



Unit: Flexibility and Adaptability
Skill 11: Seeing Leaders As Catalysts Of Change
Activity B: Change from Within

Activity Skills:

Creative thinking, group work.

Leadership Skills:

Understanding how to engage people in the process of change.

Suggested Level:

Advanced

Time:

30-35 minutes

Supplies needed:

- Handout "A Leader's Guide to Implementing Change".
- Several large sheets of paper.
- Markers.

Do Ahead:

- Make copies of the handouts.
- Think about any personal stories you would like to share about change.
- Consider possible examples to use during the "Apply" section of this activity.

Source:

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BACKGROUND:

Sometimes leaders must initiate change, but how they go about this can really affect how people respond to the change. While change can often be scary, leaders must learn to look at change as an opportunity rather than an obstacle to be avoided. What are some of the ways to introduce new ideas to others and have them not be resistant?

WHAT TO DO:

Divide participants into small groups of 4-6 people, sitting at tables or in small circles on the floor. Give each group a large piece of paper and some markers. In their groups, participants will be considering several key questions related to leadership and organizational change. The groups will have 5 minutes to consider this set of questions related to change.

Review the following questions:

1. Why is change sometimes necessary?
2. What factors can lead to change being necessary?
3. What are some of the common barriers to change?
4. Why are individuals often resistant to change?
5. What conditions are needed to help people feel more comfortable with change?
6. What strategies can a leader use to motivate others toward acceptance of change?

Each team should then take a moment to choose one person to act as their "table captain." When time is up, the table captain will remain seated, but the rest of the group will have to get up and join a new table.

Ideally, the new team may not contain more than one person from the previous team, but this may vary depending on the overall size of the whole group.

Once everyone has found a new team, the table captains will have 3-5 minutes to summarize the main points of their previous teams discussion, and the new team members will respond with any interesting or additional points from their previous teams discussion. This process repeats until the participants have had time to discuss each of the questions.

Finally, distribute the handout, "A Leader's Guide to Implementing Change," and walk the group through a few of the main points on the handout. This handout is mainly intended to provide further reference for participants.

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Activity B: Change from Within

Based On:

Louis B. Hart, Ed.D.'s *50 Activities for Developing Leaders*.

Notes:

TALK IT OVER:

Reflect:

- Did your group bring up all the points that are listed on the handout, "A Leader's Guide to Change?" Any new ideas?
- What strategies for leading people through change have you seen used or have you used yourself?
- Why is getting people involved in the process of change important? How does it affect their resistance?

Apply:

- What does it mean when we say that change has to come about through a "grassroots" process?
- What are some examples of real world situations in which the ability of a group to adapt to change determined its success or survival?
- Can you think of any leaders who have been instrumental in leading people through change?

BEYOND THE BOX:

Optional Homework:

Look in the headlines and find an article from a newspaper, a magazine or the internet that considers a change that is going on somewhere in your community, country or the world. What is the change? Who is trying to make the change? What resistance is there to that change and what could be done to alleviate it? What leadership strategies would you recommend?

Resources And Web Links:

www.coping.org's [Accepting Change](#)

<http://www.coping.org/grief/change.htm>

the University of Notre Dame's Office of Human Resources

<http://hr.nd.edu/prodevelopment/tips.shtml>

www.rezAMAZE.com, [7 Essential Elements of Leading Change](#)

http://www.rezamaze.com/articles/7_essential_elements_of_leading_change.html