



IAITAM ACE

May 7-9, 2024 The M Resort  Las Vegas, NV

Overcoming The Challenge of Change

SKOT WALDRON

Finding your IAITAM Oasis





Most change fails because the
price required is too high.
The ultimate price of change?



Discomfort.

THOUGHTS



FEELINGS



ACTIONS







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If you are comfortable all the time,
then you're probably *mediocre*.

The comfort zone is lined with
defensiveness and *excuses* for why
you should stay there.



WHY SKOT?



ME.

20 Years

Speaker

Teacher

100+ Client

JPMorganChase 



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SWISS ARMY 



sesameworkshop.


ROYAL CARIBBEAN CRUISES LTD.



**WORDS
TO DESCRIBE
CHANGE**



TRANSITION

ANXIETY

EXCITEMENT

FEAR

HOPE

UNCERTAINTY

CONFUSION

OVERWHELM

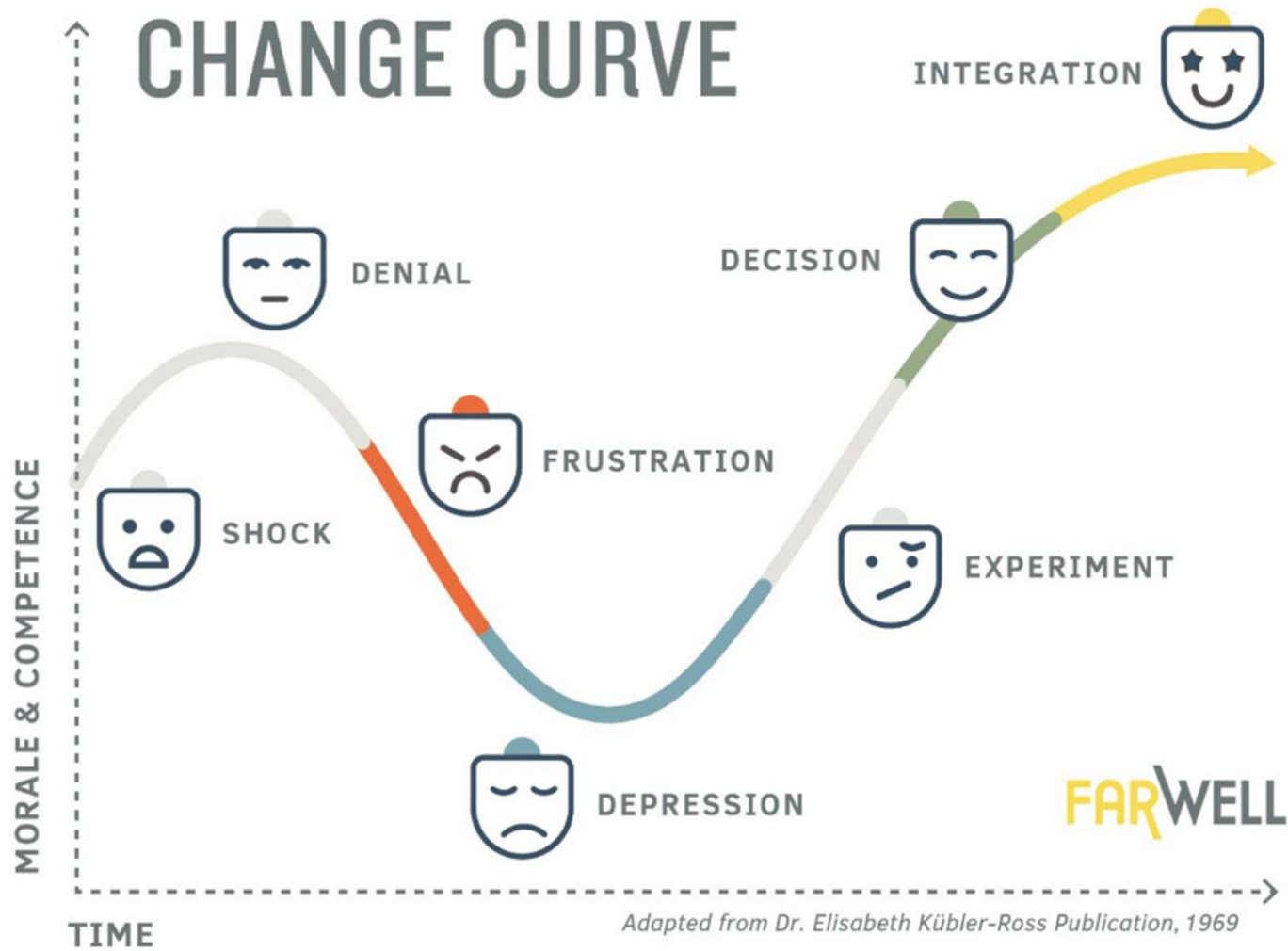
ANTICIPATION

RELUCTANCE

FRUSTRATION

RELIEF

CHANGE CURVE



DIFFERENT CRITERIA

First filter:

Logic

Values

Data

Big Picture

Then:

Decisive

Adaptable



Nurturer



Champion of...
People, relational
harmony, and values

43%
of the population

Present Oriented

- Data/Decisive (G)
- Values/Decisive (Co/G)
- Data/Adaptable (Co/Cr)
- Values/Adaptable (Cr)

Creative



Champion of...
Future ideas,
innovation, and
organizational integrity

9%
of the population

Future Oriented

- Big Picture/Decisive (Co/P)
- Values/Adaptable (Co/N)
- Logical/Adaptable (P)

Guardian



Champion of...
Due diligence,
resources, and efficient
systems and processes

30%
of the population

Present Oriented

- Data/Decisive (N)
- Logical/Decisive (P)
- Logical/Adaptable (Cr)
- Data/Adaptable (Co)

Connector



Champion of...
Relational networks,
collaboration, and
effective communication

11%
of the population

Future Oriented

- Big Picture/Adaptable (Cr/P)
- Values/Decisive (Cr/N)

Pioneer



Champion of...
Strategic vision, results-
focused, and problem-
solving

7%
of the population

Future Oriented

- Logical/Decisive (G)
- Big picture/Decisive (Cr)
- Big Picture/Adaptable (Co)

5 VOICES

Discover Your Leadership Voice

Take the assessment to get started.

Take Free Assessment

Buy Pro Results

5 VOICES
SYSTEM



**INFORMATION
APPLICATION
TRANSFORMATION**

TIP #1

Build the formula.



You can live with the
discomfort of your current
situation, or you can live with
the *discomfort* of change.



Change: $D \times V \times N > \text{Resistance}$

D

Dissatisfaction with the Status Quo

V

Vision of the Future

N

Natural Next Step

TIP #2

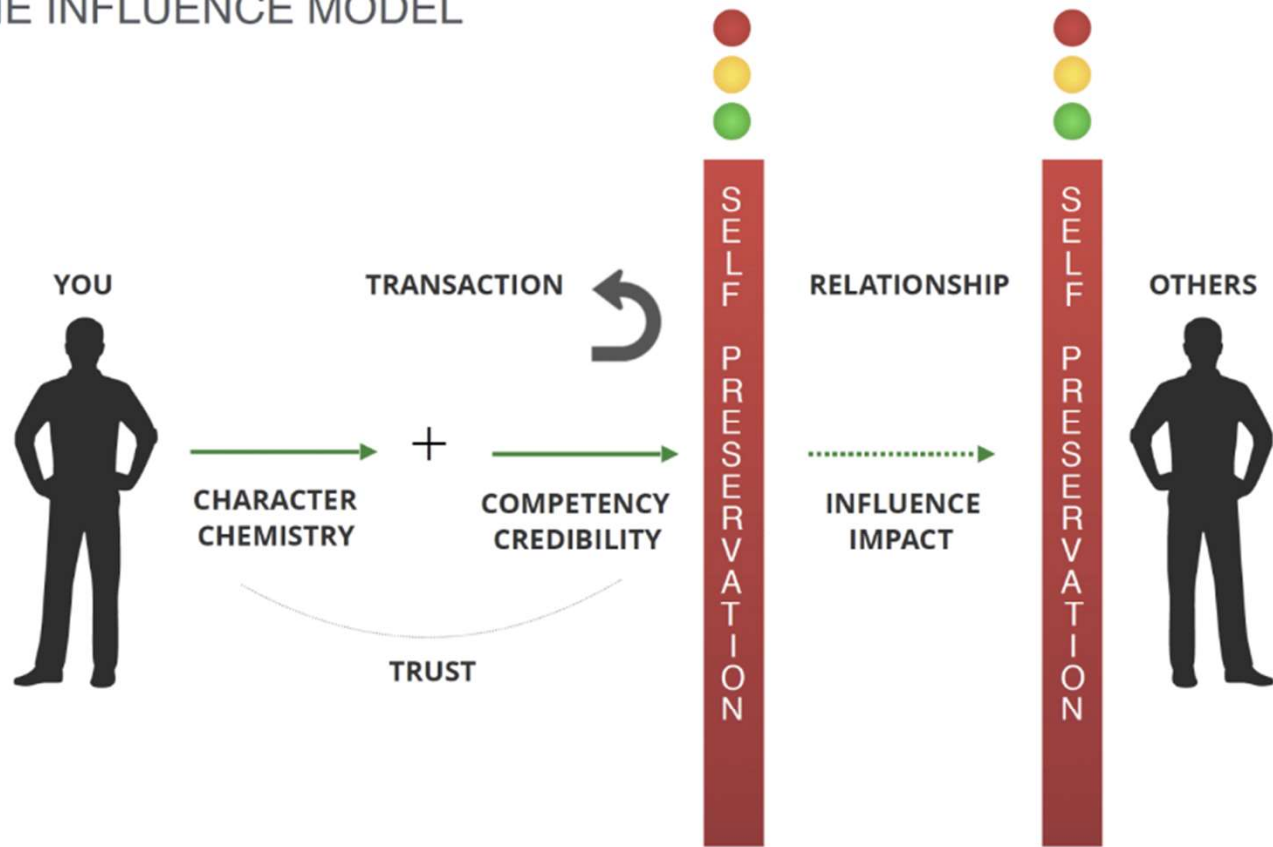
Build influence.



The difference between
manipulation and *influence*
is intent.



THE INFLUENCE MODEL



1. What am I afraid of losing?
2. What am I trying to hide?
3. What am I trying to prove? To whom?



SELF
PRESERVATION

RELATIONSHIP

INFLUENCE
IMPACT



TIP #3

Build a bridge.



*Vision without action
is merely a dream.*

*Action without vision
just passes the time.*

*Vision with action
can change the world.*



**Present Oriented
Leader**



**Nurturer
Guardian**

Future



**Pioneer
Connector
Creative**

**Future Oriented
Leader**



**Pioneer
Connector
Creative**

Present



**Nurturer
Guardian**

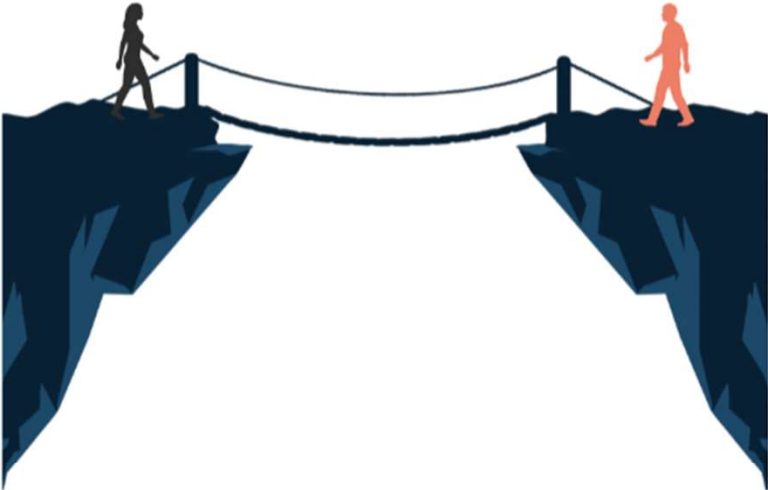
FUTURE VOICES / HERE'S WHAT YOU NEED TO KNOW

1. You're really good at "wow" - we need to hear "how" (...and we've heard it all before)
2. Start with why:
 - What happens if we DON'T?
 - What happens if we DO, and what happened to those who DID?
3. Don't do it to us - do it with us
4. Help us picture ourselves in your vision
5. Value and affirm our contributions, acknowledge your own tendencies, and empower others to communicate vision.
6. Remain sensitive to the pace of change - don't press the gas, help us take our foot off the brake.
7. Run a pilot project whenever you can

PRESENT VOICES / HERE'S WHAT YOU NEED TO KNOW

1. Draw out and encourage ideas/vision and thinking aloud.
2. Let us participate in creation - harness our energy and expertise.
3. Give us some space both physically and intellectually - don't micromanage or put me in a box.
4. Change isn't a bad word because it's critical for growth, but it can be uncomfortable.
5. Delegate authority, not just responsibility.
6. Create space where it's okay to try new things and fail - that's how we learn and grow.
7. Sometimes, you must make decisions without everyone on board – consensus isn't always king.

**Present Oriented
Leader**

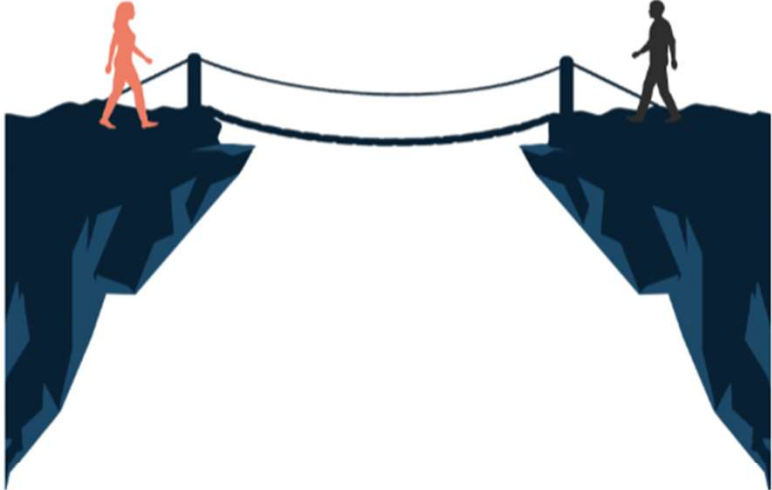


**Nurturer
Guardian**

Future

**Pioneer
Connector
Creative**

**Future Oriented
Leader**



**Pioneer
Connector
Creative**

Present

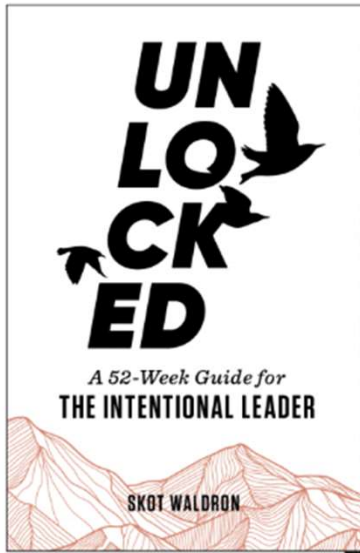
**Nurturer
Guardian**



FREE HELP



		What to do	Who to involve
01	Initiate form the business case & the team	<ul style="list-style-type: none"> • What is the business problem? Present the evidence. • Why is it important to address now? Present the positive consequences of addressing now. • Rally your resources: Identify the stakeholders and socialize the idea early and often 	<ul style="list-style-type: none"> • Project Sponsor: The person who sees the need • Executive Champion: The person with decision making power. • Executors: SME that know how to solve the problem and does that will bring change to life.
02	Motivate share the vision and the plan	<ul style="list-style-type: none"> • Motivate the feeling: Share the vision and "what's in it for me". Knowing something is not enough to cause change. • Show Alignment: Relate to your Mission, Vision, Values and Strategy. • Show the Path: Present how you will get from current state to future state by clearly defining scope, roles & responsibilities & hypothesized outcomes. 	<ul style="list-style-type: none"> • Project Sponsor • Executive Champion • Executors • Audience: Those that will be impacted and need to buy into the change.
03	Activate implement the plan	<ul style="list-style-type: none"> • Communicate: Create and follow a communications plan/schedule that promotes visibility, transparency and expectations. In the absence of information people do to a dark place • Educate: Provide proactive information and training opportunities about the change. • Update: Provide honest communication updates to stakeholders and the org - for better or worse. Include metrics and calls to action. 	<ul style="list-style-type: none"> • Project Sponsor • Executive Champion • Executors • Audience • Champions: Avid supporters of the change that can build buy-in.
04	Celebrate + Iterate	<ul style="list-style-type: none"> • Pause to celebrate: Provide recognition to project team and organization for efforts and achieving outcomes. • Seek feedback: Lean into what is working. Adjust for losses and changes in circumstances. • Iterate: Make adjustments, keep communicating, keep iterating. 	



	What to do	Who to involve
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THE CHALLENGE OF CHANGE

Change: D x V x N > Resistance

- D** Dissatisfaction with the Status Quo
- V** Vision of the Future
- N** Natural Next Step

Nurturer	Creative	Guardian	Connector	Pioneer
<p>Champion of... People, relational harmony, and values</p> <p>43% of the population</p> <p>Present Oriented</p>	<p>Champion of... Future ideas, innovation, and organizational integrity</p> <p>9% of the population</p> <p>Future Oriented</p>	<p>Champion of... Due diligence, resources, and efficient systems and processes</p> <p>30% of the population</p> <p>Present Oriented</p>	<p>Champion of... Relational networks, collaboration, and effective communication</p> <p>11% of the population</p> <p>Future Oriented</p>	<p>Champion of... Strategic vision, results-focused, and problem-solving</p> <p>7% of the population</p> <p>Future Oriented</p>
Data/Decisive (D/P) Values/Decisive (Ca) Data/Adaptable (G/CD) Values/Adaptable (C)	Big Picture/Decisive (Ca/P) Logical/Adaptable (P) Values/Adaptable (Ca/N) Values/Adaptable (C)	Data/Decisive (D) Logical/Decisive (P) Logical/Adaptable (C) Data/Adaptable (Ca)	Values/Decisive (Ca/Cr/N) Big Picture/Adaptable (Ca/Cr/P)	Logical/Decisive (D) Big Picture/Decisive (C) Big Picture/Adaptable (Ca)

COMMUNICATING VISION & LEADING CHANGE

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skotwaldron.com

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CHANGE

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talk.ac/skotwaldron

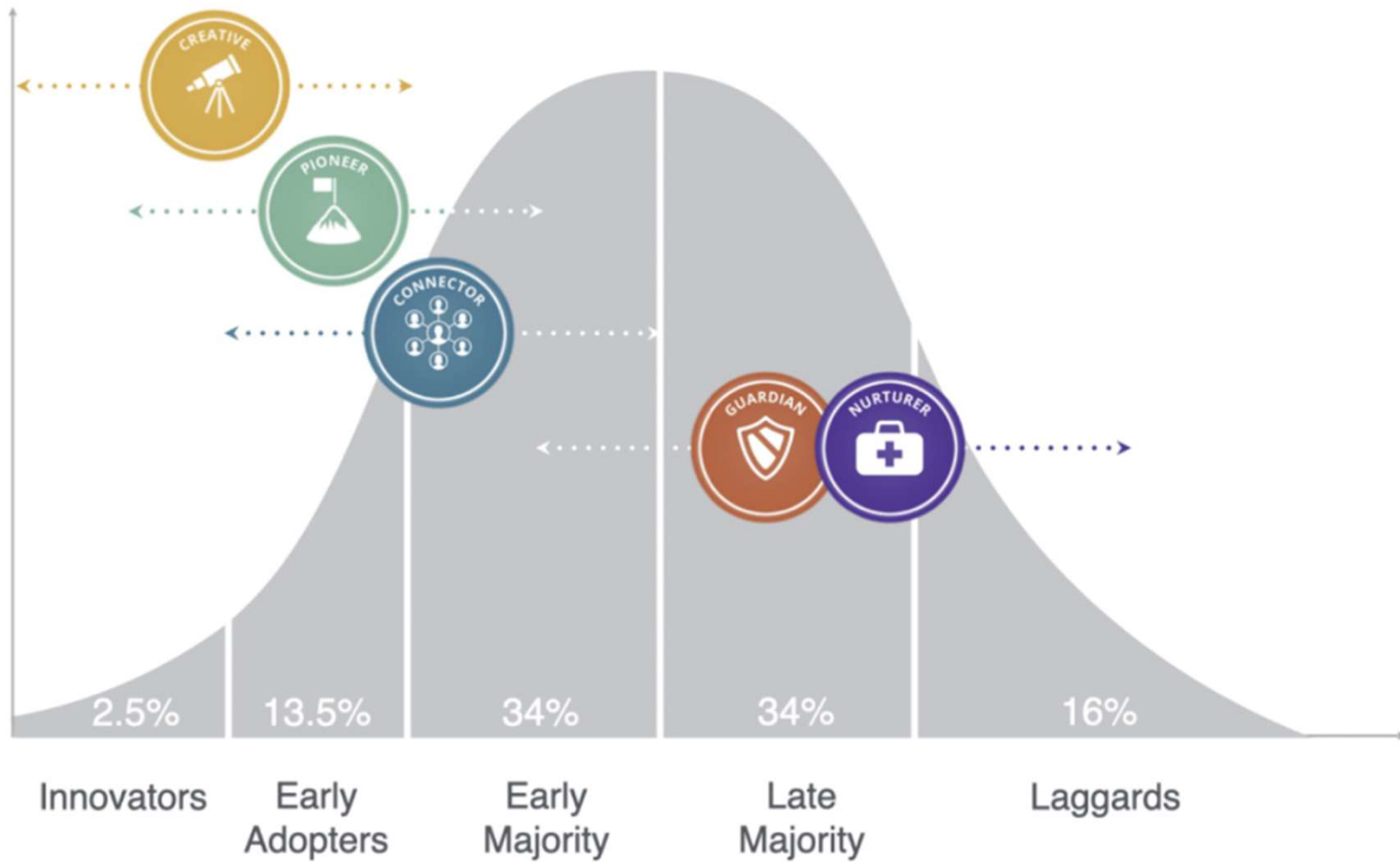
TIP #4

Build an advisory group.



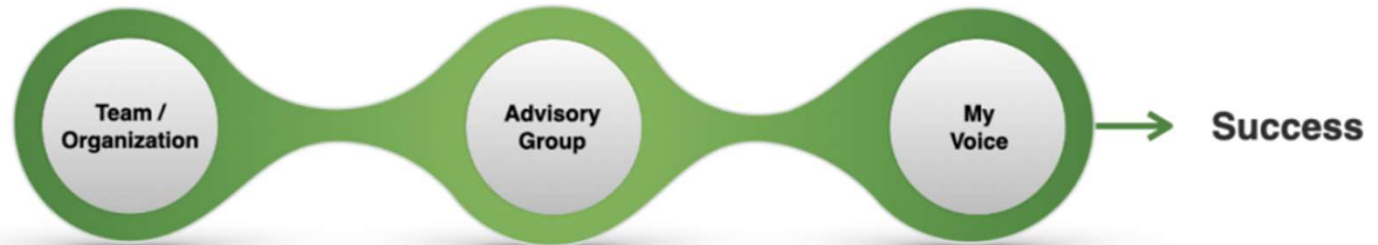
Challenges diminish in size
when viewed through the lens
of *companionship*.

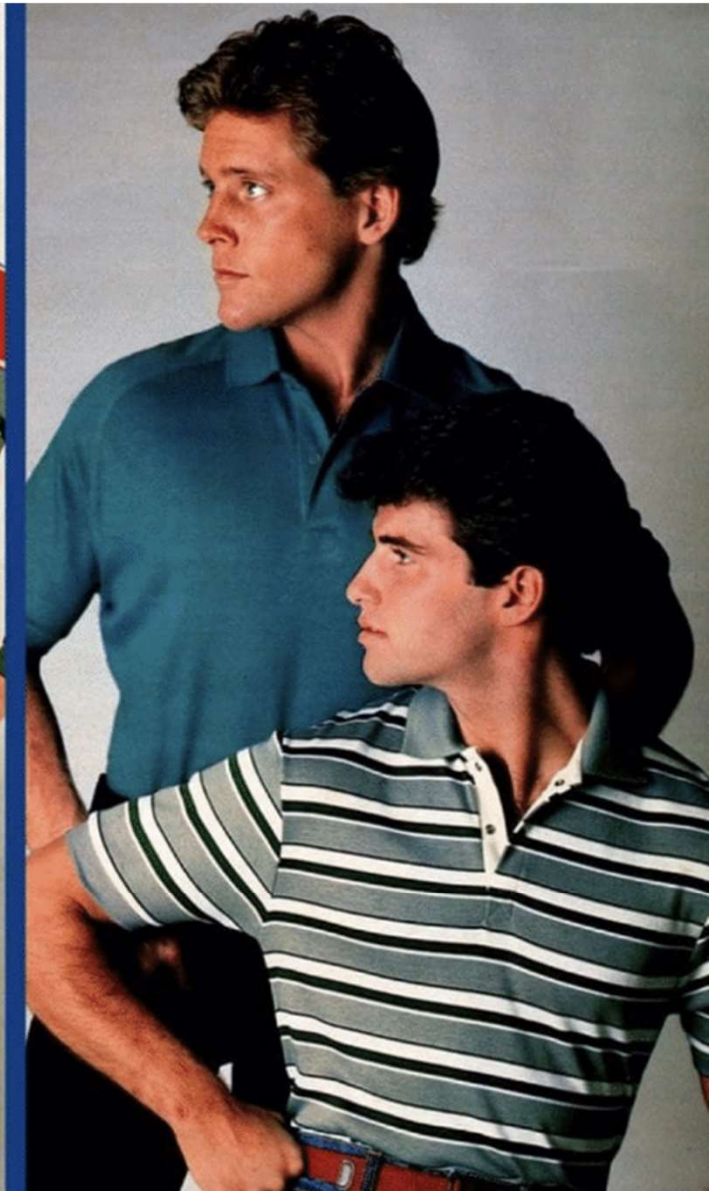




Source Credit: E. Rogers, Diffusion of Innovations (1962)

Which **Key Voices** need to be in your Advisory Group to complement your voice?











Get to
vs.
Have to





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