

INSTANT ASSESSMENT & OBSERVABLE RESULTS

LEADERSHIP CAPABILITY: Manage Change

Assessment

Success Measures: Actions

Your direct reports (and you) will know they are effectively practicing this behavior if they *consistently* perform actions like the following:

- They politely question and explore others' assumptions in the process of solving a problem or making a decision.
- They publicly question a current process or procedure that they believe is no longer providing value.
- They take a leading role in bringing about an innovative process or course of action that improves business results.
- They publicly state their vision for a new initiative or course of action.
- They identify inefficient work processes that take time away from other priorities (such as developing people) and streamline the process so that people have more productive time to use for their own improvement.
- They suggest ideas/ best practices from sources outside the organization in response to problems and opportunities.
- They frequently ask direct reports to come up with better ways to think about issues or accomplish their goals.
- They publicly and visibly modify their views in response to others' insights and suggestions.
- When a group is mired in complexity, ambiguity, or uncertainty, they intervene to articulate a clear, decisive course of action.
- They continuously take advantage of opportunities to speak for positive change that supports the organization's Vision and the development of leadership (e.g. through company newsletter articles, meetings).
- They create formal and informal opportunities for colleagues to discuss their concerns and thoughts about change with you and reconcile their doubts and questions.

Success Measures Results:

Your direct reports (and you) will know they are effectively practicing this behavior if they *routinely* experience results such as the following:

- When innovative ideas are suggested team members do not immediately resist ("That will never work." "They'll never go with that..." etc.) There is a noticeable lack of resistance in their group to innovation and change ("That will never work." "They'll never go with that..." etc.).
- Members of the work group willingly question the status quo/ how "we have always done it."
- At least one core work process has undergone significant, positive improvement in the preceding year.
- Change initiatives accelerate in their group instead of lag.

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Instant Assessments:

If a colleague is practicing these behaviors, you will be able to ask questions like these and receive thoughtful, appropriate answers. If the colleague *cannot* answer the question, or gives an inappropriate answer, this Leader Behavior needs to be strengthened.

- [In the face of a complex, ambiguous or uncertain situation] “What do you think we should do?” “What do you think will work?”
- “What standard procedures are getting in the way of your (or your group’s) effectiveness? How could they be improved?”
- “What current assumptions are getting in the way of your (or your group’s) effectiveness? How could they be changed?”
- “What’s one innovative idea from outside the organization you want to implement?”
- “What could you do to encourage others to be more innovative in their thinking and work?”
- “How do you think your business unit needs to evolve? Why is that evolution important?”
- “What could you do to help bring about that evolution?”
- “Can you tell me about a time you changed your mind about an important issue? What caused you to change?”
- “Can you tell me about a time you changed direction or modified a plan you had created? What caused you to change?”