

# Change Intelligence:

Leading Change During Times of  
Unprecedented Change

An Inspired Engagement Professional Development  
Webinar

Facilitated by  
Scott Geddis

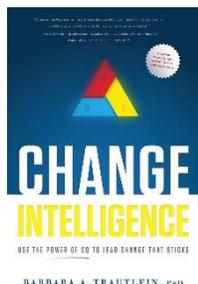
Founder and President, Inspired Engagement  
Phoenix College Faculty, Retired



I N S P I R E D E N G A G E M E N T

**Content of This Webinar Adapted From** *Change Intelligence: Use the Power of CQ to Lead Change that Sticks*, by Barbara Troutline. Available at [www.changecatalysts.com](http://www.changecatalysts.com) and Amazon.

CQ®, developed and presented by Barbara Trautlien in her book, *Change Intelligence*, is the awareness of one’s own *Change Leader Style*, and the ability to adapt one’s style to be optimally effective in leading change across a variety of people and situations.



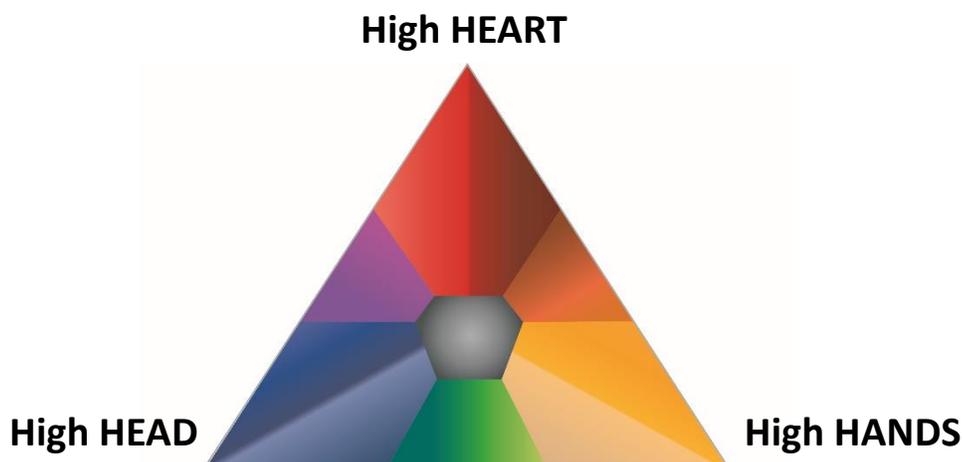
### **The Head, Heart, and Hands of CQ®–**

The theory of CQ® is, we each have our own unique Change Leadership Style. Our style is comprised of our tendencies to lead with our Heart versus our Head versus our Hands. Powerful change leaders, “start with the heart,” “engage the brain,” and “help the hands” move in positive new directions.

Some change leaders have a dominant tendency, and others focus equally on two or even all three components. The most powerful change leaders have all three tools in their toolkit, skill in using the tools, and the savvy to deploy the right tools in the right situation. By building Change Intelligence, Change Leaders can overcome what looks like resistance but is really either confusion over the goal (no “Head”), lack of connection to the goal (no “Heart”), or lack of tactics and training to partner together to work toward the goal (no “Hands”).

So many leaders keep doing things the same way, expecting a different result – the definition of insanity. They expect their people to change, but not themselves, or at least not their own Change Leadership. Change starts with us – and to lead change, we need all three tools in our toolkit: to inspire the Head, engaged the Heart, and help the Hands to get people moving in positive, new directions. That’s CQ®.

Eisenhower said that “leadership is the art of getting people to do what you want done because they want to do it.” Giving people the big picture vision, the tactical plan, and the personal connection motivates others to transition toward positive change.



## Change

:to make or become different in some particular

:to make radically different

:to give a different position, course or direction

Merriam-Webster

The image displays two large, bold Chinese characters in a traditional calligraphic style. The character on the left is '危' (wēi), which means 'danger' or 'hazard'. The character on the right is '机' (jī), which means 'opportunity' or 'chance'. Both characters are rendered in black ink with a slight shadow effect, giving them a three-dimensional appearance.

**Danger**

**Opportunity**

# Change Experiences

Think about a situation you were part of when “Change” was successful and a situation when change was not successful.

## Thinking of a Successful Change initiative:

- What was the situation?  
\_\_\_\_\_  
\_\_\_\_\_
- What were achieved results of the change?  
\_\_\_\_\_  
\_\_\_\_\_
- What are some key factors that led to the success of the change?  
\_\_\_\_\_  
\_\_\_\_\_
- What key actions did leaders take that may have led to the success of the change?  
\_\_\_\_\_  
\_\_\_\_\_

## Thinking of an Unsuccessful Change initiative:

- What was the situation?  
\_\_\_\_\_  
\_\_\_\_\_
- What were some of the impacts of the failure?  
\_\_\_\_\_  
\_\_\_\_\_
- What are some key factors that led to the failure of the change?  
\_\_\_\_\_  
\_\_\_\_\_
- What key actions did leaders take, or not take, that may have led to the failure?  
\_\_\_\_\_  
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Briefly, share the highlights of your experiences with your table.  
As group develop a **list of common actions of change leaders** that lead to successful change initiatives.

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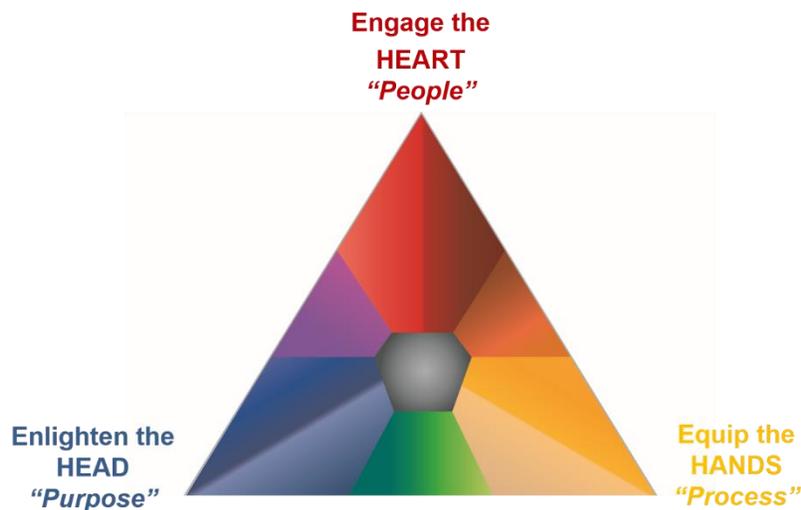
Are these actions related to technical abilities? IQ? Behaviors? Emotional Intelligence?



Which of the following styles most represents you?

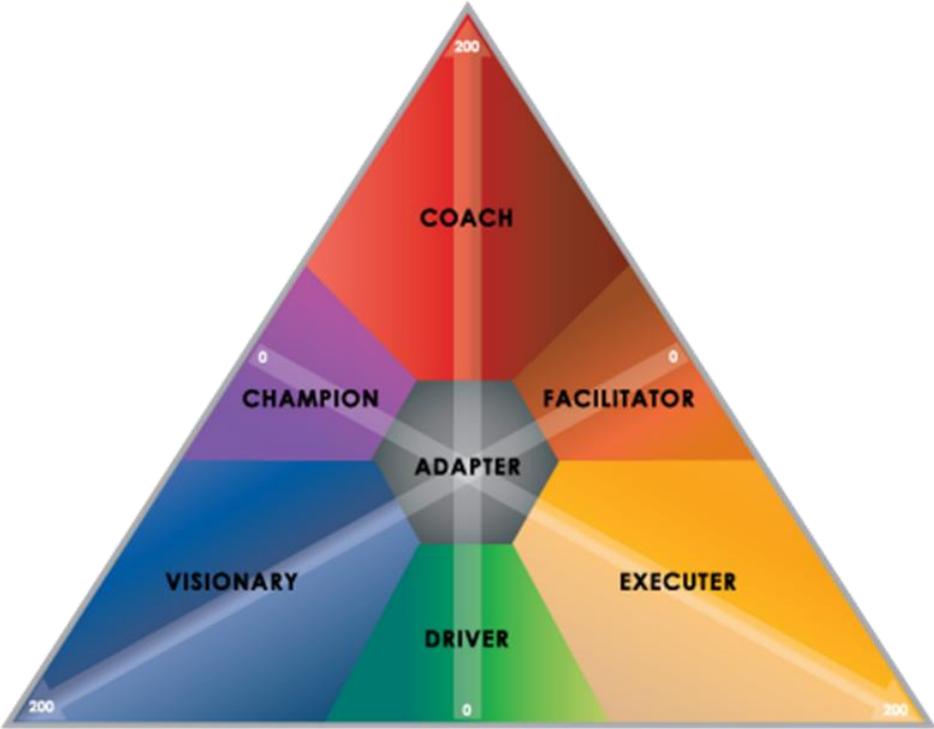
Leading Change from the HEAD	Leading Change from the HANDS	Leading Change from the HEART
Strategic, Futuristic, Purpose-Oriented	Efficient, Tactical, Process-Oriented	Engaging, Caring, People-Oriented
Inspirational and big picture visionary	Planful and systematic executer	Motivating and supportive coach

- What are the strengths of your style as a Change Leader?
- How does your style sometimes overdo your strengths making you less effective as a Change Leader?



What are the blind spots of your style? What can you miss or neglect as a Change Leader?

Leading Change from the HEAD	Leading Change from the HANDS	Leading Change from the HEART
May “leave others behind” wanting to move sooner than people are ready and lack detailed planning and follow-through	May lose sight of the “big picture” and devalue team dynamics and individual’s emotions	May neglect to revisit overall change goals and not devote attention to the specific tactics of the change process



## Additional Notes Strengths and Blind Spots:

Leading Change from the HEAD

Leading Change from the HANDS

Leading Change from the HEART



# Current Change

Which of these significant change initiatives do you see your organization facing over the next 6 months?

- Changes to work processes, practices or policies?
- New technology implementation?
- Developing new markets?
- Significant personnel changes such as executive transition or shifting of workforce demographics?
- A reorganization?
- Don't see yours here? What is the most significant your organization will face soon?

## How will these changes impact YOU as a Change Leader?

What is the Change?

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What will be your role during this change initiative?

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What about your role in this change are you most excited about?

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What about this change are you most concerned about?

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# Think of the changes your organization will experience over the next 6 months.

Apply your awareness of CQ<sup>®</sup> to analyze potential fears, hopes, and opportunities related to this change initiative:

CQ <sup>®</sup> Component	What fears or concerns might people have?	What hopes, and aspirations might people have?	What key next steps would increase the chance of a better change outcome?
Leading the <u>Heart</u>			
Leading the <u>Head</u>			
Leading the <u>Hands</u>			



### **Develop your HEARTSET**

- People need to believe in the change – the sense of urgency, the emotional commitment – the “why.”
- If they don’t – the best result will be passionless compliance and the worst, demotivated resignation.

#### *Ask yourself:*

- ✓ Have I engaged people in the change beyond the intellectual level – made the personal, emotional appeal?
- ✓ Am I continually listening, giving and receiving honest feedback, and keeping a finger on the pulse of the human side of the transition?

### **Develop your MINDSET**

- People need to understand the change that is needed – the business case, the bottom line metrics – the “what.”
- If they don’t – chaos and confusion will result.

#### *Ask yourself:*

- Have I created and communicated a compelling vision, business case, and plan for change?
  - ✓ Have I painted the picture, so others can dream the dream?

### **Develop your SKILLSET**

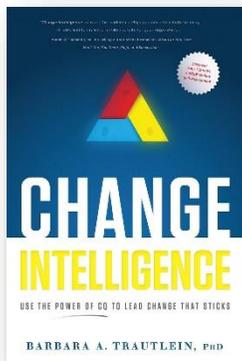
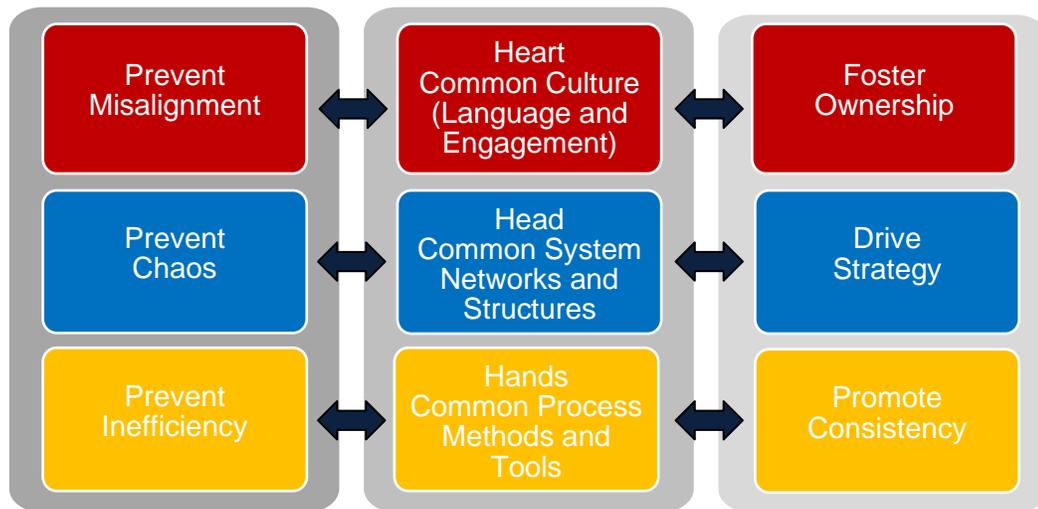
- People need to know how to act consistently with the change, to have the skills and knowledge to do the right thing – the “how.”
- If they don’t, what may appear as resistance may be fear and frustration.

#### *Ask yourself:*

- ✓ Do people know what to do? Have I made the parts they are to play and expectations for deliverables clear?
- ✓ Have I provided the training and other developmental experiences people need to build new competencies? Have I coached people to feel confident and empowered?
- ✓ Have I provided the resources and removed the barriers standing in their way to make them successful?



# CQ® for Organizations



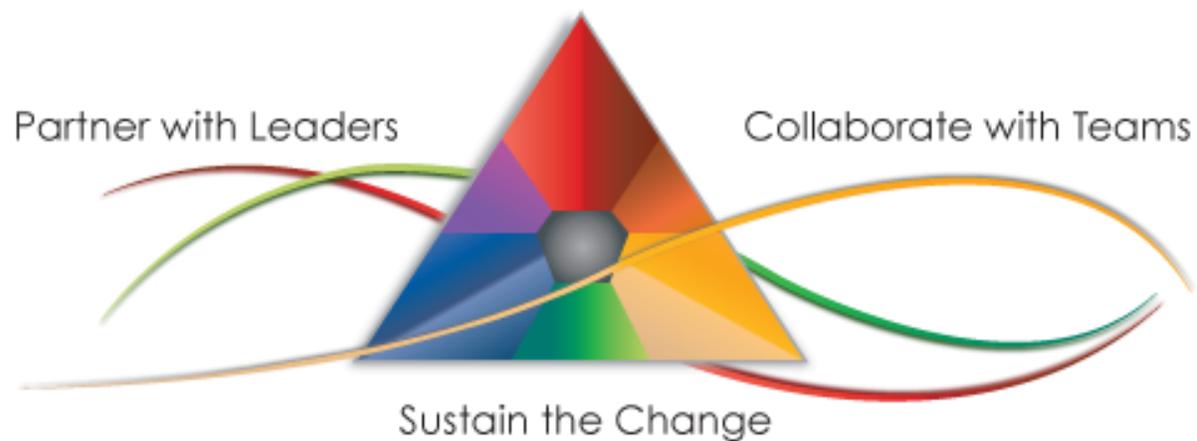
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# Change Intelligence Virtual Workshops



Contact: [scott@inspired-engagement.com](mailto:scott@inspired-engagement.com)

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