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HIGHER ED & RESEARCH TECH SUMMIT

# The Impact of Leader Mindset on Direct Report Change Readiness

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- Experience in human resources and change leadership
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- Experience in digital transformation
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Why this? Why now?

# What you can expect:

- Active participation
- Theory coupled with personal stories and reflections
- A practical takeaway

# Outcomes

1. Identify attributes that are associated with great leaders.
2. Make connections between leader mindset and responses to change.
3. Connect successful stories of change with the three (3) perceptions of change readiness.
4. Describe the relationship between leader mindset and direct report change readiness.
5. Identify one (1) leadership lesson or takeaway for further consideration or implementation.

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Setting the Stage

# The Best Boss Ever



Image: Freepik.com

- Think of the best boss you have ever had.

- Using one (1) post-it note per descriptor, describe what made them great.

- Place the descriptors under the most appropriate heading.

Key Concept: Mindset

# Mindset



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is the lens through which one views the world: the framework through which one:

- makes sense of things,
- derives meaning,
- plans actions, and
- decides to keep or filter out information.

(Gottfredson & Reina, 2020)

# A New Change

Imagine your boss comes to you and says:

- "We're changing how we do things around here."

…or…

- "By next Academic Year, 50% of courses will be HyFlex."

**What is your first response?**

# What is your first response?

Key Concept: Change Readiness

# Change Readiness



Image: Freepik.com

is an individual's perception of
- the need,
- capacity, and
- benefit.

(Choi & Ruona, 2011)

# Successful Change



Image: Freepik.com

- Think of a successful change you have been part of (work, home, anywhere).

- Using one (1) post-it note per descriptor, describe what made it successful.

- Place the descriptors under the most appropriate heading.

| | Model 1 (PP) (Grant & Higgins, 2013) | | Model 2 (DI) (Brandstätter et al., 2015; Gollwitzer, 2012) | | Model 3 (LP) (Briceño, 2015, 2017a, 2017b; Vandewalle et al., 2018) | | Model 4 (GF) (Blackwell et al., 2007; Dweck, 2014, 2016a; Kelly, 2013; Miller, 2013; Popova, 2014) | | Model 5 (TL) (Ackerman Anderson & Anderson, 2017; Anderson, 2018; Berson & Avolio, 2004; Herold et. al, 2008) |
|---|---|---|---|---|---|---|---|---|---|
| | Promotion | Prevention | Deliberate | Implemental | Learning | Performance | Growth | Fixed | Transformational Leadership |
| Primary Focus | Risk | | Goal determination | | Benefits & results | | Self-worth | | People |
| Mantra | "Pla... | | | | "Invest in tomorrow" | | | | "Caring for & empowering people" |
| Goal Setting | Agre... | | | | Adaptive | | | | Future focused |
| Risk Appetite | Hi... | | | | High | | | | High |
| Fear | Becoming irrelevant | Making a mistake | Missing an opportunity | Not achieving the goal | Not growing | Failure | Not growing | Making a mistake | People & processes stay stagnant |
| Action vs. Analysis | Action | Analysis | Analysis | Action | Analysis | Action | Action | Analysis | Both |
| Speed | Fast | Slow | Slow | Fast | Slow | Fast | Peripheral | Fast | Peripheral |
| Thinking | Big dreamers | Immediate & clear | Openness | Close-minded | Discovery & adaptable | Maximize performance | Openness | Clear & known | Openness |
| Precision | Not important | High | Not important | High | Practice/fail to learn | High | Practice/fail to learn | High | Practice/fail to learn |
| Problem Solving Style | Creativity | Analysis | Look at alternatives | Calculated & methodical | Trial & error | Minimize mistakes | Trial & error | Minimize mistakes | Empowering others to find solutions |
| Preferred Feedback | Praised for effort | Status reports | Praised for openness | Status reports | Praised for learning | Praised for success | Praised for effort & learning | Praised for success | Praised for impacting others |
| Inspiration Source | Dreamers & visionaries | Wisdom & consistency | Creative & careful | High performance | Growth & future positioning | Results & success | Dreamers & visionaries | High performance | Vivid imagery & future positioning |

12 ASPECTS OF MINDSET

5 MINDSET MODELS

# Key Points:

1. Each model offers an alternative way to view mindset.
2. Mindset models can be both similar and different.

**Consider different mindset models and what they offer in terms of increased self-awareness as a leader.**

**INPUTS TO CHANGE READINESS**

**The Type of Change**
developmental, transitional, transformational
*(Anderson & Ackerman Anderson, 2010, 2011)*

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**The Neutral Zone**
perception of and engagement with
*(Bridges, 2003; Herold et al., 2008)*

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**Organizational Culture**
the framework for how change is perceived broadly
*(Schein, 2010)*

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**Underlying Assumptions**
can lead to competing commitments
*(Kegan & Laskow Lahey, 2001)*

**Motivation**
perceived capacity to be successful, beneficial, and necessary, hierarchy of needs, self-determination
*(Robbins et al., 2018)*

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**Engagement**
opportunity to shape the change itself, better understand the need, clarity on capacity and value proposition
*(Axelrod, 2010)*

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**Commitment**
desire for rewards, punishment avoidance, identification with the organization, seeking peer acceptance
*(Armenakis et al., 2001; Robbins et al., 2018; Stevens, 2013)*

**7 INPUTS**

**CHANGE READINESS**

**The Three Dimensions of Change Readiness**

1) Perception of the need for change

2) Belief of individual and organizational capacity to make the change successful

3) Perceived individual and organizational benefit
*(Choi & Ruona, 2011)*

**OUTPUTS OF CHANGE READINESS**

**Motivation**
level of intensity, direction, persistence towards the change and its goals
*(Robbins et al., 2018)*

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**Engagement**
level of enthusiasm, energy, motivation, creativity, output, performance
*(Chamorro-Premuzic et al., 2018; Kruse, 2012)*

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**Commitment**
level of change adoption, compliance, identification with, internalization
*(Armenakis et al., 2001; Robbins et al., 2018; Santhidran et al., 2013)*

**Resistance**
maintaining the status quo, vocal opposition, withholding information
*(Kegan & Laskow Lahey, 2001; McKay et al., 2013; Miller et al., 1994; Val & Fuentes, 2003)*

**4 OUTPUTS**

# Key Points:

1. Change readiness is a continuous process of evaluation and response.

2. Inputs affect. Outputs are affected by.

**Consider how the three (3) perceptions of change are impacted by the inputs and adjust based on what you see.**

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**7 INPUTS** — **12 ASPECTS OF MINDSET**

| Input | Primary Focus | Mantra | Goal Setting | Risk Appetite | Fear | Action vs. Analysis | Speed | Thinking | Precision | Problem Solving Style | Preferred Feedback | Inspiration Source | Description |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Type of Change** (Herold et al., 2008) | X | X | | | | X | X | X | X | X | | | trust, … ectual |
| **Neutral Zone** (Bridges, 2003) | X | | X | X | X | X | X | X | X | X | X | X | creativity, understanding the reality of the neutral zone, temporary structures, and interconnectedness |
| **Organizational Culture** (Schein, 2010) | | | X | X | X | X | X | X | X | X | X | X | seeing oneself as being both impacted by and impacting culture, the opportunity to consciously adjust personal mindset for the purpose of impacting the larger system |
| **Underlying Assumptions** (Kegan & Laskow Lahey, 2001) | X | | | | X | X | X | X | | | | | guidance, time, safety, questioning, reflection, and a willingness to engage in sustained discomfort |
| **Motivation** (Robbins et al., 2018) | X | X | X | X | | | | | X | | X | X | intensity, direction, persistence, goal setting, alignment of goals, met and unmet needs, self-determination, empowerment, and ownership |
| **Engagement** (Axelrod, 2010; Rock, 2008) | X | X | | | | X | X | X | | X | | | status, certainty, autonomy, action, involvement, connection, community, relatedness, fairness |
| **Commitment** (Stevens, 2013; Herold et al., 2008) | X | X | X | | | | | X | | X | X | X | identification, psychological alignment, social acceptance, attitude, intention |

# Key Points:

1. The way we **Think** and how we "characterize" our approach (**Primary Focus**) have the greatest impact on our people.

2. The **Neutral Zone** and **Organizational Culture** are most impacted by our mindset. *(← opportunity)*

**Consider how our mindset has a long-term impact on our people and their perception of things.**

What does a leader need to know?

# 1. Reflect



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Attend to your mindset. Ensure it fosters the environment you seek.

# 2. Be Intentional



Increasing change readiness takes time, effort, design, and persistence in the day-to-day.

# 3. Embrace Resistance


Image: Freepik.com

Resistance offers insight for how to adjust your mindset and affect the inputs of change readiness.

Thank You

The Impact of Leader Mindset on Direct
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