this everyday. It's the normal stuff of day-to-day business practice. Processes are in place and people either follow them, or not. When they don't, managers have to deal with it.

Business as Usual: "*A predictable business environment where the bulk of individual and team effort and activities are geared towards creating, marketing or delivering the company's product or service.*"

Business as usual involves a lot of purposeful activity; activity with processes, suppliers, and methods that are tried and tested. During business as usual certainty is high and ambiguity is low.

Leaders are reasonably sure of the direction they need to go and staff feel secure in their ability to get there.

Whatever the company is serving up to its customers it is, at least reasonably, welcome and anticipated.

There may be seasonal aspects to this work environment and some new twists to old marketing themes, but the consumer, at least in part, anticipates most of the year's new offerings. We all know that Chanel will present their new line of evening wear in Paris this year, the only mystery is whether hems will be up or down and if we will see splashes of color or black dominate the line?

Procedures surrounding business as usual make up the bulk of the employees' time. Some examples of business as usual activities are:

- Accounts payable sending quarterly customer statements
- Staples/Business Depot running its *Back to School* campaign
- The VP of sales setting and reviewing sales targets
- Production lines being inspected for safety

What makes business as usual fun is that leaders can make plans and have a reasonable chance of executing them. They have the time and information they need to move the organization towards the goal of satisfying customers' demands. There are challenges to face and problems to deal with and sometimes those challenges involve time and materials. But many of the toughest challenges in this environment have names attached to them; names like, Bob in accounting or Sandra on the first shift. When operations are running smoothly and there are few fires to put out it's the *people* issues that can consume a leader's time and attention.

The Role of the Leader

Let's take a look at the role of leader. It's probably easier to define and understand the role of a leader/manager when business is a bit more predictable, like it is in the business as usual phase. There is work to be done in business as usual, and the work of a leader/manager centers around three key areas.

1. Setting Direction

“Strategic planning is a management tool for organizing the *present* on the basis of projections of a desired *future*.”

Strategic planning is a process of determining a company's short and long-term goals and identifying the best approach for achieving those goals. Simply put, a strategic plan is a road map to lead an organization from where it is *now* to where it would like to be in five or ten years. All companies need a strategic plan to use as a template for conducting business, and when business is steady is the best time to create one.

Although there are a variety of sophisticated templates and methodologies for strategic planning, there are **five key features** to a successful strategic planning process. Great strategic plans are:

- Created by a representative, engaged group of stakeholders in the organization, and key customers and suppliers when appropriate.
- Comprehensive enough to address both short and long term objectives.
- Simply written: the language is clear and meaningful to everyone involved.
- Based on accurate, reliable information, where available.
- Communicated to everyone the plan impacts.

Successful strategic planning advances the focus of an organization in that it generates:

- A clear understanding of the organization's mission, vision and values.
- A road map for action based on reality.
- Benchmarks by which progress can be measured.
- Information that can be used to market the organization.

The end result of a good strategic planning exercise should be a document that everyone involved understands and supports. It should be user friendly and provide a clear picture of the organization and where it's heading.

2. Assessing Risk

Part of a leader's task is to consider the risk in the initiatives they propose and a key feature of strategic planning is assessing the risk to people and processes that the plan creates. How much exposure, or vulnerability an initiative creates needs to be calculated *before* you begin. I've highlighted four risk categories for your consideration and separated risk in terms of the impact on people. You can see how the risk categories fit with my Business Change Model; different tasks either increase or decrease the risk to people in each environment.

Assessing the degree of risk involved in a change project is a first step to calculating the people impact.

Test Your Organization

Take a look at these categories and add the business task in your organization that best fits in each category.

1. Calculated - Strategic Planning:

Sustained impact on people

Example:

- New product development
 - Meeting sales targets
 - Career development
 - New processes & equipment learning curve
-

2. Minimal - Business as Usual:

Fluctuating impact on people

Example:

- Hours of operation changes
 - Seasonal customer demands
 - Continuous Improvement Processes
-

3. High - Crisis:

Greatest impact on people

Example:

Crisis

Mergers & Acquisitions

Key revenue stream loss

Key customer acquired or lost

4. Limited - Time Bound Tactical:

Moderate impact on people

Example:

Unexpected need to change suppliers

Urgent staffing requirements

Equipment breakdown/repair

3. Minimizing Risk

How does a leader minimize risk? There are three ways a leader can minimize the risk inherent in any task, for themselves and their employees, regardless of how intense the risk is.

“Agreements prevent disagreements” (quote)

- Hammer out solid agreements. People are afraid of change primarily because they aren't sure they can succeed. Often people are so sure they will fail that the very thought of trying is overwhelming. Most employees want to please their bosses. They want to make a good impression with their work and they are leery of engaging in an activity where they might make a mistake.

Your employees may not tell you how afraid they are, but will demonstrate it through their lack of enthusiasm, hesitation to participate fully and/or a constant checking with you to see how they are doing.

Here is where agreements come in. Take the time up-front to hammer out some solid agreements with the team that is tasked with the change project. Agreements could be around:

Expectations—what is the true goal? Discovery, achievement, cohesion

Time tables—what by when

Roles—who does what—really

Decision making—when push comes to shove, who decides

Mistake tolerance—who will get the glory? Who will take the fall?

- Track progress. Put solid project management processes in place, then follow them.
- Know when enough is enough. Before you begin it is most important to know how far you need to go with the project in order to give it a real change, and when you will pull the plug on an initiative. Many a change project has failed because those involved didn't know when to quit. They got so wrapped up in the effort that they lost sight of revenue losses, time constraints or

declining morale and ran the thing into the ground. Knowing your minimum and maximum points of effort will save you a lot of grief later.

Craft the Plan

Make sure you can answer “yes” to all these questions before beginning the project:

- The actions to achieve the goal have been identified.
- We know who will lead each activity.
- We have the resources to make the project successful.
- Can users understand where we are going?
- Do all the relevant people know the direction?

Make it Happen

Making it happen is the crucial part. How do you know whether you are achieving your aims? And do people recognize these achievements when they see them?

The key questions to ask here are:

- **How do you ensure things will happen?**

This is about how you manage your leadership. What team structure do you use? How often do you meet? How do you report?

- **How do you measure progress?**

This is about performance management. How do you check you’ve reached the key stages? Are you meeting the targets you’ve set? Are you ensuring that you can tell in advance if you are going to meet them?

- **How do you measure impact – is it achieving what it aims to achieve?**

This is about whether you are really making a difference to the things you want to change or achieve. What are the outcomes? Are your actions really delivering on these?

- **How do we keep everyone informed?**

Achieving your aims is one thing, but do people know you’re achieving them? This is important for your teams, your partners, and most importantly for users and citizens.

Keep at It

You’ll face constant pressures that will tempt you to change direction or refocus. This will include resistance to change, unexpected problems, the pace of change and resource issues. You need to give some thought to how you are tackling this. Keeping on track can be the most difficult part. Ask yourself:

- How do we maintain focus on what is important?
- What if things go wrong?
- Have we built in time to reassess where we are going?
- Are we learning from our evaluation?
- Are we keeping people on board?
- Are we maintaining adequate staff and resource levels?

You’ll need to manage these risks in advance where possible. Proper planning will help your overall performance.

The Need for Resilience and Engagement

Building individual and organizational resilience is a key focus for the Crisis Management Planning Committee. Resilient employees cope more effectively with organizational change, especially when the change is intense.

What or whom we believe to be the cause of events in our lives is a major factor contributing to our individual or collective resilience.

Locus of Control

According to the noted psychologist and researcher Philip Zimbardo, “A locus of control orientation is a belief about whether the outcomes of our actions are contingent on what we do (*internal* control orientation) or on events outside our personal control (*external* control orientation).”

External Locus of Control

Individual believes that his/her behavior is guided by fate, luck or other external circumstances.

Internal Locus of Control

Individual believes that his/her behavior is guided by his/her personal decisions and efforts.

In simple terms, a more internal locus of control is generally seen as desirable. Having an internal locus of control can also be referred to as “self-agency,” “personal control,” or “self-determination.”

Research has found the following trends:

- ▶ Males tend to have a more internal sense of control than females.
- ▶ As people get older they tend to become more internal in their attribution style.
- ▶ People higher up in organizational structures tend to have a more internal attribution style.

When people are overly internally focused, particularly those lacking confidence in their abilities, they can become neurotic, anxious and depressed. Many people with an external locus of control live happy lives. But, in general, psychological research has found that people with a more internal locus of control are better off, *e.g.*, they tend to get better paying jobs and rise to leadership more quickly.

Also note that locus of control is largely learned. In Martin Seligman’s research on learned helplessness (*Learned Optimism*, Pocket Books, 1998) he found that animals and people will learn to simply give up trying when they experience having no control over what happens to them and that in prolonged circumstances without control, developing an external locus of control is an adaptive response.

NOTES

Attribution Theory

What do you tell yourself about events?

Personal: <i>It's Me</i>	External: <i>It's them or that</i>
Permanent: <i>Always</i>	Temporary: <i>Sometimes</i>
Pervasive: <i>Everything</i>	Specific: <i>Just this</i>

As human beings, we have a strong need to understand and explain what is going on in our world, and we seem to have an amazing ability to explain anything! There is a theory about how people explain things; it is called Attribution Theory. Different kinds of attribution styles have been found to characterize and explain why people react quite differently, but predictably, to events and how they explain the causes of those events.

The theory is really quite simple and works like this. When we offer explanations about why things have happened, we can give one of two types of rationale; we can make an *external attribution* or we can make an *internal attribution*. An *external attribution* assigns causality to an outside agent or force. Or as some would say, “The devil made me do it.” An *external attribution* claims that some outside thing motivated the event.

By contrast, an *internal attribution* assigns causality to factors within the person. Or as one might say, “I’m guilty – I did that.” An *internal attribution* claims that the person was directly responsible for the event.

For example, people tend to make:

- ▶ internal attributions about themselves when they succeed
(*i.e.*, I did it myself)
- ▶ internal attributions about others when they fail
(*i.e.*, it was *their* fault)
- ▶ external attributions about themselves when they fail
(*i.e.*, something else made me fail)
- ▶ external attributions about others when they succeed
(*i.e.*, they got lucky)

Because people must continually explain events, and their responses to them, this need to create a plausible, helpful explanation opens up some interesting influence possibilities for leaders in a crisis situation. If you can affect how people *think about, understand and explain* what is going on, you will be able to influence how they respond and recoup as well.

Emotional Intelligence & Change

A highly developed emotional intelligence (EI) is what we often think of as maturity; fully knowing one's self, regulating one's emotions and intuitively interacting with others in a way that is respectful and productive. Strong EI is a requirement for leading people through the transitions of a change project.

Leading change requires a different set of skills than the ones that often get people into leadership roles. Harvard Business School recently published a study in which they found that most employees in the professional and technical fields have an IQ in a range from 110 to 120, which is several points above the average. However, their finding also indicated that IQ accounted for only 10% to 25% of job success, and that the same employees who were high in IQ were often challenged in emotional intelligence.

In another study conducted by Hay/McBer, it was found that emotional competencies were “twice as important in contributing to excellence as pure intellect and expertise.” In a similar study done by Michigan State in collaboration with the University of Ohio, it was found that strong EI skills increased the likelihood of success as the complexity of the job increased. For simpler jobs, like clerks and machine operators; those with strong EI skills outperformed their colleagues by a ratio of three to one. For jobs of medium complexity, like data entry, sales clerks and mechanics; the top performers outdid their counterparts by a ratio of 12 to one. For the most complex jobs like lawyer, account managers and physicians; the EI superstars were outperforming their colleagues by 127 %. Research consistently tells us that it is an individual's EI (the real stuff of leadership) and not IQ, that determines who make good leaders and who do not.

Leadership EI Checklist

The EI skills that relate specifically to change are:

- ▶ Self-awareness—recognizing and managing your own emotional states.
- ▶ Empathy—the ability to recognize the emotional states in others and respond appropriately.
- ▶ Self-expression—being able to communicate by both listening and articulating ideas and directives.
- ▶ Problem solving—the ability to assess and decide a course of action or delay action depending on the situation.

The Professional Flexibility Checklist is a quick way to assess your EI change skill level. Circle the number that most closely represents your normal behaviors or attitudes regarding the statements below.

1 = Never 2 = Rarely 3 = Sometimes 4 = Usually 5 = Always

Regarding Myself

1. I stick to the problem and try to solve it.
1 2 3 4 5
2. I can identify what I feel and choose my next steps accordingly in most situations.
1 2 3 4 5
3. I can identify how my emotions are affecting what I say and do.
1 2 3 4 5
4. My basic values and goals determine my behavior.
1 2 3 4 5
5. Although I have strong beliefs, I can listen to and adopt new beliefs.
1 2 3 4 5
6. I can stay emotionally composed, even in trying circumstances.
1 2 3 4 5
7. I can stay focused and think clearly under pressure.
1 2 3 4 5
8. I am comfortable with calculated risk and can admit when I've made a mistake.
1 2 3 4 5
9. I can accurately read a situation and know what response is appropriate.
1 2 3 4 5
10. I can present my ideas in a convincing manner and people seek out my advice.
1 2 3 4 5
11. I deal with difficult issues in a straightforward way.
1 2 3 4 5

Regarding Others

12. I listen and try to understand the other person's feelings and values.
1 2 3 4 5
13. I can recognize differing points of view and work collaboratively with others.
1 2 3 4 5
14. I determine a course of action, but if need be, I can change directions quickly.
1 2 3 4 5
15. I alter my interaction style to fit the person I am in conversation with.
1 2 3 4 5
16. I regularly acknowledge and reward new ideas and novel approaches.
1 2 3 4 5

Regarding Problem Situations

17. When I'm first confronted with a problem and have no idea how it can be solved, I take the attitude that the right answer will emerge.
1 2 3 4 5
18. When I'm leading a project or initiative and someone dislikes me, I feel hurt, but I accept that the decision is theirs to make.
1 2 3 4 5
19. When I'm arguing with someone, I defend my position, but I also acknowledge the other person's ideas.
1 2 3 4 5
20. I am considered a good listener. I don't interrupt others when they talk.
1 2 3 4 5
21. In a crisis I can remain in control of myself while acting as a resource to others.
1 2 3 4 5

Add up your score:

- 0-40 You could benefit from spending more time learning and developing stronger change-skills and becoming aware of how you and others are navigating the change.
- 41-75 You are reasonably flexible, but could benefit from some extra care to develop greater awareness of how you and others are feeling and responding in a change situation.
- 76-105 You enjoy a healthy view of self and others and are often in tune with how effective you and others are being in a change situation.

Leader Style: Champion

Leader SWOT (Checklist)