Transformational Leadership

Jan Klein

Lecture 5

Pushing vs. Pulling Change

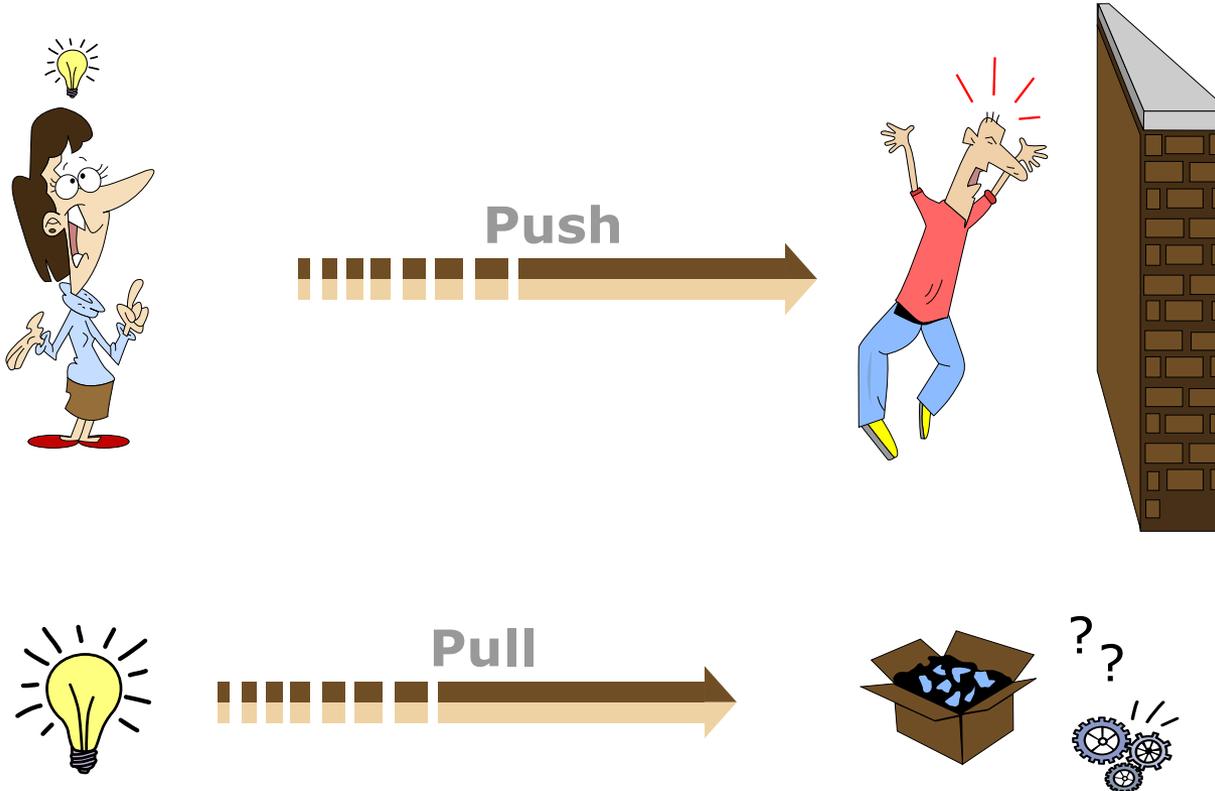Push

Pull

Image by MIT OpenCourseWare.

Pushes

Audits

Edicts

Hammering Ideas

Teaching

Image by MIT OpenCourseWare.

Pulls

Incentives

Problems/Challenges

Image by MIT OpenCourseWare.

One Sweet Spot

&

Teaching Addresses a Problem

Image by MIT OpenCourseWare.
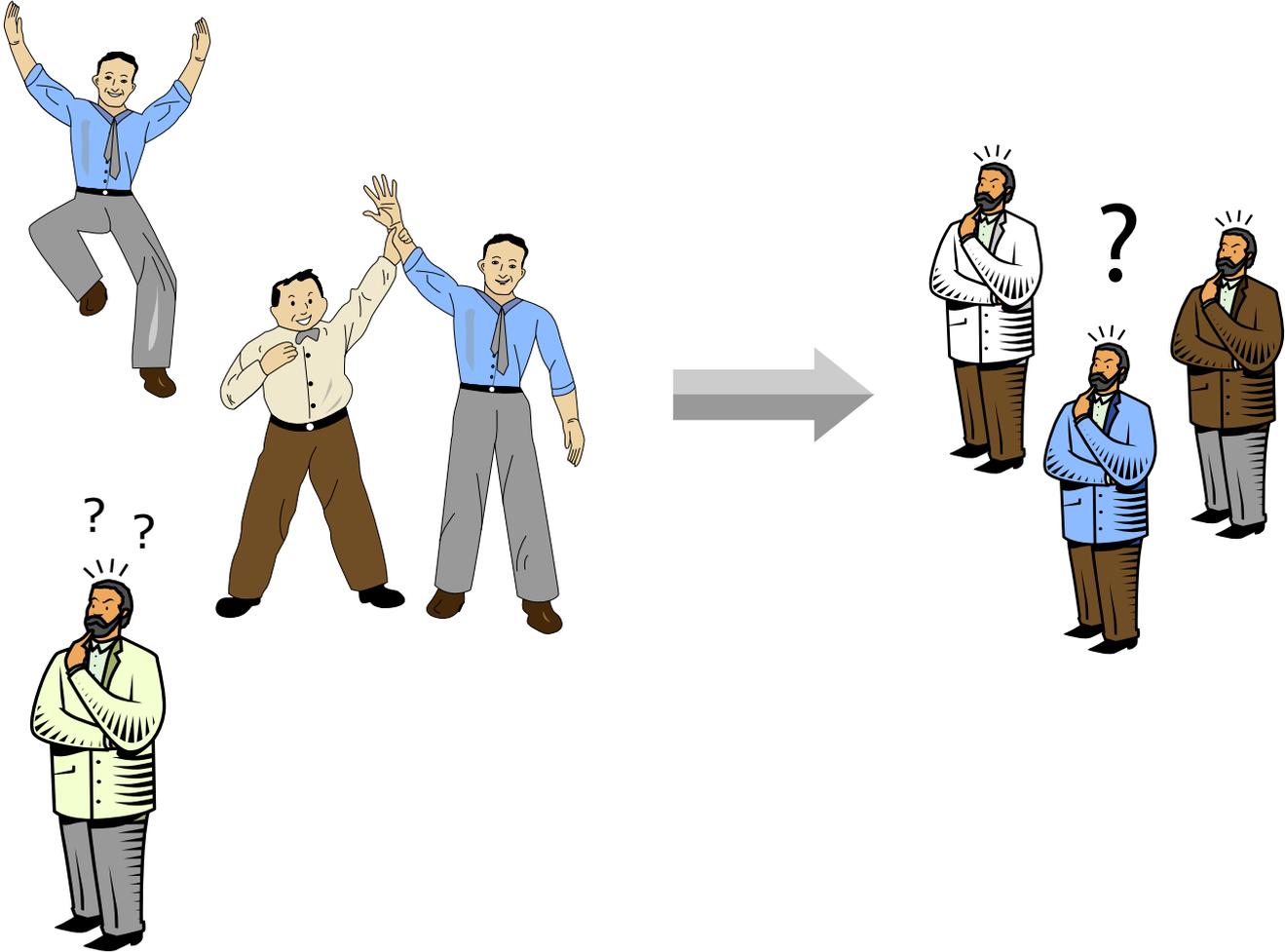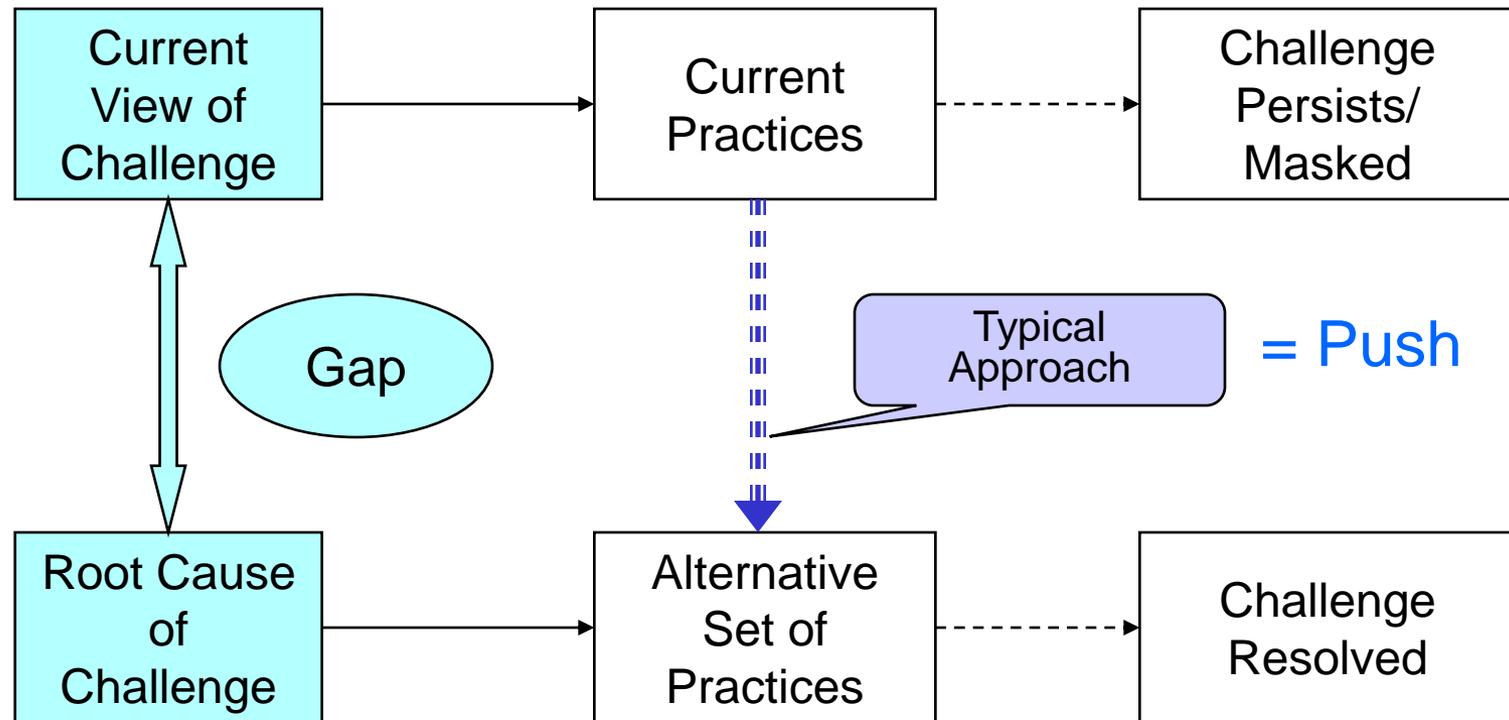
Getting Shared Recognition of the Problem

Image by MIT OpenCourseWare.

Introducing Outsider Perspectives

Strategies for Managing Change

HARD FORCING

Divide and conquer

SOFT FOSTERING

Internal consensus

RESTRAINED FORCING

Advance notice/input

Internal education

ROBUST FOSTERING

Anticipating Conflict

Value internal diversity

From "Strategies for Negotiating Fundamental Change," J. Cutcher-Gershenfeld, R. McKersie & R. Walton, November 1996

Forcing/Fostering Challenges

Forcing Challenges

Picking your battles

Maintaining your resolve

Underestimating counter-forcing

Keeping the forcing under control

Recovery afterwards

Fostering Challenges

Building relationships

Constructing internal consensus

Generating results

Maintaining continuity

Unforeseen complications

From "Strategies for Negotiating Fundamental Change," J. Cutcher-Gershenfeld, R. McKersie & R. Walton, November 1996

Upcoming

- Session 6
  - Don Davis and Bill Hanson

- Session 7
  - Alum panel
  - Paper due Session 7 – 4-5 pages
    - Reflection on what leadership means to you personally
    - Identification of where your passion lies and the legacy you would like to leave behind from your two years in LGO
    - Begin to formulate a project that will help you achieve your goals and objectives

Leadership Journals

- Your personal record of observations & thoughts
  - behaviors of good and bad leaders you encounter
  - reflection on your own leadership actions
  - track progress toward your leadership development plans

- Recommend using during prosems, plant tours and Davis/Hanson seminar

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