

Maina K. M'Poyo
STRATEGIC THINKER, LEADER, AND ADVISOR



On Change Leadership

THE PURPOSE DIRECTION OF CHANGE LEADERSHIP



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mainakmpoyo.com

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CHANGE LEADERSHIP NEEDS A DIRECTION. AND THAT DIRECTION IS PURPOSE.

Most change management initiatives fail. Why?

Precisely because they are considered one-off management initiatives while they should be embraced as a continuum of leadership culture.

Year after year, studies after studies, benchmarking exercises, senior executives' polls, and employees' engagement surveys, companies face the hard truth—and cost—of the undelivered promises of change... with varying degrees of significance according to the source of the analysis.

SO, WHAT ARE THE MOST PROFOUND MISTAKES I HAVE OBSERVED IN MY ADVISORY WORK ON LARGE-SCALE TRANSFORMATIONS?

- ◆ **Poor Purpose-Driven Change Leadership.** Failing to share and communicate an enterprise-wide transformation's purpose that is strong, compelling, and inspirational for all stakeholders. Change encompasses mindset, behavior, decisions and actions. By definition, change needs a direction, and that direction is purpose.
- ◆ **Static Thinking.** Looking at change as a move from one static equilibrium to another one and failing to acknowledge that even a punctual change is the start of a never-ending evolution.
- ◆ **Underestimation of the Organizational Complexity of Learning.** Addressing individual learning requirements but failing to anticipate the need for organizational knowledge to make the transformation successful.
- ◆ **Sequential Version of Change.** Putting all change “initiatives” at the end of transformation projects which does not allow employees to connect with the vision and build a momentum about change.

ADVICE FOR CHANGE LEADERS

- ♦ **Lead First, Empower Second, ... and Let the Management Side of Things Take Care of Itself.** Share the purpose of change and embody it. Empower people as leaders of their own change, and THEY will manage all the day-to-day intricacies in the new world.
- ♦ **Think ‘Dynamic’.** Envision the organization as a dynamic ecosystem absorbing and adapting to a new complexity. And adjust the Learning & Growth culture accordingly.
- ♦ **Address the Organizational Learning Needs** beyond the individual requirements of new roles.
- ♦ **Rethink Change as a Continuum.** Embed change-supporting initiatives throughout the transformation.

Ultimately, by living change by example in a dynamic way and with the right learning culture, business leaders can increase the likelihood of success of organizational change —from incremental improvement to self-disruption.

Maïna K. M’Poyo can be reached at contact@mpoyoconsultinggroup.com
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