

Mentor Insights



INSIGHTS

LEADING OTHERS

Carl Zehr, Mayor of the City of Kitchener, says that change is difficult. All the stake holders need to be involved in the change process. Communication through the various levels of responsibilities is essential. We sent out questionnaires about anticipated change. The key is to make sense of the information and then act on this feedback.

FEAR OF NO CHANGE

Dr. John Oesch, in a presentation to the Greater Kitchener Waterloo Chamber of Commerce, stated that “sometimes you have to let people know what they will lose if they don’t change.” Fear is often all the motivation you need.

APPRECIATIVE INQUIRY

David Cooperrider, from Case Western University, designed the “Appreciative Inquiry” model which examines the best of what: was, is, should be, and will be. Using numerous questions of inquiry he would search out all four levels. This is an incredibly positive approach to change leadership whether small or large organizational change.



Wayne Townsend, CEO Peer Mentor.net, states that, “if mentoring and coaching are a part of your organization, then change is significantly enhanced..”

If You Could See What I See? Change Leadership

“The only person who truly welcomes change is a wet diapered baby. Much of the literature describes “Change Management” rather than “Change Leadership.” People and companies, large and small, should be led through change as opposed to managed through change.

Know your vision, stick to your values, and then lead people to that vision. When you work at managing that change, often you are making people do something without understanding or motivation.

Nothing is constant except change itself. If you are clear about where you are going, then lead people by communicating effectively, involve them in the process for change as much as possible. There are many styles of leadership and the best leaders will use all of them (Leadership Styles, Situational Leadership, Trait Theory, etc.)

There are many theories being implemented by Human Resource personnel and outsourced change agents for larger corporations. With smaller busi-

nesses, usually the managers are asked to implement change decided by the CEO’s and COO’s. Typically leaders will stick to the change model that they heard about at University. At the best of times, it is difficult to decide upon the most appropriate changes necessary, what process for change will we use, and then how will we implement this change.

People at all levels have this inherent resistance to change. According to Dr. John Oesch, from the Rotman School of Business at the University of Toronto, most people resist change because they are afraid of what they will lose. He stated that you have to help them see what they will lose if they don’t change. Fear is a great motivator.

There is good change and not so good change. Unfortunately, CEO’s will be flown in from the outside to fix things. They in turn will downsize and outsource immediately to demonstrate short term gains. Then two years down the road, the organization has reduced customer service, there is a missing link in the chain of organization resulting in a reduction in business. It is easier to get a customer than it is to lose one. However, once you lose them, you never get them back.

If you could see what I see? I see mentoring programs as the fundamental answer to many of the problems that are inherent in downsizing and outsourcing. The “fly in” CEO doesn’t have history with the company and has no idea who is connected to whom. Anyone can read the spreadsheets and determine where the money is lost. However, business is about people and it is easy to lose a main connection that doesn’t show on paper. With mentoring programs inside your organization, communication is enhanced. It is easier to develop the intellectual capital from within. Oftentimes the answers to problems or declining business is with the people you already have. When everyone inside your organization understands the main vision and mission, then they are all working toward the same end result which is profit for everyone. It becomes win-win-win. Of course it is not as simple as what I am saying. Mentoring has positive measurable impact on the climate within any organization. See www.peermmentor.net for more details on the benefits of mentoring. Change when understood and implemented in positive ways can significantly improve your competitive edge.