

Today we submitted a three-phase change strategy that focuses first on building up the core of change leaders and then cascades responsibility for, and ownership of, execution of the new strategy throughout the next level of management. The strategy follows this model of progressive transfer of tools, know-how, and empowerment. We as Learning Coaches deliberately attempted to remove ourselves from the roles of “leader” and “expert” so as to facilitate the transfer of knowledge to the client body. The goals of the three phases follow.

Phase 1 Goal: Define the Challenge and Assess Strengths

We want to support the LT in coming to grips with the dimensions of the change challenge ahead and what it will take to develop a scenario for achieving a viable future. To do this, we will focus on the strengths of plant personnel and on their successful history of managing past challenges. From this review, we will guide them to craft the dream scenario as a “pull” strategy.

Appreciative Approach

A critical element of the whole effort must be the development of the LT into a high-performing team, which needs to be perceived as a vital leadership force that will formulate a viable plan for the plant’s future as well as model the leadership behaviors that will motivate and engage the next level of leadership. The second line of leaders in the organization will be largely responsible for executing the agreed-upon strategy. They are called the next-level leadership team (NLLT). During this phase, we will play an active facilitation and coaching role.

Just-in-Time Intervention

Phase 2 Goal: Build the Leadership Team

In this phase, we want to coach the LT and the NLLT on becoming an integrated leadership team whose members share a future vision, are clear on their strategy, have clearly contracted their distinct roles and responsibilities, and have agreed upon an action

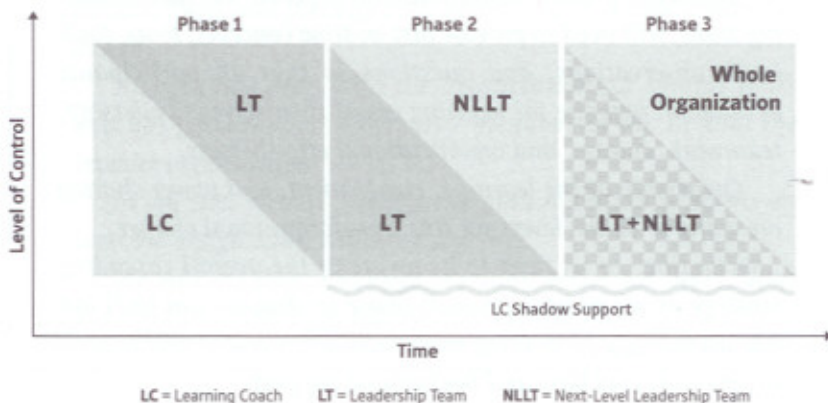
plan. A key part of the process is for the integrated leadership team to explicitly capture its learnings in the five dimensions as well as incorporate the ARL tools and processes in its work. These tools will in effect form a new language with which the whole organization will communicate in the future. During this phase, we will share the facilitation task with the LT while providing just-in-time coaching.

**Balancing Task
and Learning**
Just-in-Time
Intervention

Phase 3 Goal: Support the New Leaders

In this phase, the goal is to support the new champions (members of the LT and the NLLT) in rolling out the cultural transformation, the strategy, and the learning concepts and tools to the rest of the organization. This process of institutionalizing the learnings and tools will mean that members of the integrated leadership team must coach their direct reports and provide the processes and tools that will enable them to engage the entire workforce in the change to come. During this phase, we will play a shadow coaching role with some preplanned skill-building activities and just-in-time interventions on a limited and as-needed basis. See Figure 2.

FIGURE 2. Change Strategy Phases 1, 2, and 3



We explained to Robert and Ruby that our goal with them was threefold:

- Help them create and navigate a successful transformational change
- Make the change process transparent so that they become fluent with the ARL principles, elements, and processes supporting the change
- Encourage them to try out the concepts, tools, and techniques that will make this change endure with their own teams and peers. The team will be responsible for institutionalizing the learnings, behaviors, and new corporate language throughout the manufacturing plant.

Balancing Task and Learning

Ownership of the Learning

Holistic Involvement of the Individual
Just-in-Time Intervention
Guided Reflection
Balancing Task and Learning

Reflections

This is going to be a challenging assignment and will require effective teamwork and modeling on our part.

We are going to need LT input and buy-in for phase 1, the LT is going to need NLLT input and buy-in for phase 2, and the integrated leadership team (the LT and the NLLT) is going to need input and buy-in from the larger site for phase 3.

Throughout the transformational process, we, the consulting team, will need to provide just-in-time concepts, tools, feedback, observations, and questions so that all participants develop an appetite for learning about themselves, leadership, teamwork, change, and organizational effectiveness.

Ownership of the learning, engagement, and power sharing are going to be the levers for this transformational change.

The three of us need to be aware of the overall cascading strategy as we embark on each phase so that we can shift our role accordingly from being more facilitative and visible to serving more as coaching and background support.

We feel we are now mentally and emotionally ready for this challenge.