

THE PITFALLS OF LEADERSHIP: LACK OF CHANGE MANAGEMENT
BOBBY HILL

Introduction

“The ultimate test of leadership is creating positive change.” John Maxwell

- I. Leading Through Transitions
 - A. What is transition?
 - B. Biblical examples of transitional leadership
 - i. Joshua and Jordan River- Stones, etc...
 - ii. David
- II. Principles for Transitions
 - A. Transition is a necessary process
 - B. Transitions are rarely smooth and predictable
 - C. Successful transitions depend on closure for the past.
 - D. Successful transitions depend on effective leadership

Advice for teams during transition

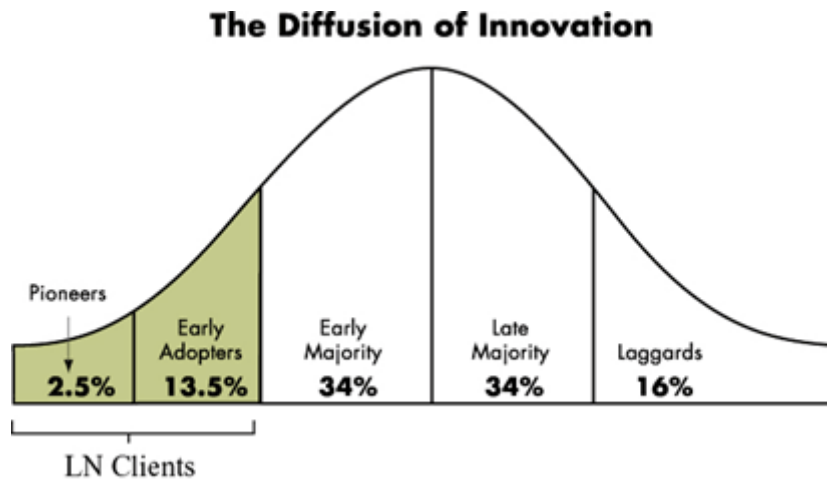
- Stay tight
- Stay in tune
- Stay focused
- Stay positive

III. The Principles Which Govern Organizational Change

- A. People resist change
- B. People resist change for a reason [adapted from Maxwell, J. 1998]
 - 1. When it is not their idea
 - 2. When it creates a fear of the unknown
 - 3. When it challenges tradition
 - 4. When the vision is unclear

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5. When the payoff doesn't match the sacrifice
6. When the leader doesn't have the people's trust
7. When there is a lack of spiritual passion
8. When there is misunderstanding
9. When it is their natural temperament



- C. There is no growth without change
- D. Change must begin with the leader
- E. The leader must be a change agent
- F. Change requires courage

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G. Change produces stress

IV. Models for Leading Change

A. Kurt Lewin

B. John Kotter

- “Effective change agents, compellingly show people what the problems are and how to resolve the problems. They provoke responses that reduce feelings that slow and stifle needed change, and they enhance feelings that motivate useful action. The emotional reaction then provides the energy that propels people to push along the change process, no matter how great the difficulties” (Kotter, 2002, p. 17).
- “People change what they do less because they are given analysis that shifts their thinking than because they are shown a truth that influences their feelings” (Kotter, 2002, p. 7).
- Organizational change only occurs when individual behavior is changed. The central challenge is not strategy, not systems, not culture. These are important, but the core problem is behavior, what people do, and the need for significant shifts in what people do (Kotter, 2002).

C. Situational Leadership; Kersey and Blanchard

V. Kinds of Change

A. **Innovative Change**

B. **Inevitable Change**

VI. Wisdom for Change Agents

A. Preserve the Core—Stimulate Change

- *Built to Last*, Jim Collins
- What are the Core Issues for a Ministry Organization?

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- B. Change must be built on the foundation of a clear and compelling vision.

- C. Don't underestimate the importance of timing
 - Get the advice of mentors and coaches
 - PRAY!

- D. Try the change on for size