



Skills for Implementing Change:

Empowering Leadership Course

This issue reports on a compact leadership development program designed to motivate and empower senior executives faced with transformational change. The program's components have been developed and tested in training programs for the Young Presidents' Organization, the World Presidents' Organization, the Young Entrepreneurs' Organization, the Canadian Association of Family Enterprise, corporate, government and association clients. Environment Canada's participation is particularly acknowledged in the development of the Empowering Leadership program.

In the pages which follow, participants describe what difference

Empowering Leadership In a Nutshell

- A 3-month training program for 18 change leaders.
- Provides knowledge, experience and skills in leading cultural change in the Department.
- Components:
 - Cognitive study:
 - Leadership
 - Culture
 - Learning organization
 - Change technology
 - Experiential Learning
 - Heightened self-awareness
 - Trust
 - Confidence
 - Personality and human behaviour
 - Skills Development
 - Field experiences in communicating the vision, identifying resistance and strategies to erode it.
- A base for personal growth in leadership skills.
- An on-going support group for organizational change.
- A model for organizational learning.

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Peter Drucker writes that "...no currently working business theory will be valid 10 years hence.... Almost any large organization will find itself stagnating, frustrated, ailing—and none more than government. Almost every large organization will have to rethink its business theory." This spells transformational change for organizations and revolutionary change for leaders! Training is clearly needed. Yet most skills training encourages managers to put distance between themselves and the turbulence of change. Paradoxically, what is needed is experiential training which helps leaders work through the anxiety of contact with true novelty and unpredictability.

The Empowering Leadership program, which is the subject of this issue, takes individuals through a searching exploration of what makes them tick, provides experience in the psychology of change, and develops skills in working through the very human resistance to change. The program is a voyage of discovery for the individual and a psychological "ropes course" for the team. Larry Hirschorn writes (*The Workplace Within*, MIT Press, 1988), "Bureaucratic practices, the basis for much modern organization, are too frequently disguised forms of social defense." As participants report, the Empowering Leadership course displaces social defense in favor of the personal power to change and grow.

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Inside: The New Management Network

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the course made.

“Little did I know when I arrived for the first session that I would find myself so deeply immersed in what I learned on the course as I am now. I have undertaken an assignment to manage very significant change

“Excellent course - should become mandatory training for senior managers”

in my organization. This change involves significantly altering the culture as well as the mission, structure and operational strategies. In pursuing this assignment, I have had many opportunities to put your lessons to use - most recently in introducing our Regional managers to the notion and productive aspects of resistance. I have also been attempting to design our change processes using the Change Cycle - it works, surprise, surprise.”

“It made me more comfortable with the concept of continuous learning.”

“It has opened new ideas to me and sent me in different directions in terms of looking for unconventional ideas, solutions, partners.”

“The course has helped me focus more frequently on the broader issues facing the organization, raised my sense of commitment to working as a team and re-enforced the concept that we are masters of our own fate.”

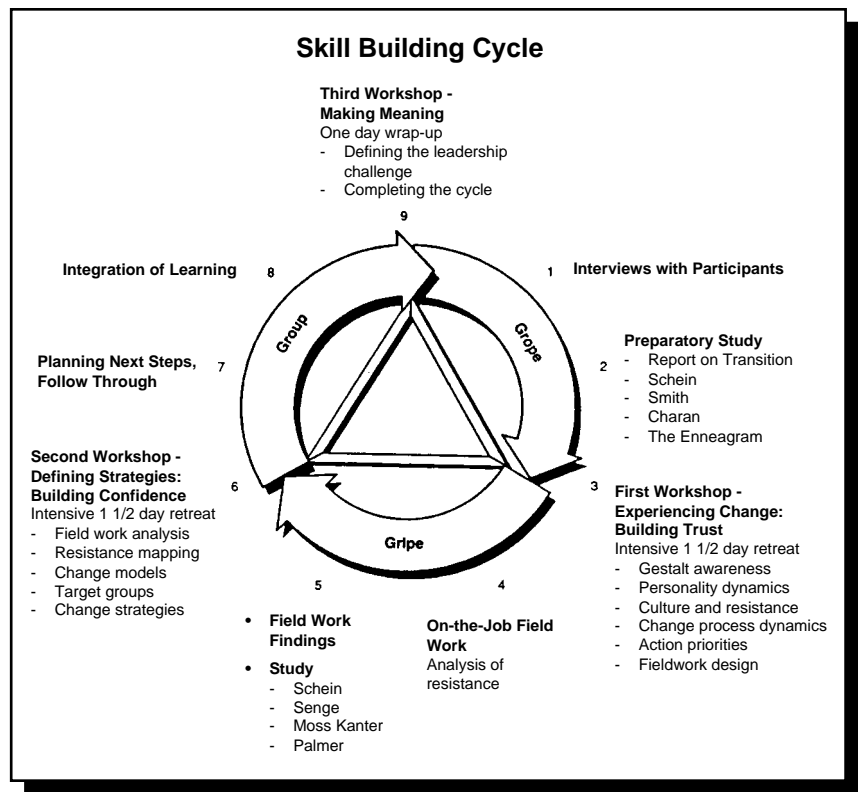
“Primarily, I now have a heightened awareness of the people around me, where they’re coming from and why, the dy-

namics of meetings and groups - very helpful, and the energy associated with resistance to change. I used to see it as primarily a negative and counter-productive energy which was viewing it as lost opportunity.”

“A course that continued to build and will continue to build in the future. Excellent!”

“This has been one of the most useful courses I have taken in my career as a manager. I have learned a lot. Most of it is applicable and helps me achieve my objectives which are in line with corporate objectives. The supporting material was appropriate and helped crystallize the concepts. The book, *The Fifth Discipline*, was particularly useful. All my directors and other management committee members now have a copy. I now have an enlarged network. The Fowkes complete each other very well, were helpful all along and allowed us to grow. Thanks!”

The five-day program was organized around a change cycle. The three workshops over a ninety-day period ensured that the process of change was experienced as well as studied. In identifying the most effective aspects of the course, participants reported:



“The Change Cycle: Understanding the dynamics of change and the importance of allowing time for each phase as well as providing the necessary energy/shock point to move from one phase to another.”

“Grope, Gripe, Group: There is no use trying to get a group to move faster; they must go through the grope and gripe.”

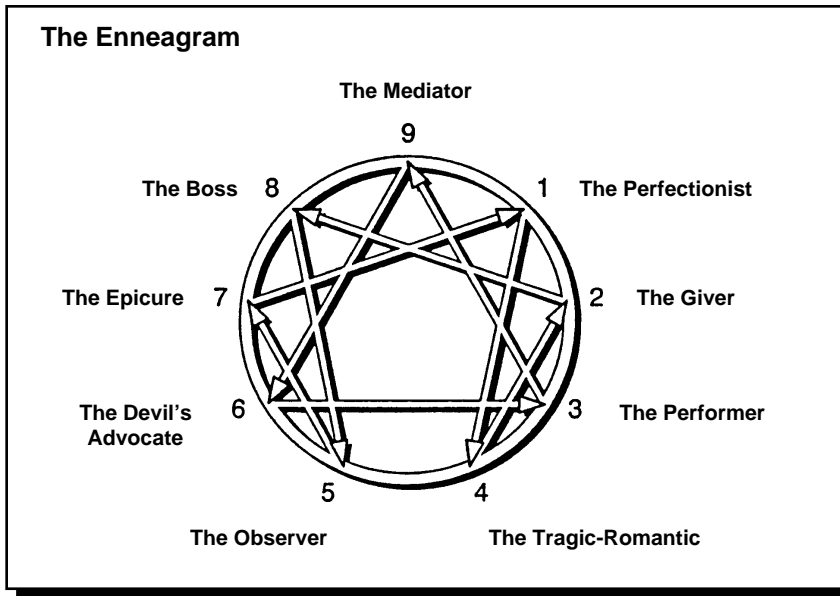
“The concept of grope, gripe, group; learning to recognize the

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dynamic of the creative process of people working together.”

“The grope-gripe-group tool has improved my ability to recognize where we are in the change process, reducing frustration.”



The enneagram personality system was the most popular subject area:

“Using the tools of the enneagram, analyze the personality of the organization so as to be better able to influence it from the position of your own personality type.”

“I found the panels to be the highlights of the course in terms of the insight they offered on personality in interaction with organizations. Enneagram is very interesting and insightful!”

		Resistance to Change	
		I Want	I Don't Want
I Get	I Get	Power (+)	Victim (-)
	I Don't Get	Loser (-)	Resistance (+)

From Hank B. Karp, Personal Power, AMA, 1985

“Understanding human behavior - enneagram. Enneagrams are a major contribution to understanding and communications - if people are willing to work at it and will apply the results. Awareness of complex motivations associated with different personalities. The understanding of myself and others gained by applying the enneagram. The enneagram gave me personal information regarding my own comfort levels. Personality mapping - under-

“The Fowkes were very skillful in creating and energizing a learning atmosphere for the group”

standing my own reactions better as well as others.”

“The concept of the organization as having a personality; hence the notion that certain means of change can be more effective than others.”

Understanding resistance to change was seen as a valuable facet of the course:

“It helped me more fully understand my personal reactions to change and conflict - I'm more comfortable with other's resistance to change and not so inclined to feel responsible. I'm putting it to good use - have just completed two days with one of my groups - they are having a painful time adjusting to the new reality - but as a result of some of the work I did associated with the course, I'm better able to help and direct their energies.”

“Understanding organizational

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behavior under change. Identifying resistance to change and methods to counter the resistance - and methods to deal with it. Appreciation of factors provoking resistance to change. The information on the energy inherent in conflict was helpful - i.e. to realize it is constructive (or can be!). Became more cognizant of agents of change and those factors inhibiting it. Therefore expanded knowledge while experimenting with the implementation of change ideas. Understanding the two sources of power/energy in any change situation and how to take advantage.”



Bonnie Fowke

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