Leadership Competency Development Guide  
Competency Cluster: Creating Organizational Transformation  

Competency: Change Leadership

**Definition:** The ability to manage, lead, and enable the process of change and transition while helping others to deal with their effects.

**Behavioral Indicators:**
- Develops new approaches
- Identifies better, faster, or less expensive ways to do things
- Encourages others to value change

<table>
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<tr>
<th>Practicing this Competency</th>
<th>Learning from Others</th>
<th>Sample Developmental Goals</th>
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<tbody>
<tr>
<td>Research tools and process about organizational change</td>
<td>Participate in an organizational change led by a skilled leader</td>
<td>By June 7, I will ask my team for 3 ways we can improve customer service. By April 30, have the team develop a change management plan to implement these ideas.</td>
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<tr>
<td>Organize a team to identify new directions or procedures for your unit.</td>
<td>Try out a new change management tool and get feedback from team on what went well and what could be done differently.</td>
<td>By April 10, I will identify a new change management tool and share it with my team to decide where and how we might try it out.</td>
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<tr>
<td>Volunteer to serve on a team charting change for a larger part of the organization than your unit.</td>
<td>Ask your manager for feedback on how well you implemented a recent change.</td>
<td>I will read Leading Change by John Kotter by May 1, and implement at least one idea from the book in an upcoming change.</td>
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<tr>
<td>Organize a meeting of the people in your unit to discuss and clarify what they will need to do differently as a result of changes in the organization.</td>
<td>Interview someone who has successfully led a successful organizational change. Ask what they did, why, and the impact.</td>
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<tr>
<td>Try out a problem solving or decision making process with your team that you have read or heard about.</td>
<td>Ask an internal or external consultant to guide your team through the process of change and to teach some of the techniques and tools.</td>
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<tr>
<td>Take a course, read a book, watch a video or webinar, or talk to an expert on change management tools and processes. (See below.)</td>
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</table>
Leadership Competency Development Guide for Change Leadership

This is not an exclusive list of resources. Please feel free to conduct your own search for more resources related to Change Leadership in civil service.

Resource Index

Definition, Behavioral Indicators, Developmental Activities

Academic Journals and Books on-line and available for checkout

Videos and Podcasts on-line and available for checkout

Courses on-line and for a fee

Webinars

Other Resources
Academic Journals and Books
On-Line and Available for Checkout

Academic Journals and Articles on Change Leadership

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Academic Journals and Articles

Books on Change Leadership

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Podcasts

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On-Line Courses on Change Leadership

Instructor-Led Courses on Change Leadership
Coming Soon!!
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Free Management Library

Change Leadership

Leadership & Management: Leading Change
Linked Documents
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<th>Author</th>
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<tr>
<td>Handbook of Organizational Change and Innovation</td>
<td>Poole, Marshall Scott</td>
<td>University Press</td>
<td>2004</td>
<td>HD58.8.H3614 2004</td>
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<tr>
<td>Implementing a Post-Merger Integration</td>
<td>Lucenko, Kristina</td>
<td>Conference Board</td>
<td>1999</td>
<td>HD58.8.L8 1999 02/04/00 CT</td>
</tr>
<tr>
<td>Inevitable Surprises: Thinking Ahead In a Time Of Turbulence</td>
<td>Peter Schwartz</td>
<td>Gotham Books</td>
<td>2004</td>
<td>HD30.28.S3479 2004</td>
</tr>
<tr>
<td>Leverage: How To Create Your Own “Tipping Points” In Business And In Life</td>
<td>Darby Checketts</td>
<td>Career Press</td>
<td>2006</td>
<td>HD57.7.C482 2006</td>
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<td>Book Title</td>
<td>Author</td>
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<td>Managing Culture in Mergers and Acquisitions</td>
<td>Schein, Lawrence</td>
<td>Conference Board</td>
<td>2001</td>
<td>HD2746.5 .S33 2001</td>
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<td>Post-Merger Integration</td>
<td>Schein, Lawrence</td>
<td>Conference Board</td>
<td>2000</td>
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<td>Strategy in the Public Sector</td>
<td>Joyce, Paul</td>
<td>John Wiley</td>
<td>2000</td>
<td>JF1351.J69 2000 06/14/00 CT</td>
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<tr>
<td>The Manager and the Change Leader</td>
<td>William J. Rothwell</td>
<td>American Society for Training &amp; Development</td>
<td>2001</td>
<td>HD58.82.R67 2001</td>
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<td>Book Title</td>
<td>Author</td>
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<td>The Seven Minute Difference: Small Steps To Big Changes</td>
<td>Allyson Lewis</td>
<td>Kaplan</td>
<td>2006</td>
<td>HF5386 .L577 2006</td>
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<tr>
<td>Unleashing Change: A Study Of Organizational Renewal In</td>
<td>Steven Kelman</td>
<td>Brookings Institution</td>
<td>2005</td>
<td>JF1525.O73 K45 2005</td>
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<td>Government</td>
<td></td>
<td>Press</td>
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<td>Vitality and Renewal</td>
<td>Hutchinson, Colin</td>
<td>Praeger</td>
<td>1995</td>
<td>HD75.6 .H88 1995 02/15/96 CT</td>
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<td>Your Work And In Your Life</td>
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<td>Organizations 1st ed</td>
<td>Associates</td>
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Trouble Accessing Safari?

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If you are not on a State of California computer, you will need to enter your State Library card number and PIN in order to log-in to Safari. If you still can’t access Safari, please contact the State Library (916-654-0261). The California State Library is open Monday - Friday from 9:30 am - 4 pm.
Books Available On-Line

**The AMA Handbook of Leadership** by Marshall Goldsmith; John Baldoni; Sarah McArthur. AMACOM, 2010

   Part three: Engaging People: The Force of Change
   Part four: Facilitating Change: The Leader’s Role

**The AMA Guide to Management Development** by Daniel R. Tobin and Margaret S. Pettingell. AMACOM, 2008
   Managing and Leading Change


**Lead by Example: 50 Ways Great Leaders Inspire Results** by John Baldoni. AMACOM, 2008.

   Lesson 36: Adaptability: Everything Changes, Even Leaders

   Some Practices of Radical Change Management


   Chapter 12: Strategies for Leading a Change


   Chapter 4: Change Leadership

**The New Manager’s Tool Kit: 21 Things You Need to Know to Hit the Ground Running** by Don Grimme and Sheryl Grimme. AMACOM, 2008

   Tool 18: Rise to the Challenge of Change

**The Spider’s Strategy: Creating Networks to Avert Crisis, Create Change and Really Get Ahead** by Amit S. Mukherjee. FT Press, 2008.

**The Truth about Dealing with Change** by William S. Kane. FT Press, 2010


   Chapter 6: When Organizations Change: Transforming the Culture
4 MISTAKES Leaders Keep Making

Again and again, senior managers fall into four behavioral traps that thwart organizational change. The behaviors are difficult to recognize and reverse because they serve to protect egos and prevent anxiety -- but executives can overcome them. First, managers fail to set proper expectations. When they announce major directional changes or new goals, they don't spell out credible plans or specify who’s accountable. Second, they excuse subordinates from the pursuit of overall goals, allowing people to remain preoccupied with their own units. Third, executives essentially collude with staff experts and consultants by going along with a deeply flawed contract: The experts agree to deliver and implement a “product” (a new system, for instance) but don’t include measurable gains as part of the deal. Fourth, managers wait while associates over prepare. After challenging their employees to make needed improvements, they accept the response “Yes, but first we have to…” Finish the sentence: Train our people. Set up focus groups. Bring in Six Sigma. And so on. The best way to confront the traps is to conduct small personal experiments that rapidly produce tangible results, incur little risk of failure, and are confined enough to demonstrate a clear link between trial and outcome. For example, one iron plant addressed quality problems by targeting five areas for improvement, setting clear and measurable goals for each, and holding team leaders accountable for outcomes. All five experiments succeeded and were extended to the rest of the plant. Quality problems eased up within 100 days and virtually disappeared a few months later.

INSETS: Idea in Brief; The Seven Deadly Sins of Setting Demands. [ABSTRACT FROM AUTHOR

Authors: Schaffer, Robert H.  
Source: Harvard Business Review 88, no. 9 (September 2010): 86-127

All Changes Great and Small: Exploring Approaches to Change and Its Leadership.

Although the growing need for change in organizations it is widely acknowledged it is asserted that up to 70% of change initiatives fail. While there have been attempts to understand the reasons for failure these have been seen as inconclusive, and a need for further empirical work has been identified. Within the growing literature on change leadership there are assertions that the root cause of many change problems is leadership behavior. This article begins by exploring the change literature and, in particular the broadening of this literature with the inclusion of complexity and evolutionary theories. In examining leadership behaviors three broad categories emerged: (1) shaping behavior; (2) framing
change; and (3) creating capacity. Analyses of the data indicated that leader-centric behaviors (shaping behavior) impaired change implementation. The implications of the findings are discussed together with suggestions for further research. [ABSTRACT FROM AUTHOR]

**Authors:** Higgs, Malcolm\(^1\) malcolm.Higgs@henleymc.ac.uk, Rowland, Deborah\(^1\)

**Source:** Journal of Change Management; Jun2005, Vol. 5 Issue 2, p121-151, 31p, 7 Diagrams, 9 Charts, 1 Graph

#### Change Management in Government

Since the days of John F. Kennedy's New Frontier, the American public's regard for the competence of public agencies and the value of the services they perform has steadily declined. During that time, innovations in management practice and thinking have mostly originated and been tested in the private sector. But recent events, such as the attacks on the World Trade Center and the engulfment of New Orleans, have demonstrated how essential it is for public agencies to be well run, too. Unfortunately, few public administrators have a background in change management, and a variety of factors--such as civil service rules, political considerations, and the limited tenures of agency heads--have combined to make true reform a rare event. These facts of public life may never go away. But some agency leaders have figured out how to court important stakeholders, rededicate staffers to an agency's true mission, undertake reform so comprehensively that resistant elements are unable to subvert it, and lay the groundwork for next steps clearly and systematically. Consultant Frank Ostroff has studied turnarounds at the federal Occupational Safety and Health Administration, the Government Accountability Office, and Special Operations Forces--the fast-response, clandestine arm of the military. From these examples and others, he has distilled five principles that underlie successful change efforts: Improve performance against agency mission; win over external and internal stakeholders; establish a road map; recognize the connections among all the organizational elements; and be a leader, not a bureaucrat. Change programs that follow these principles are more likely to survive when leadership changes hands. [ABSTRACT FROM AUTHOR]

**Authors:** Ostroff, Frank

**Source:** Harvard Business Review 84, no. 5 (May 2006): 141-147.

#### Change Management- Where Do Leaders Make Difference?

The author reflects on the importance of change management in doing business while adapting to different leadership styles. It mentions the reasons for the failure
of organizational change which include the less effort on establishing a clear
direction, the balance between the top-down and bottom-up approach, and the
need to acquire the ability to become flexible. It outlines the method for managing
organizational change including plan for change, definition of success, and
communication

Authors: Manikandaan, P.¹ manik@naarm.ernet.in
Source: Advances in Management; Sep2010, Vol. 3 Issue 9, p5-7, 3p

Characteristics of Leadership Effectiveness: Implementing Change and Driving
Innovation in Organizations

Research indicates that numerous variables impact a leader's effectiveness. In this
study, the authors explore leadership effectiveness in driving change and
innovation, along with the precursory skills necessary to do so. The findings
confirm previously identified low rates of organizational success with change and
point to skill deficiencies as a cause. Specifically, the abilities to communicate
appropriately and motivate others significantly influence a leader's ability to
effectively implement change and drive innovation. [ABSTRACT FROM AUTHOR]

Authors: Gilley, Ann¹, Dixon, Pamela², Gilley, Jerry W.³
Source: Human Resource Development Quarterly; Summer2008, Vol. 19 Issue 2,
p153 169, 17p, 3Charts

Dealing with Rough Times: A Capabilities Development Approach to Surviving and
Thriving

Leaders during a deep and prolonged downturn should introduce organizational
practices that build capability in the organization, not only to withstand the
uncertainties of rough times better, but also to emerge stronger for the future. We
present a set of organization design changes that can create closer connections to
the marketplace and better use knowledge in the organization to introduce new
ways to deliver value while consuming fewer resources. During rapid change and
extreme threats, steering the ship is not sufficient. Leaders must introduce
approaches that tap employees' energies throughout the organization. © 2009
Wiley Periodicals, Inc. [ABSTRACT FROM AUTHOR]

Authors: Mohrman, Susan Albers¹, Worley, Christopher G.¹
13p, 1 Diagram
Executing Strategic Change: Understanding the Critical Management Elements That Lead to Success

This article reports on strategic change in business and management. Approaches are offered to executives and managers seeking to execute strategies related to corporate culture, communication, benefits, and solutions. The article also discusses obstacles to this execution due to pressure from shareholders, complexity in organizations, balancing demands, low levels of involvement, and resource availability. Information is also provided on resource allocation, conflict resolution, and leadership teams.

Authors: Franken, Arnoud¹, arnoud.franken@cranfield.ac.uk, Edwards, Chris², c.edwards@cranfield.ac.uk, Lambert, Rob³, r.lambert@cranfield.ac.uk


From Change Management to Change Leadership: Embracing Chaotic Change in Public Service Organizations

The objective of this article is to describe a way for public services leaders to lead chaotic change. By chaotic change, it is meant changes in an organization when the external and internal complexity and uncertainty is high which is the case for most public organizations. Suggestions are made on how to lead chaotic change by influencing the patterns of human interaction and to focus change management on people, identity and relationships by changing the way people talk in the organization. Building on experiences from the private sector, the authors contend that change management effectiveness is low because leaders underestimate the complexity of change, focusing on tools, strategy and structures instead of paying attention to how human beings change by forming identities through relating. Also, in public services, the complexity of change is high as it equally deals with the transformation of complex patterns of interaction and relating. Successful change management practices in public service organizations should therefore take better account of unpredictability, uncertainty, self-governance, emergence and other premises describing chaotic circumstances. For a leader, this necessitates paying attention to how people form identities in organizations and avoiding design-oriented managerial interventions, as well as keeping at bay the anxiety caused by not being in managerial control. [ABSTRACT FROM AUTHOR]

Authors: Karp, Tom¹, Helgø, Thomas I.,¹ tom@emergence.as

Source: Journal of Change Management; Mar 2008, Vol. 8 Issue 1, p85-96, 12p
Implementing Organizational Reform Strategies in State Governments

This paper examines the implementation of organizational reform strategies in state governments. It uses national survey data to examine the implementation of twelve reforms strategies that cover three areas: workforce reduction, work redesign, and system change. The paper further tests the relationship between reform strategies, individual characteristics, and management factors. The management factors are based on objective state grading data in five areas: financial management, capital management, human resources management, information technology, and managing for results. The empirical findings show that while public managers tend to be conservative and cautious in the implementation of reform strategies, they are also likely to adopt a complete package of related reform strategies in their implementation plans, rather than a single effort. The findings also support the relationship between organizational reforms, the length of a public manager’s tenure in government service, and the state's performance on capital management and information technology issues. Implications of the findings are presented in order to enhance future public management reform studies. [ABSTRACT FROM AUTHOR]

Authors: Liou, Kuotsai Tom, and Ronnie Korosec
Source: Public Administration Quarterly 33, no. 3 (Fall 2009 2009): 429-452.

Issues & Observations: The Narrative Lens and Organizational Change

The article explores the business world’s increasing interest in the narrative lens and more specifically in the relationship between leadership storytelling and organizational change. It describes how narrative theory can help leaders better understand how they can effect change. It notes that narratives allow leaders to prepare for and guide their actions. It also explains how leaders undertake rescription or the process of finding new stories when old ones no longer serve their needs. It suggests that the three-step process for rescription includes titling the present script, founding the future script, and actualizing the new script

Authors: Nissley, Nick¹, Graham, Stedman²
Source: Leadership in Action; Jan/Feb 2009, Vol. 28 Issue 6, p14-17, 4p

Journal on Change Management –

Explores the strategies of leading players in the global marketplace and the latest trends and techniques. Journal of Change Management (JCM) is committed to publishing peer-reviewed, high quality empirical and conceptual research, and to
become the journal of choice in its field. JCM will clearly establish itself as the journal which spans the entire field of organizational change, ranging from mainstream and established viewpoints to innovative, unorthodox, critical and challenging contributions. As such, it will be essential reading for all academics, students and practitioners of change management.

**Leading and Managing Organizational Change Initiatives.**

Although indispensable for long-term economic growth, organizational changes are usually met with resistance. This article draws on psychological theories and empirical evidence to highlight why and under what conditions changes lead to resistance and what likely consequences of resistance are. Furthermore, the article discusses the variables that have been identified as success factors for organizational change initiatives. [ABSTRACT FROM AUTHOR]

**Authors:** Peus, Claudia\(^1\) Peus@psy.lmu.de, Frey, Dieter\(^2\) Dieter.Frey@psy.lmu.de, Gerhardt, Marit\(^4\) info@savia-consulting.de, Fischer, Peter\(^4\) peter.fischer@uni-graz.at, Traut-Mattausch, Eva\(^2\) traut-mattausch@psy.lmu.de

**Source:** Management Revue; 2009, Vol. 20 Issue 2, p158-175, 18p

**Leader Visioning and Adaptability: Bridging the Gap Between Research and Practice on Developing the Ability to Manage Change**

The construction of organizational vision and the ability to manage the change engendered by visions represent core organizational competencies that foster competitive advantage for organizations. However, while a significant body of conceptual and empirical research studies supports these as core competencies, high numbers of HR professionals are either not aware of this research or still dispute the utility of these skills. In this article, we discuss three gaps between leadership research and practice. The first refers to the value of organizational visions. The second reflects beliefs about the importance of change management skills for HR managers. The final gap concerns the utility of training and development programs that target visioning and change management skills. We discuss some reasons for these gaps between leadership research and HR practices. We also describe some components of visioning, adaptability and managing change, and provide some supportive conceptual and empirical research. We suggest the use of developmental work assignments as a leader development strategy that we believe is most appropriate for growing these core competencies. [ABSTRACT FROM AUTHOR]
Overcoming Resistance to Change: Causal Factors, Interventions, and Critical Values

A generation has grown up since the scientist and novelist C. P. Snow wrote that until his century, social change was so slow it would pass unnoticed in one person's lifetime. That is no longer so. The rate of change has increased so much that our imagination can't keep up (Toffler, 1970). Two of the most critical elements of leadership are the introduction and management of change. Most organizations rise or fall based on how well they manage the introduction of change and the control of uninvited changes in their environment. Leaders must fully understand the change process to move their organizations successfully through the turmoil of today's economic environment. Many organizations, faced with a lack of or diminishing resources, find increasing pressure on their leadership to proactively respond to planned and unplanned changes. A primary determinant of the future success of an organization is its leadership's ability to assimilate change, then formulate and articulate a clear vision, accompanied by implementation of succinct strategic goals and objectives. Many leaders rely on instinct and experience rather than on a full understanding of the change process. Some, out of fear of change, resist the inevitable transformation of their organization. This tends to put the organization at risk when facing unanticipated as well as planned change. “We are all, at times, resistors as well as instigators of change; resistance to change is by itself neither good nor bad.” (Lawrence, 1969) [ABSTRACT FROM AUTHOR]

Authors: Bruckman, John C. [jbruckman@changemg.com]

Strategic Planning as a Tool for Managing Organizational Change.

This article surveys primary definitions and models of strategic planning used in state and local government. Two models of strategic planning are discussed in length: an eight step agency model, with attention to how managers can use each step to manage change in the organization, and an alternative approach for community-based strategic planning. Finally, comments on made on the development of strategic planning in the 1990s and its integration into broader quality management reforms. We conclude by laying out some of the lessons we are learning from these broader strategic management approaches to managing change. [ABSTRACT FROM AUTHOR]
Sustaining Commitment to Change

Offers some tips for ensuring the implementation of organizational changes. Importance of leadership to implementing changes; Role of communication in implementing changes; Structures that could help sustain changes.

Authors: Maurer, Rick

The 9-Vector View of Human Performance

As the federal government seeks to maximize resources amid mounting deficits, organizational change is a top priority. In the private sector, the slow economic recovery is forcing companies to reevaluate their current business practices and explore new approaches for enhancing productivity and increasing profitability. One of the chief challenges in improving human performance is leading staff through the myriad changes that are necessary to implement the appropriate solutions and close performance gaps. Each of these solutions must be carefully considered in terms of individual roles, competencies, expected outcomes, and more specifically, how to transform an organization systematically from point A to point B so that the benefits of a higher performing workplace can be fully realized. Because change is multidimensional in nature, a holistic approach to managing change requires a foundational understanding of nine primary disciplines, plus an understanding of how they are intertwined. [ABSTRACT FROM PUBLISHER]

Authors: Darby, Maria1
Source: T+D; Apr 2010, Vol. 64 Issue 4, p38-40, 3p, 1 Color Photograph

The Effects of Transformational and Change Leadership on Employees’ Commitment to a Change: A Multilevel Study

The effects of transformational leadership on the outcomes of specific change initiatives are not well understood. Conversely, organizational change studies have examined leader behaviors during specific change implementations yet have failed to link these to broader leadership theories. In this study, the authors investigate the relationship between transformational and change leadership and followers’ commitment to a particular change initiative as a function of the personal impact of
the changes. Transformational leadership was found to be more strongly related to followers' change commitment than change-specific leadership practices, especially when the change had significant personal impact. For leaders who were not viewed as transformational, good change-management practices were found to be associated with higher levels of change commitment.

Authors: Liu Yi, et al

The Irrational Side of Change Management.

The article presents information on best practices for organizational change management. It focuses on the importance of recognizing and managing the irrational biases found in the majority of normal people. Examples are provided of common psychological traits which can affect corporate culture and organizational behavior, such as a desire for fairness, and a tendency toward self-serving bias. The importance of clearly communicating the need for change, and training employees to practice it, is stressed. Some typical obstacles to change, such as neglecting to schedule formal practice work, are also discussed.

Authors: Aiken, Carolyn, and Scott Keller

The Partnership Between Project Management and Organizational Change: Integrating Change Management with Change Leadership

The nature of project management is change. Even though all knowledge areas in the Project Management Body of Knowledge (PMBOK) are rooted in controlling change, none of these areas specifically addresses the human elements of change. There is a significant distinction between directly controlling change relative to the nonhuman aspects of a project (change control) and effecting change in the human dimensions of a project through leadership (change leadership). This article characterizes the distinctive activities of change leadership and change control and their interrelationship throughout the project life cycle. Although distinct, change control and change leadership are interdependent and mutually supporting--both are needed to support project success. [ABSTRACT FROM AUTHOR]

Authors: Griffith-Cooper, Barber bgriffithcooper@learnsmith.com, King, Karyl karylking@sbcglobal.net
Transforming Organizations for Organic Growth: The DNA of Change Leadership

Organic growth has put transformative change on the corporate agenda. Poor records of change have led to a search for alternative ways of leading change as most contemporary theories are neither narrow enough nor broad enough. This article presents a view that leaders should take account of chaos and use a systemic view when changing their organizations. Applying principles of self-organizing and spreading change by minimum intervention provides facilitative environments that better sustain change. This is best done by searching for the organization-specific DNA of change leadership. The success of leadership intervention during change will depend on the inner condition that we exhibit as change leaders, as well as our abilities to read change signals correctly, to time leadership interventions and to set out a few basic principles holding the organization together under chaotic circumstances – elements in leading transformative change. [ABSTRACT FROM AUTHOR]

Authors: Karp, Tom
Source: Journal of Change Management; Mar2006, Vol. 6 Issue 1, p3-20, 18p, 7 Diagrams

When the going gets tough… Public service leadership in times of significant change and uncertainty

This article describes how effective public service leaders are choosing to lead in exceptionally challenging circumstances. It outlines the current crucible of demand for excellent services and significant cost reduction and radical organizational change. At its core, it shows how some public service leaders are making great progress by making five key choices - demonstrating bold, engaging and collaborative leadership; majoring on the transformational not transactional elements of change; not letting the inevitable uncertainties get in the way of intense engagement of their people; making tough calls on priorities; and steering their leadership teams and broader leadership communities towards genuine collaboration and connectedness. The article also identifies six leadership frames that public service leaders are drawing on: confidence; safe uncertainty; employee engagement; trustworthy leadership; collective, mutually supportive leadership; and appreciative, transformational choices. [ABSTRACT FROM AUTHOR]

Authors: Powe, Julian

We propose that a leadership identity is co-constructed in organizations when individuals claim and grant leader and follower identities in their social interactions. Through this claiming-granting process, individuals internalize an identity as leader or follower, and those identities become relationally recognized through reciprocal role adoption and collectively endorsed within the organizational context. We specify the dynamic nature of this process, antecedents to claiming and granting, and an agenda for research on leadership identity and development. [ABSTRACT FROM AUTHOR]

Authors: DeRue, D. Scott, and Susan J. Ashford

Why is the Failure Rate for Organization Change so High?

The article explains the reasons for the failure of organizational change. Among the reasons cited are absence of dedicated and fully resourced implementation teams, lack of structured methodology and project management, failure to plan and manage quick wins, failure to fully mobilize change champions, lack of sympathetic human resource policies, use of an outsider to transact change, and failure to monitor and evaluate outcomes. Strategies to manage transition are also cited, notably change in leadership culture.

Source: Management Services; Winter 2008, Vol. 52 Issue 4, p10-19, 9p
<table>
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<tr>
<th>Video Title</th>
<th>Description</th>
<th>Format/Length</th>
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<th>Call Number</th>
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<tr>
<td>A Case of Working Smarter Not Harder</td>
<td>This film focuses on one manager's development from an overworked, compulsive problem-solver to an innovator whose unique system draws public attention. Key management issues: decision making, coaching, planning, controlling, employee development, team development, and time management.</td>
<td>VHS/15 minutes</td>
<td>1985</td>
<td>HD50 C37 1985</td>
</tr>
<tr>
<td>Business of Paradigms</td>
<td>Joel Barker says people shoot down good ideas because they assume that the future is merely an extension of the past</td>
<td>VHS/38 minutes</td>
<td>1989</td>
<td>HD30.27 B87 1989</td>
</tr>
<tr>
<td>Creating You &amp; Company</td>
<td>William Bridges explains why jobs as we know them are going away and how individuals can cope with and even capitalize on this situation.</td>
<td>VHS/53 minutes</td>
<td>1998</td>
<td>HD58.8 C74 1998</td>
</tr>
<tr>
<td>Finding the Up in Upheaval</td>
<td>Shows two different viewpoints for reacting to change, as well as a very human and understandable reaction to what happens.</td>
<td>DVD/22 Minutes</td>
<td>2005</td>
<td>BF637.C 4 F52 2005</td>
</tr>
<tr>
<td>How People Use Difference to Inspire Change at Work</td>
<td>It lays out the day to day problems, realities, and rewards that change makers experience as they lead, succeed, and fail in attempting small and large change efforts.</td>
<td>VHS/49 minutes</td>
<td>2001</td>
<td>HD58.8 M49 2001</td>
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<tr>
<td>Joel Barker’s The New Business of Paradigms</td>
<td>Joel Barker explains how the rules we live by can limit our ability to innovate and be creative. In the video Joel demonstrates how thinking differently is necessary for us to grow as organizations and as individuals.</td>
<td>VHS/46 minutes</td>
<td>2001</td>
<td>HD 30 27 B87 2001</td>
</tr>
<tr>
<td>Leading in a Time of Change: A Conversation with Peter F. Drucker and Peter M. Senge</td>
<td>Drucker and Senge discuss what it will take to lead tomorrow.</td>
<td>VHS/42 minutes</td>
<td>2001</td>
<td>HD58.8 L21 2001</td>
</tr>
<tr>
<td>Leading Yourself through Change</td>
<td>Takes the participant through the 5 action steps that lead a person through change: Overcome the negative feelings that come with change, reframe unproductive thoughts &amp; beliefs, unfreeze and try new behaviors, arrange encouraging consequences to keep themselves motivated and discover the impact they have on others as they deal with the change.</td>
<td>VHS &amp; DVD /23 minutes</td>
<td>2005</td>
<td>BF637 L53 L43 2005</td>
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<tr>
<td>Make It Matter: How To Make Yourself</td>
<td>&quot;Whether you're a person just starting out in a job/career, a mid-level manager, or a senior leader, you will not become 'essential' unless...&quot;</td>
<td>DVD /23 minutes</td>
<td>2010</td>
<td>HF5386. M35 2010</td>
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<tr>
<td>Video Title</td>
<td>Description</td>
<td>Format/Length</td>
<td>Year</td>
<td>Call Number</td>
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<td>And Your Organization Essential</td>
<td>you are proactive at making it happen. Using a variety of stories and examples, communication coach and consultant John A. Jenson illustrates three things a person can do to make themselves matter [design, package, deliver]</td>
<td>VHS/57 minutes</td>
<td>1997</td>
<td>HD58.8 B37 1997</td>
</tr>
<tr>
<td>Managing Change</td>
<td>Highlights: why change is important for growth; the importance of technology in driving change.</td>
<td>VHS/57 minutes</td>
<td>1997</td>
<td>HD58.8 B37 1997</td>
</tr>
<tr>
<td>Managing People through Change</td>
<td>Change is healthy and positive when it is well planned, understood and supported by the people affected. Today's supervisors and managers must learn to manage change and lead people through predictable emotional reactions including denial, resistance, exploration, and commitment. Help anticipate employee reactions to workplace change, and plan ways to involve employees in the change process. Remain positive, and lead employees through the denial, resistance, and exploratory phases of change.</td>
<td>VHS/20 minutes</td>
<td>1989</td>
<td>HD58.8 M262 1989</td>
</tr>
<tr>
<td>Priorities for Life: Capacity &amp; Energy: Uncommon Reminders for Bringing Out the Best in Yourself and Others</td>
<td>Robert Cooper is an acclaimed educator on how exceptional leaders and teams excel under pressure while everyone else is just competing or falling behind. He provides uncommon yet highly practical guidance on how to bring out more of the best in yourself and others in ways that can make the biggest difference: developing leadership, setting priorities, dealing with change, and increasing personal capacity.</td>
<td>1 of a 6 part program</td>
<td>2001</td>
<td>BF408 P75 2001</td>
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<tr>
<td>Tactics of Innovation: How to make it Easier for People to Accept New Ideas</td>
<td>Joel Barker goes on location to share stories on why people say &quot;no&quot; to new ideas. More importantly, he introduces a ten-step strategy on how to remove barriers between new ideas and people who naturally resist change. These tactics will dramatically increase the acceptance of any kind of idea.</td>
<td>VHS/22 minutes</td>
<td>1998</td>
<td>HD 58.8 T32, 1998</td>
</tr>
<tr>
<td>Taking Charge of Change</td>
<td>Shows employees the skills necessary to understand and support change initiatives in the workplace. Identifies three stages of internal transition to help employees productively guide themselves through organizational change.</td>
<td>34 minutes</td>
<td>2004</td>
<td>HD58.8 T35 2004</td>
</tr>
<tr>
<td>When Change Happens, Adjust Your Sail</td>
<td>When Sam speaks about change, he uses the analogy of being on a small sailboat in the middle of a storm. Change is tossing people around and they need to adjust their sails to stay afloat. In this video, Sam introduces his essential navigational tools to help organizations make it through the storm of change.</td>
<td>DVD/23 Minutes</td>
<td>2009</td>
<td>BF637.C4 W546 2009</td>
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<tr>
<td>Video Title</td>
<td>Description</td>
<td>Format/Length</td>
<td>Year</td>
<td>Call Number</td>
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<td>Who Moved My Cheese</td>
<td>This video, along with the CD-ROM PowerPoint presentation, helps people overcome their fear of change and helps them to see change as a way of gaining something better. Some organizations find it best to encourage people to first apply the &quot;cheese&quot; lessons to changes they are experiencing in their lives, and then apply the &quot;maze skills&quot; to the changes at work.</td>
<td>VHS/13 minutes</td>
<td>1999</td>
<td>BF637.C 4J642 1999</td>
</tr>
<tr>
<td>Who Say's We Can't Do It</td>
<td>Lance Armstrong's journey. Concepts discussed are teambuilding, leadership, strategy, and goal setting. Concepts used by Lance Armstrong showed how he overcame cancer and winning the 1999, 2000, 2001 Tour de France.</td>
<td>VHS/20 minutes</td>
<td>2002</td>
<td>HF5549.5 M63 W56, 2002</td>
</tr>
</tbody>
</table>
On-Line Videos

Implementing Change - Joan Strohauer

Leading Change, A Conversation with Ron Williams - Ron Williams

Nurturing a Vibrant Culture to Drive Innovation - Terri Kelly
Podcasts

Becoming Resilient: Leadership, Uncertainty, and Learning to Thrive in Times of Change — Discover the five areas you can develop to increase your resiliency.

Leading in Times of Transition — Do you feel that your organization is awash in change? Do you have a hard time keeping up with the shifting demands you face as a leader? You're not alone. Unrelenting change is becoming the norm. Leaders have no choice but to adapt and to help others to adapt.

Nancy Coffee: Transforming Memphis Through Leadership — The success of the Leadership Academy in Memphis, TN, offers four ideas for creating and reenergizing leadership initiatives in your community.

iTunes University Free Downloads

Change Agents Academy of Achievement

The Change Agent's Dilemma: How to Influence Change Without Authority

Implement Change Now!

Managing Change and Technology

Change Management/Resiliency

Leadership for Change – Making Change Happen

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HR Modernization Project

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Last Revision March 2011
On-Line Courses for a Fee in Change Leadership

California Virtual Campus

The California Virtual Campus is an online site to help individuals find long distance learning throughout California. Their course catalog helps individuals find online courses that are available at the various California Schools.

Phone Number: (530) 879-4085
Online Contact: http://www.cvc.edu/contact/

OTech - Training & Event Center, HALO (High Achievement Learning Organization)
“Office Desk Courses”

HALO (High Achievement Learning Organization) delivers thousands of online courses and resources to your employees in a connected collaborative environment. With HALO, users can receive training and discuss best practices around specific content. OTech brings you HALO through the LearningPASS program, which offers other training services at deep discounts and no contracts.

Phone Number: (916) 464-7547
Email: training@state.ca.gov

- Managing Company Change (Second Edition)
Instructor Led Courses for a Fee on Change Leadership

American River College

American River College offers instructor-led and on-line classes that help people prepare for new careers and enhance with current job skills.

Phone Number: (916) 484-8011
Email: info@arc.losrios.edu

Centre For Organizational Effectiveness

The Centre For Organizational Effectiveness provides academies and programs on management, organizational development, specialized leadership development, and training programs.

Phone Number: (858) 534-9119
Online Contact: http://www.tcfoe.com/contact.html
Email: info@tcfoe.com

- Slimming Down: Taking Time and Cost out of Everyday Work (4 hours)
- Measuring Success: Why is this Happening and How Will I Show Improvement? (4 hours)
- Keeping Your Head Up: Managing Motivation and Morale (4 hours)
- The Changing Role of Supervisors (4 hours)
- Managing Change (4 hours)

College of Continuing Education, California State University Sacramento (CSUS)

The College of Continuing Education at CSUS provides workshops, courses, training programs, and seminars to help adults enhance their careers and improve their job skills.

Phone Number: (916) 278-4433
On-line contact: http://www.cce.csus.edu/general_info/contactus.htm

- Organizational Change and Overcoming Resistance (1 day)
- Change Management (1 day)
- Organizational Change Foundations (1 day)
- Organizational Change Applications (1 day)
- Delegation and Change Management (1 day)
- Innovative Analysis and Change (3 days)
- Leading Green Exchange (6 days)

Cooperative Personnel Services (CPS)

CPS specializes in training public sector employees and meeting staff needs for each organization. CPS offers certificate programs to help employees advance in their careers.

Phone Number: (916) 263-3614 Option 3
Email: trainingcenter@cps.ca.gov

- Effective Change Management (1 day)
- Leading in Tough Times (1 day)
- Project Management (Intro) (3 days)
• Strategic Foresight (1 day)
• Strategic Planning Overview (1 day)

**Folsom Lake College**

Folsom Lake College has been developing Career Technology Programs that are designed to help individuals use real world skills and utilize those skills in the workplace. Website: [Career Technology Programs](http://career.losrios.edu)
Phone Number: (916) 608-6687
Online Contact: [http://www.flc.losrios.edu/Contact_Us.htm](http://www.flc.losrios.edu/Contact_Us.htm)

**Los Rios Community College District, Business and Economic Development Center (BEDC)**

BEDC offers training at their worksite in Sacramento and at the employer’s worksite. BEDC will customize training to meet the employer’s needs.
Phone Number: (916) 563-3230
Email: WinnerB@losrios.edu
- Leading Change (1-2 days)
- Managing Change (1-2 days)
- Knowing-Doing Gap: Making Plans Work (1 day)
- The Leadership Challenge (5 days)

**O Tech Training Center**

The Office of Technology Services (OTech) Training & Event Center provides professional low-cost information systems, business professional development and management training to state, federal, and local government agencies.
Phone Number: (916) 739-7502
Email: Training@state.ca.gov

**State Personnel Board (SPB)**

State Personnel Board offers training courses that range from Supervisory Training, Equal Opportunity Academy, and more.
Phone Number: (916) 653-2085
Email: [ttp@spb.ca.gov](mailto:ttp@spb.ca.gov)