



Navigating Change: Models for Effective Leadership

Presenter: John Connaughton

Presenter



John Connaughton
Manager | MSOD

CliftonStrengths®

- Empathy
- Ideation
- Adaptability
- Relator
- Developer

Myers Briggs
INFP
"the Idealist"



Agenda

- ▲ **1** Organization excellence
- ▲ **2** Leading organization change
- ▲ **3** Leading team change
- ▲ **4** Leading individual change



Learning objectives



By the end of this presentation, you will be able to...

- ▲ Consider the different layers of change management needing attention when leading change
- ▲ Recognize the leadership competencies essential for leading change
- ▲ Examine your organization readiness related to the change management concepts presented



▲ Section 1

Organization excellence

Organization excellence services

Presenting problem(s) vs. Root Cause



Organization excellence services

Organization development services suite

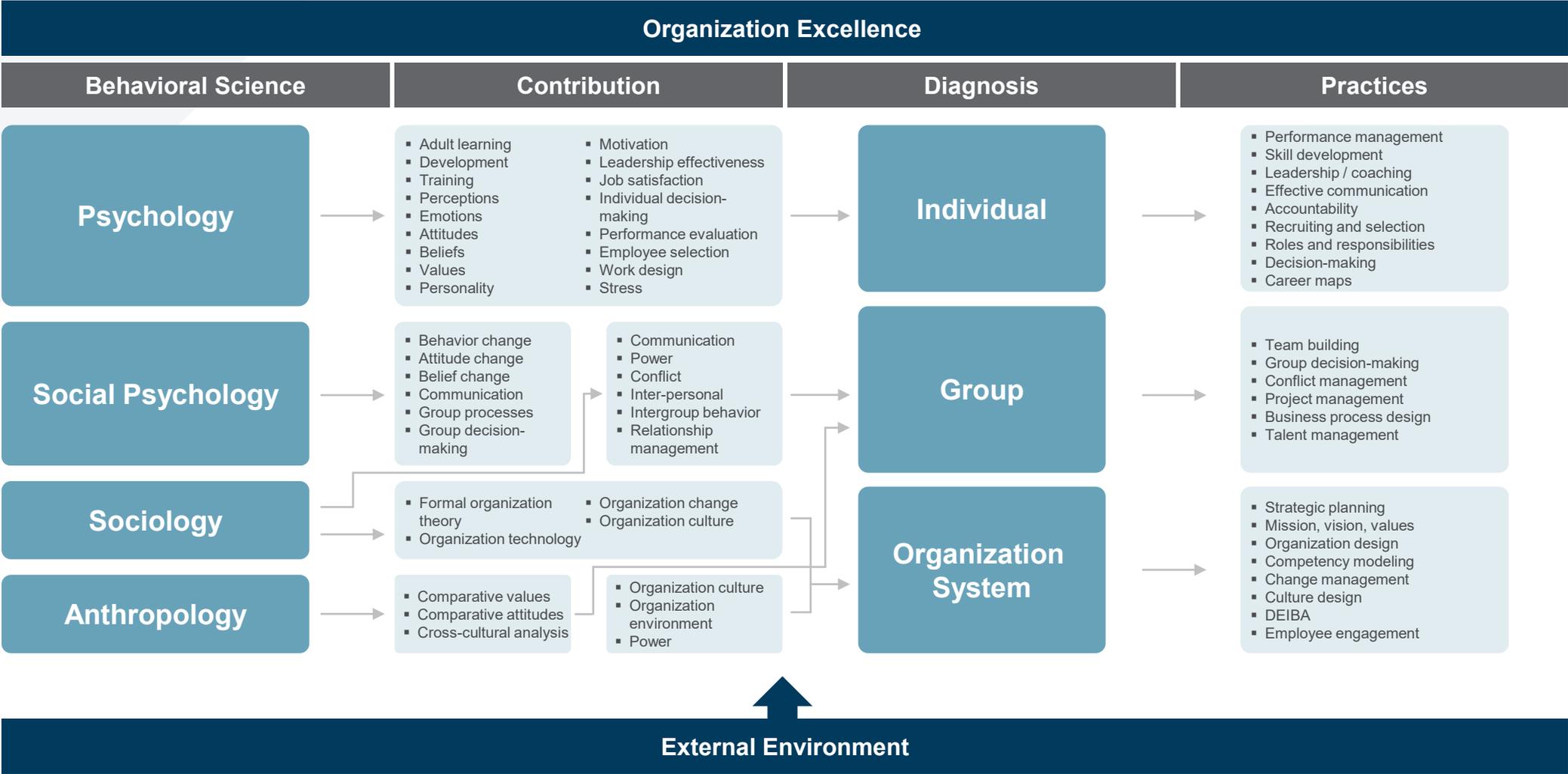


- Operational improvement
- Determining direction
- Structural design
- Talent development

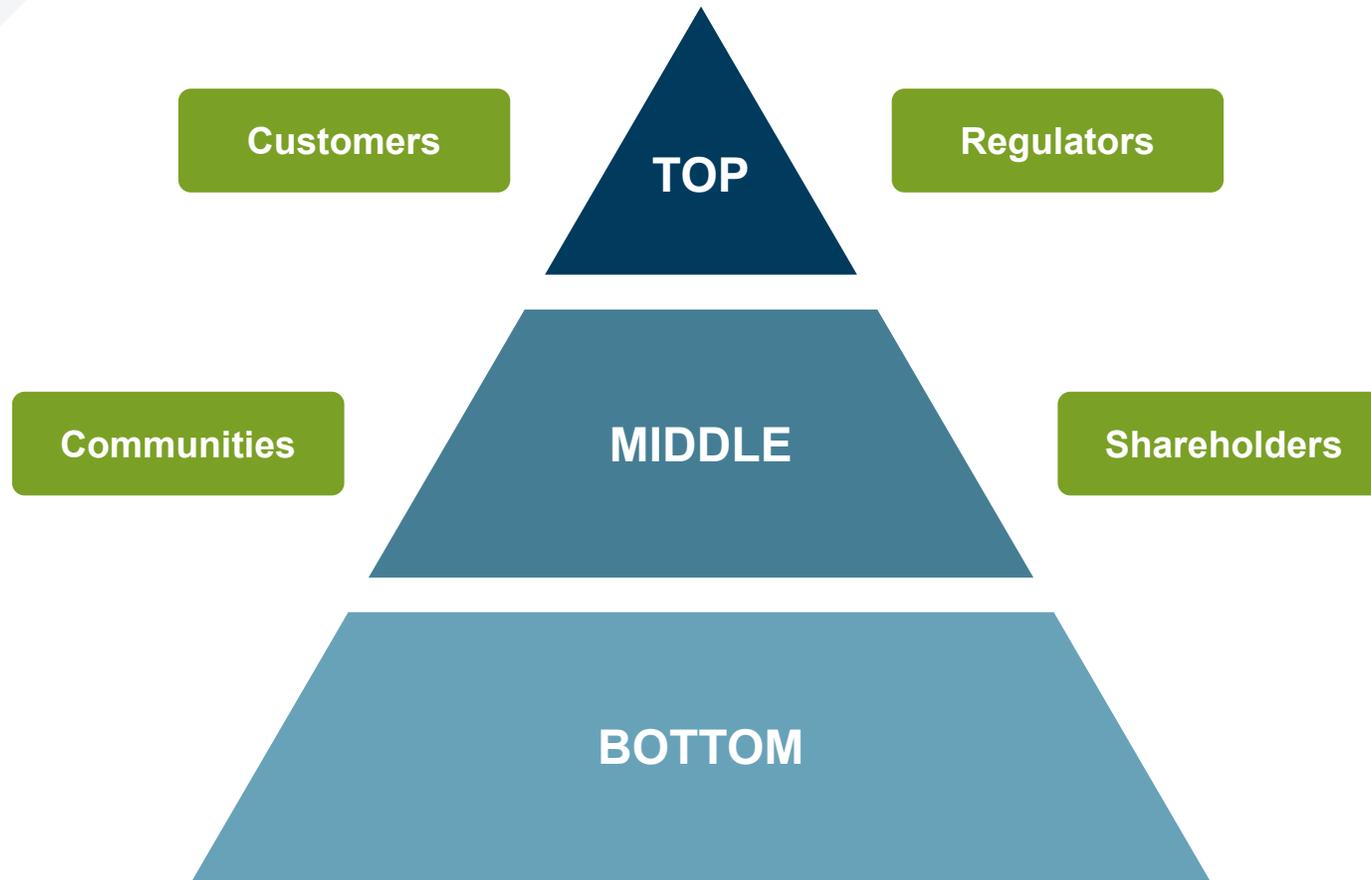


Organization excellence services

Defining organization excellence



Systems thinking in organizational life



Discussion

- ▲ How is the work environment different today than it was five years ago?
- ▲ What changes is your company moving through or preparing for?
- ▲ What is most difficult about leading through change and why?
- ▲ What helps people move through the change?
- ▲ What interferes with moving through change?

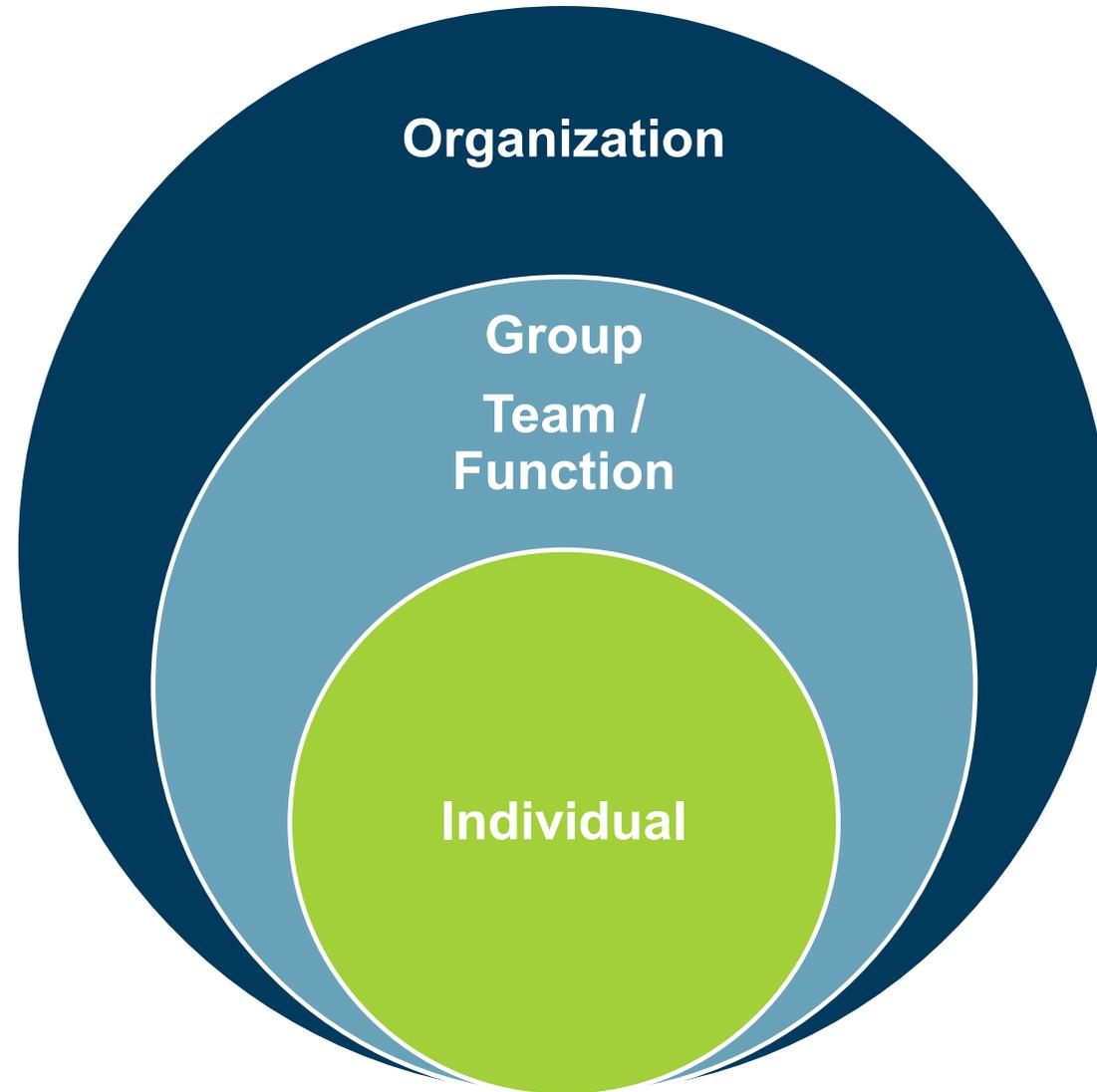


Changes impacting the banking industry

- ▲ **1** Disruptive technology
- ▲ **2** Remote working
- ▲ **3** War for talent
- ▲ **4** Retiring workforce
- ▲ **5** Loss of institutional knowledge
- ▲ **6** Demographic changes
- ▲ **7** Social and political attitudes
- ▲ **8** Global issues
- ▲ **9** Competition



Layers of change adoption





▲ Section 2

Leading organization change

Organization: The Change Process Model as a full stream process



The Change Leader's Roadmap
by Anderson and Anderson

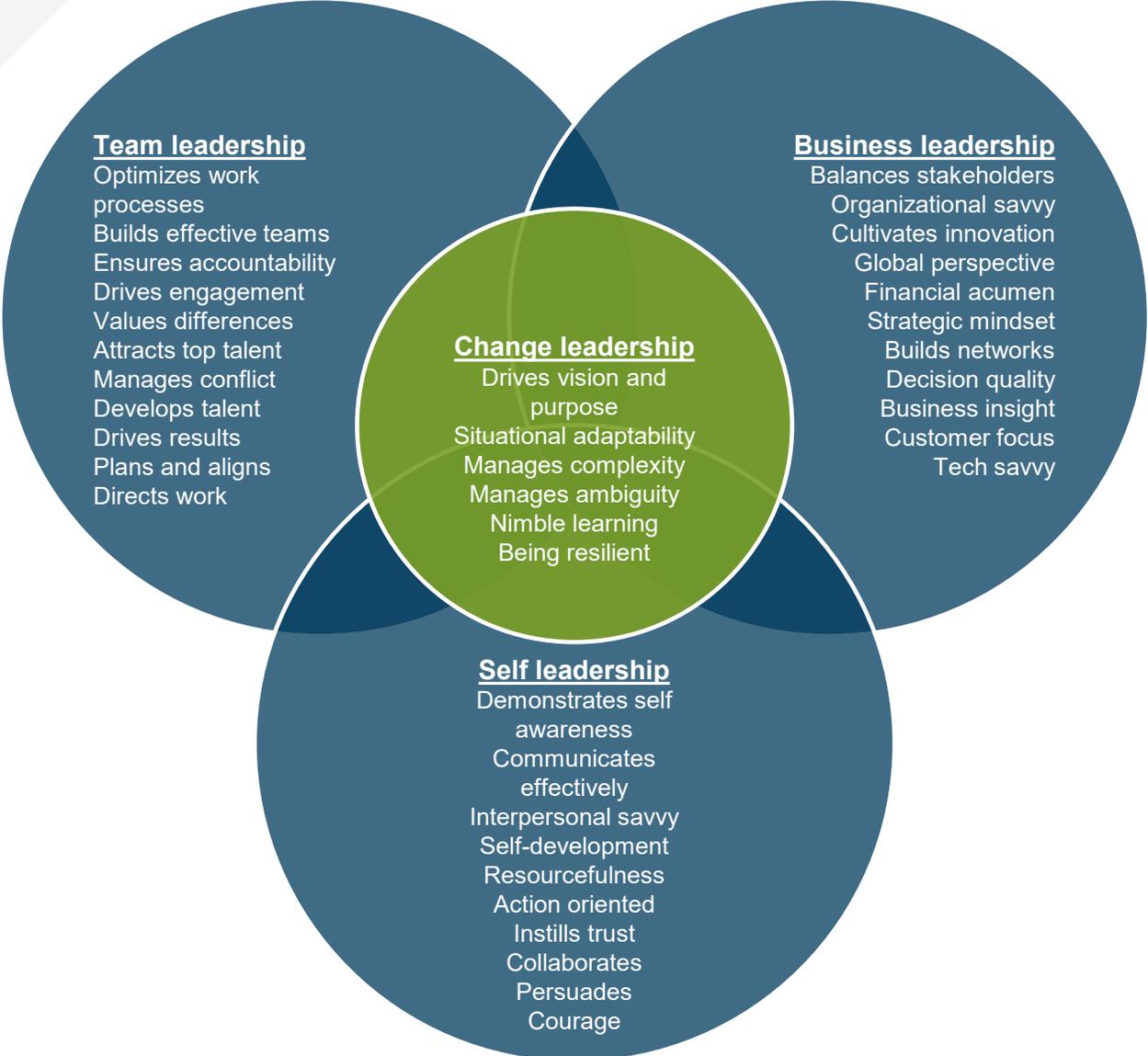


A vision and a case for change

Why?	
Who?	
How?	
What?	
When?	
Vision	



Organization: Transformation leadership competencies



Competency dictionary

Leading transitions	
Competency	Description
Managing complexity	Making sense of complex , high-quantity, and sometimes contradictory information to effectively solve problems
Situational adaptability	Adapting approach and demeanor in real time to match the shifting demands of different situations
Drives vision and purpose	Painting a compelling picture of the vision and strategy that motivates others to action
Manages ambiguity	Operating effectively, even when things are not certain , or the way forward is not clear
Nimble learning	Actively learning through experimentation when tackling new problems , using both successes and failures as learning fodder
Being resilient	Rebounding from setbacks and adversity when facing difficult situations



Excerpted from Leadership Architect by Korn Ferry

Change competency – reflection

- ▲ How strong are your leaders in these competencies? Could they be stronger?
- ▲ Do you hire for these competencies?
- ▲ Are these part of your performance and talent management practices (succession and high potential identification)?
- ▲ Do you train on these competencies?
- ▲ Are you currently focused on developing these competencies?

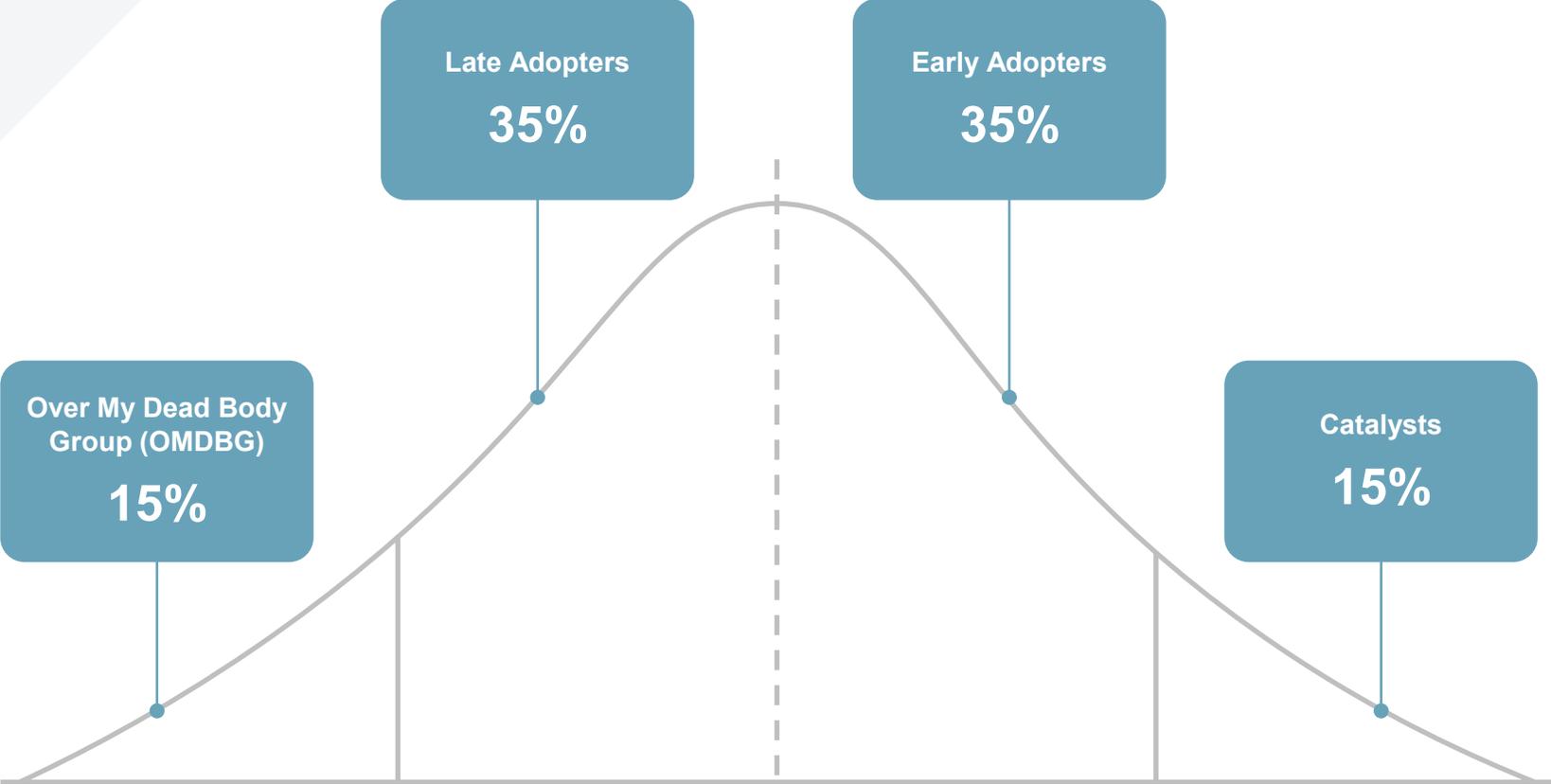




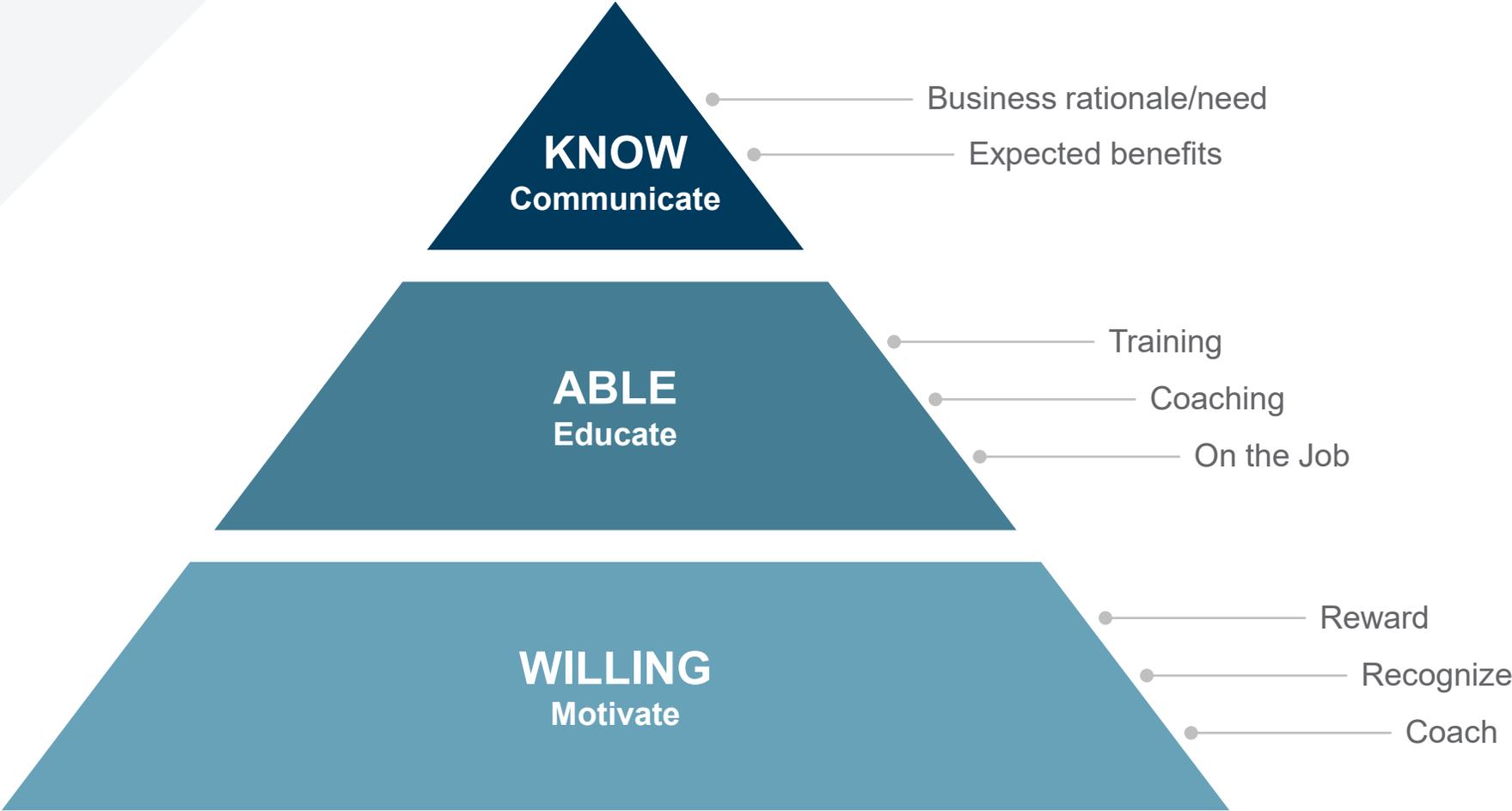
▲ **Section 3**

Leading team change

Team: Change Bell Curve



Team: Change Pyramid





▲ Section 4

Leading individual change

Individual: Kubler-Ross Change Curve



Individual: Immunity to change

1 Commitment (improvement goal)	2 Doing / Not doing instead	3 Hidden competing commitments	4 Big assumptions
		<div data-bbox="1294 391 1788 625" style="border: 1px solid black; padding: 5px;">Worry Box</div>	



Polling question

- ▲ Provide one thing you are taking away from today's presentation



Questions?

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Break

Next session:

Optimizing CECL

Begins at

1:40 pm

Presenter:



Susan Weber

