

## 9 How Do You Make Change Work?

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### “Viewer-friendly” Transcript

<u>Time</u>	<u>Content</u>
00:00	<i>Video Credits: New Zealand School Trustees Association (NZSTA), Randy Pennington</i>
00:08	One of the challenges that organizations of all types and all professions and industries face is how do you make change work.
00:15	There is a study out of Harvard University that actually came out about twenty years ago that said 70% of all change efforts actually fail.
00:24	And in 20 years, in the last 20 years, we’ve seen an explosion of books and articles and speeches and presentations and seminars, all on change and 20 years after that still about 70% of all the change efforts in organizations fail.
00:38	So we’ve made no progress over the last 20 years and I really think that it’s because we tend to think of change as something to be managed rather than something to be led.
00:48	And when change fails it typically doesn’t fail because of lack of management. We know how to create the charters and we know how to create the timelines and to lay out all the steps.
00:58	But change requires leaders to connect with people.
01:02	And so, one of the things that I’d like for leaders to understand is that if you want to create change in your school, then change management is important but change leadership is essential.
01:14	And leaders start to influence that by doing a handful of things one of them is by changing the way that people think and talk about change.
01:24	One of the ways to think of it is we change a light bulb when it burns out. Athletic teams change their coach when they lose.
01:34	Organizations change when, and the typical response is, when things are going wrong.
01:40	But for the leader to successfully lead change, we have to change that focus, if you will, to say we change every time you see an opportunity to be better.
01:48	And so the first thing they do is change change.
01:50	The second thing is they have to create some urgency around that change. And urgency is created through either crisis or through vision.
01:58	And, New Zealand has very good schools. I mean educational performance in New Zealand schools at the top of the rankings is very good. I realize there are some gaps below that, but it’s easy to think well, our school does okay.

- 02:16 And that's fine, but you create the urgency by creating the vision for the future. So, you generate urgency.
- 02:23 The third thing that becomes critical is to connect with people where they are. There's a statistic that was generated by the folks at McKenzie Consulting.
- 02:33 And it says 80% of what leaders talk about when talking about the need for change doesn't matter to 80% of the people listening.
- 02:41 So we tend as leaders to talk about things that are important to us rather than things that are important to the people who we're actually asking to change, and when we do that then they become resistant. And we don't get the buy-in that we need.
- 02:56 The fourth thing that you can do is to use resistance actually as your friend.
- 03:01 It's based on an assumption that says most people want to do a great job, they want to do what's right, and they want to build the best schools they can possibly build.
- 03:11 And so, when we receive resistance that's someone actually telling us something about which they're legitimately afraid or legitimately concerned.
- 03:19 And as leaders we would want to know that, because if one person is feeling that, chances are that others are feeling that.
- 03:26 And the last thing that leaders can do to help lead change, is to go first.
- 03:31 Which I realize is probably what you tell your children before you go on a road trip with them, "go first."
- 03:37 But really what that means is that if the people you're trying to influence to change don't see you changing, then they have no motivation to follow you. And you have no credibility to be able to inspire them to change. You have to be able to go first.
- 03:56 I think that one of the challenges, one of the great challenges that we all face in the world today is that we have to learn how to change more quickly.
- 04:08 And it's the ability rapidly change and adapt in the pursuit of a vision of what this culture of excellence is trying to create. That's what keeps us from becoming irrelevant in the world.
- 04:22 *Closing Credits: NZSTA*