

If you lead, will they follow?
Become a leader who inspires transformational change in others
By Robert Sicora, Sicora Consulting, Inc.

Change happens within an organization. True leaders are prepared for changes and develop an action plan for things that happen. Linda Ackerman Anderson (2011, March) gave a presentation called *The ten common mistakes in leading change, and how to prevent them* in which she said: “Change happens from the inside out. If we don’t account for people’s reactions and needs, and we don’t engage them in creating their future, we cannot expect them to change—no matter how much pressure we apply!”

The Ten Common Mistakes that Anderson describes are:

1. Relevance and Meaning-Not overtly linking the change effort to the market and business strategy to create clarity in the minds of stakeholders.
2. Change Governance-Unclear Change Leadership: roles, structure, decision-making, and interface with operations.
3. Strategic Discipline for Change-Leaders not providing a strategic discipline for how change is led across the organization—no enterprise change agenda, no common change methodology, and inadequate infrastructure to execute change successfully.
4. Misdiagnosing Scope-Misdiagnosing the scope of the change either in magnitude or by initiating only technological or organizational initiatives, and neglecting the cultural, mindset, and behavioral requirements.
5. Initiative Alignment and Integration-Running the change through multiple, separate, or competing initiatives rather than aligning all initiatives as one unified effort and ensuring the integration of plans, resources, and pace.
6. Capacity-Not creating adequate capacity for the change—setting unrealistic, crisis-producing timelines and then laying the change on top of people’s already excessive workloads.
7. Culture-Not adequately addressing the organization’s culture as a major force directly influencing the success of change.
8. Leadership Modeling-Leaders not being willing to develop themselves or change their mindsets, behavior, or style to overtly model the changes they are asking of the organization.
9. Human Dynamics-Not adequately or proactively attending to the emotional side of change; not designing actions to minimize negative emotional reactions; not attending to them in constructive ways once they occur.
10. Engagement and Communications-Not adequately engaging and communicating with stakeholders, especially early in the change process; relying too heavily on one-way top-down communication; engaging stakeholders only after design is complete.

Is your company dealing with any of these leadership dysfunctions? The first step to combating these types of issues is awareness--recognizing the concerns and making a concerted effort to deal with it. Insights Discovery and Leadership profiles can be that first step for your company.

The Insights Transformational Leadership profile outlines an individual's leadership style in relation to self, teams, and organizations based upon the preferences revealed in the Discovery Profile. The profile is tailored to fit each individual, and can be used to develop stronger leadership qualities within your organization.

What is your leadership style? The Insights Transformational Leadership Profiles outlines eight different dimensions of leadership:

- Agile Thinking - Engaging different thinking modes
- Leading from Within - Raising self-awareness and living your values
- Facilitating Development - Nurturing the growth of self and others
- Fostering Teamwork - Collaborating to build effective relationships
- Communicating with Impact - Inspiring and influencing with emotional awareness
- Creating a Compelling Vision - Determining a winning direction
- Leading Change - Initiating and directing transformation
- Delivering Results - Honoring commitments and exceeding expectations

Each of these dimensions correlates to different facets of leadership that have been developed through extensive research, and also to the different color energies on the Insights wheel.

Transformational leaders also must be adaptable, nurturing, determined, and committed. In an article entitled “‘What’s your story?’ A life-stories approach to authentic leadership development,” authors Shamir and Eilam (2005) state:

Authentic leaders are portrayed as possessing self-knowledge and a personal point of view, which reflects clarity about their values and convictions. They are also portrayed as identifying strongly with their leadership role, expressing themselves by enacting that role, and acting on the basis of their values and convictions.

There are so many qualities and strengths demanded of a leader. Insights Transformational Leadership profiles can be one additional tool in your toolbox as you grow to better understand both yourself and your team, and guide your organization through whatever changes they face. Gandhi once said, “Be the change that you want to see in the world.” In the same way, you must demonstrate yourself the change that you want to see in your team.

Sicora Consulting can evaluate your leadership team and the processes of your business to add value to your company. Contact Sicora Consulting, Inc. for a free Insights Discovery profile, typically a \$745 value: Robert@sicoraconsulting.com