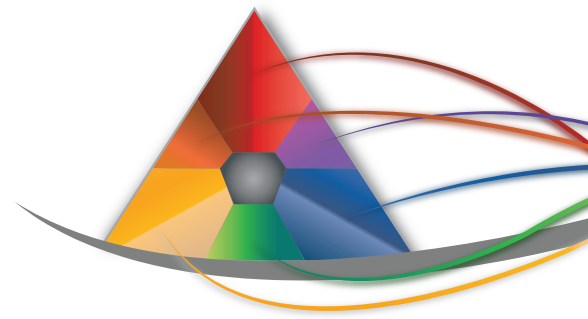


Change Catalysts Research Report



Leading Change Across Levels

**Leverage Change Intelligence® to
Build Relationships and Get Results**

Consider This Scenario:

Acme Corporation is implementing a new technology. Executive Eric exclaims, "We need this new technology to remain competitive in the new economy! Why is it taking so long? Why aren't we seeing a return on investment yet?!"

Project Manager Pam complains, "I got an edict to implement this new technology, when we haven't even finished our last major roll-out. It's a buggy new software release, and many of the key functionalities are inconsistent with our legacy systems. We don't have the resources to do this right. Basically this project is another unfunded mandate."

Supervisor Stu says, "Here we go again. Another program of the year. My staff just rolled their eyes at me when I announced the new technology during our team meeting, making comments like, 'We'll out live this change, just like the last one corporate tried to shove down our throats!'"

Sound Familiar?

Change challenges vary by organizational level and role. For executives like Eric, the challenge is to lead the entire enterprise, transforming its traditional operating systems and organizational culture to be more competitive for the future. For Pam, the project manager, the challenge is to design and implement a new technology with limited budget, staff, and authority. For supervisors like Stu, the challenge is to motivate his team to adopt new ways of working, even though he may not have all the training or tools to do so himself.

Not only do leaders face different types of problems based on the types of changes they are tasked with, their challenges are also impacted by where they sit in the organizational hierarchy. But no matter what position you currently fill, you will be able to lead change much more effectively when you understand how Change Intelligence®, or CQ®, works at different levels of your organization.

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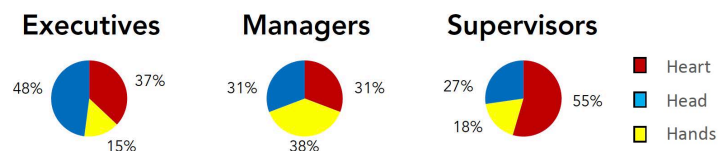
Even if they are “open” and participative, most organizations are still structured hierarchically. Change leaders can exist at any level of the hierarchy, but there are predictable differences in how people at the top, middle, and bottom relate to organizational change. Those at the top usually set the direction of the change and are most convinced of the need for it, but they tend to be isolated from many of the change’s direct impacts. Employees at the bottom, though they are most removed from the rationale behind the change, are often most directly impacted by it; an alteration in their behavior is usually a significant part of the change initiative, and they can thus appear most resistant to it. That means that supervisors and managers typically find themselves stuck in the middle, squeezed between these two levels, sandwiched between the edicts of their bosses and pushback from their staff.

And, project managers (PMs) have their own set of change leader challenges. Executives initiate change and supervisors implement them. Similar to executives, PMs can influence an initiative’s overall direction, but typically they’re not yet strategic leaders. Similar to supervisors, PMs are accountable for executing change, but they have to operate on a more tactical level as they plan and coordinate the change process. This process typically involves people from multiple departments, working together on a temporary project team, whose members often report to other managers and who have additional and potentially conflicting responsibilities.

What is CQ, and What Do We Know About Leading Change at Different Levels?

Change intelligence, or CQ, is the awareness of one’s own change leadership style and the ability to adapt one’s style to be optimally effective in leading change across a variety of situations. Regardless of level or job title, each change agent has a basic tendency to lead with his or her Heart, Head, Hands, or some combination of the three. Leaders who lead mainly from the Heart connect with people emotionally (I want it!). Those who lead from the Head connect with people cognitively (I get it!). And those who lead from the Hands connect with people behaviorally (I can do it!). The powerful combination of all three is what Change Intelligence, or CQ, is all about.

Research using the CQ Assessment® indicates that executives tend to lead with the “Head,” project managers with the “Hands”, and supervisors with the “Heart”:



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Said another way, almost half of executives surveyed lead change by focusing on vision, mission, and strategy (Head strengths). Almost 40% of project managers emphasize planning, tactics, and execution (Hands strengths). And more than half of supervisors place a premium on connecting, communicating, and collaborating (Heart strengths). Executives tend to have their radars tuned to purpose, project managers on process, and supervisors on people.

Overall, these results are logical, and a good thing. A defining aspect of the executive role is to spearhead organizations toward brighter futures. Project managers are accountable for adhering to schedule, scope, and budget. And it's great news that admonitions

How Can Leaders at All Levels Use CQ to Lead Change More Intelligently?

While all leaders have a natural tendency, and while certain roles may mandate a specific focus, the most effective change leaders at any level are able to flex their style when called for to manage successful and sustainable change.

Executive change leaders at the helm of an organization "engage the Brain" to perform the critical function of scouting out new opportunities, discovering trends that could impact the business, and steering toward new horizons. However, at times they may neglect the map and the needs of the people whose help they need to realize their vision.

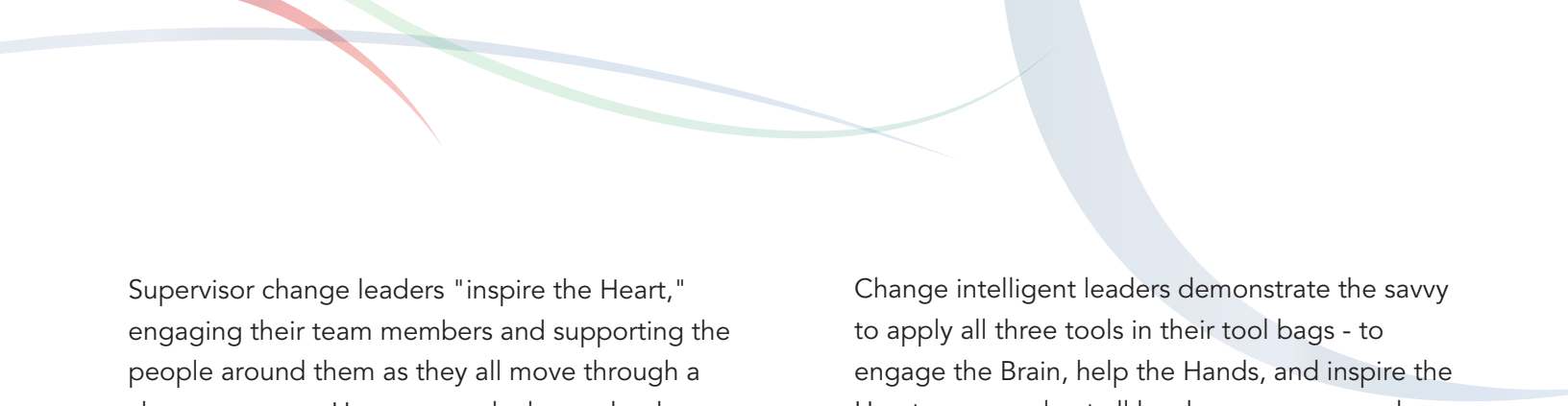
Questions executive change leaders should ask themselves to avoid common Head-oriented traps:

- While you imagine new possibilities, are you keeping your feet firmly planted in the here and now? How can you translate your lofty vision to specific plans and tactical steps so others can confidently champion them?
- What's the potential impact of your vision on the organizational culture? What do you need to do differently to ensure a committed and engaged workforce?

Project manager change leaders "help the Hands" get things done, and their execution is usually backed up by comprehensive, step-by-step plans. While focusing on the details, such change leaders may neglect the big picture, and are prone to overlooking the need for positive team dynamics. Questions project manager change leaders should ask themselves to avoid common Hands-oriented traps:

- Are you balancing execution with communicating the why of the change and where it's taking your team or organization? Do people focus on more than just today's to-do list?
- Do you make it a practice to set up structured time to meet with key stakeholders and ensure that they're on board with the direction your project is headed? Although your plan may be logical and sound, if you haven't addressed the concerns of key players, they may not be supportive when the time for implementation comes.

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Supervisor change leaders "inspire the Heart," engaging their team members and supporting the people around them as they all move through a change process. However, such change leaders may not confront others who are not behaving consistently with the change or give enough emphasis to completing tasks and making progress toward challenging new goals. Questions supervisor change leaders should ask themselves to avoid common Heart-oriented traps:

- Do you shy away from giving constructive criticism because you think it might damage your relationship? In times of change, it is critical to both reward positive behaviors but also to give people constructive feedback when they were not performing to changing expectations.
- Do your team members challenge you because you skirted the rules and didn't adopt new work practices when you were their peer? Show vulnerability and build trust by admitting your mistakes, explaining why you were wrong, and committing to role model change-friendly behaviors in the future.

Change intelligent leaders demonstrate the savvy to apply all three tools in their tool bags - to engage the Brain, help the Hands, and inspire the Heart - so people at all levels are empowered, equipped, and engaged to partner together toward mission-critical transformation.



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Biographical Sketch of the Author, Barbara A. Trautlein, Ph.D.

Dr. Trautlein is author of the best-selling book *Change Intelligence*, creator of the CQ System for Developing Change Intelligence, and principal and founder of Change Catalysts, LLC, a change management and leadership development consultancy.

Her mission and passion is to empower people, teams, and organizations achieve transformational goals. During her 25+ year career she has coached leaders at all levels, designed and delivered a wide variety of innovative learning programs, certified change agents, facilitated change teams, and consulted on mission-critical organizational initiatives - achieving bottom-line business and powerful leadership results for clients. She is gifted at sharing strategies and tactics that are accessible, actionable, and immediately applicable.

Dr. Trautlein is a recognized expert who conducts global research on leadership and change management best practices.



She is a published author, engaging presenter, and invited speaker at conferences around the globe. She holds a Ph.D. in Organizational Psychology from the University of Michigan.

Sample services offered by Dr. Trautlein and Change Catalysts include:

- Build CQ to Lead Powerful Change in Your Organization, Team, and Career
- Communicate and Coach for Positive Power and Influence with Impact
- Ignite Your Team: Get in Relationship and Get Results

To contact Dr. Trautlein and to obtain additional resources and more information, visit her at www.ChangeCatalysts.com.

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What's Your CQ® (Change Quotient®)?

Enhance your career by investing in your professional development as a Change Leader! Build Change Leader capability at all levels in your organization!

Here's how – contact Change Catalysts for real-world resources to develop Change Leaders:

- ✓ Read the Book: "Change Intelligence: Use the Power of CQ to Lead Change that Sticks"
- ✓ Take the Self-Study Course: "The CQ Toolkit"
- ✓ Learn with Fellow Change Leaders: "The Change Leader Bootcamp"
- ✓ Invest in Customized Coaching: "The Change Leader Mentorship"
- ✓ Get Certified in Change Intelligence: "The CQ Certification Process"

About Change Catalysts, LLC

People who Lead. Change that Sticks. Results that Matter. We design and deliver customized solutions that catalyze change to produce transformational personal, organizational, and bottom-line business results.

- ✓ Does your organization deftly respond to the change constantly occurring in your industry, competitive environment, and workforce?
- ✓ Do you have the leadership capacity at all levels in your organization to partner together to inspire powerful, positive change?
- ✓ Do you have the kind of work environment (culture, people practices, interpersonal behaviors) that engages people to perform at their best?

Leaders who get CQ get results.

Consultants and Coaches who get CQ get results for their clients, teams, and organizations.

Optimize the return on investment in yourself and your people. Contact us today.

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