



# ***Successfully Managing People***

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# ***Successfully Managing People***

- **Session One**      **March 5, 2021**  
***Leadership 101***
- **Session Two**      **March 12, 2021**  
***Emotional Intelligence***
- **Session Three**    **March 19, 2021**  
***Performance Management Process***
- **Session Four**      **March 26, 2021**  
***Managing Differences Constructively***
- **Session Five**      **April 2, 2021**  
***The Dynamics of Change***

# ***The Dynamics of Change***

***There is nothing permanent  
except change.***

Heraclitus (540 B.C.)



**People**

**Process**

**Objective**

# ***Your Thoughts...***

- ✓ **Positive aspects of change?**
- ✓ **Difficulties associated with change?**



# Situational Leadership



***Change Management***

# ***Situational Leadership***

- ***Directing*** style provides specific instructions for individuals. Monitors work closely.
- ***Coaching*** style explains decisions and solicits suggestions. Provides frequent feedback.
- ***Supporting*** style makes decisions together with others. Encourages individuals to take the lead.
- ***Delegating*** style turns over decisions and responsibility for implementation to others. Fosters continuing growth.

# ***Case Study***

**Your department has a computer system that has been effective for several years. It is now time to upgrade the system and implement new procedures. You are responsible for a highly experienced group of employees who you need to lead through this change.**

***Where are they on the Situational Leadership development scale?***

***What do they need from you to be successful with the change?***

# ***Emotional Intelligence***



**Personal Competencies**

- **Self-Awareness**
- **Self-Management**

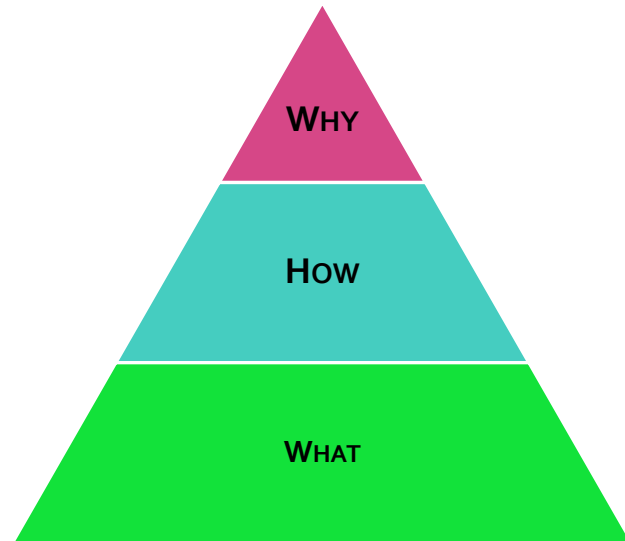
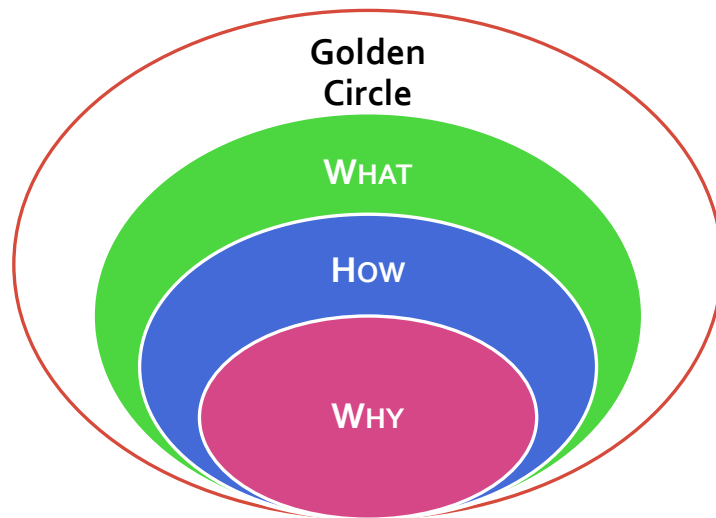
**Social Competencies**

- **Social Awareness**
- **Relationship Management**

***Picture of Whole Person***

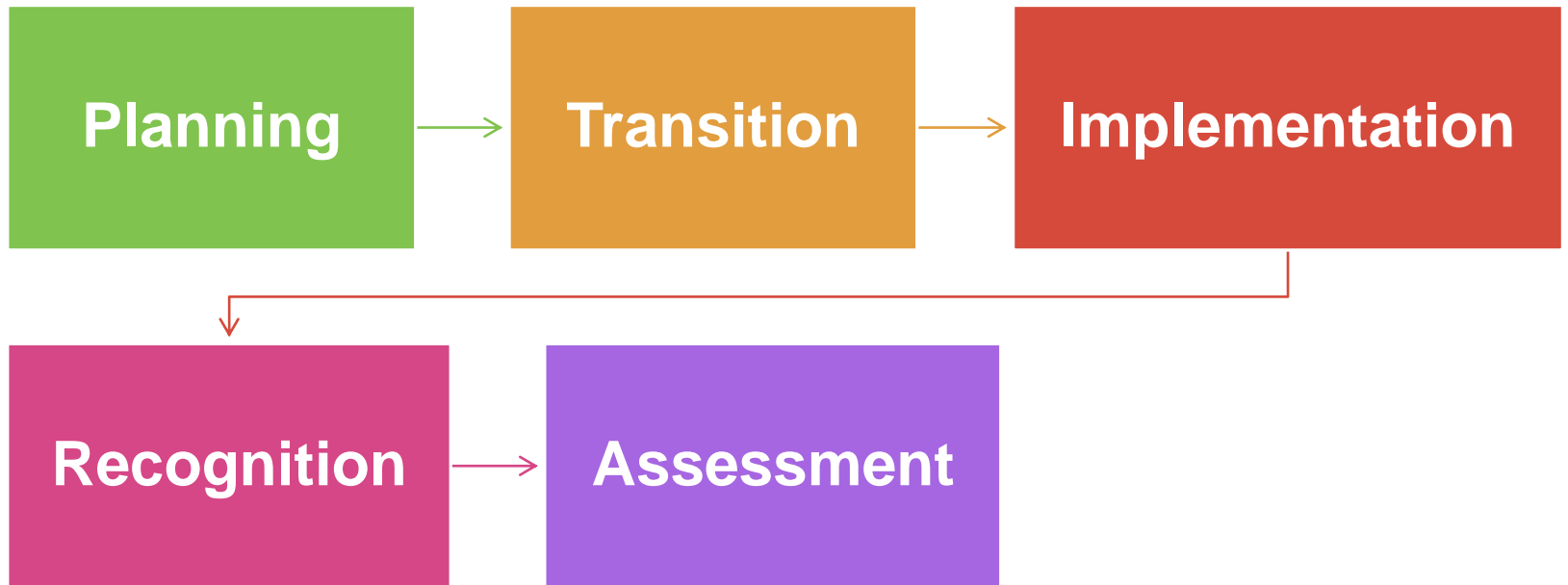


# *The Golden Circle*



**Seven words of dying organization...**  
***That's the way we've always done it.***

# ***Change Process***



# ***Eight-Stage Process***

- **Establish sense of urgency.**
- **Form powerful coalition.**
- **Create vision for change.**
- **Communicate vision.**
- **Remove obstacles.**
- **Identify short-term wins.**
- **Continue to build and assess.**
- **Make part of your culture.**



# ***Four Cores of Credibility***

**Character**

- Integrity
- Intent

**Competence**

- Capabilities
- Results

***Speed of Trust***

# ***Case Study***

**You have to explain some policy changes to the individuals in your department. You know they will be unpopular.**

***How are you going to approach them?  
What is the best way to implement the changes?***

# ***Power of Communication***

- **Explain reasons.**
- **Ask for reactions. Listen.**
- **Clear up misunderstandings.**
- **Get involvement. Request ideas.**
- **Ask for support.**
- **Follow through.**



***Define new expectations.***

# ***Johari Window***

<b>Public Knowledge</b>	<b>Blind Spots</b>
<b>Hidden Area</b>	<b>Unknown Area</b>

<b>Known to me and you</b>	<b>Known to you and not me</b>
<b>Known to me and not you</b>	<b>Known to neither you nor me</b>

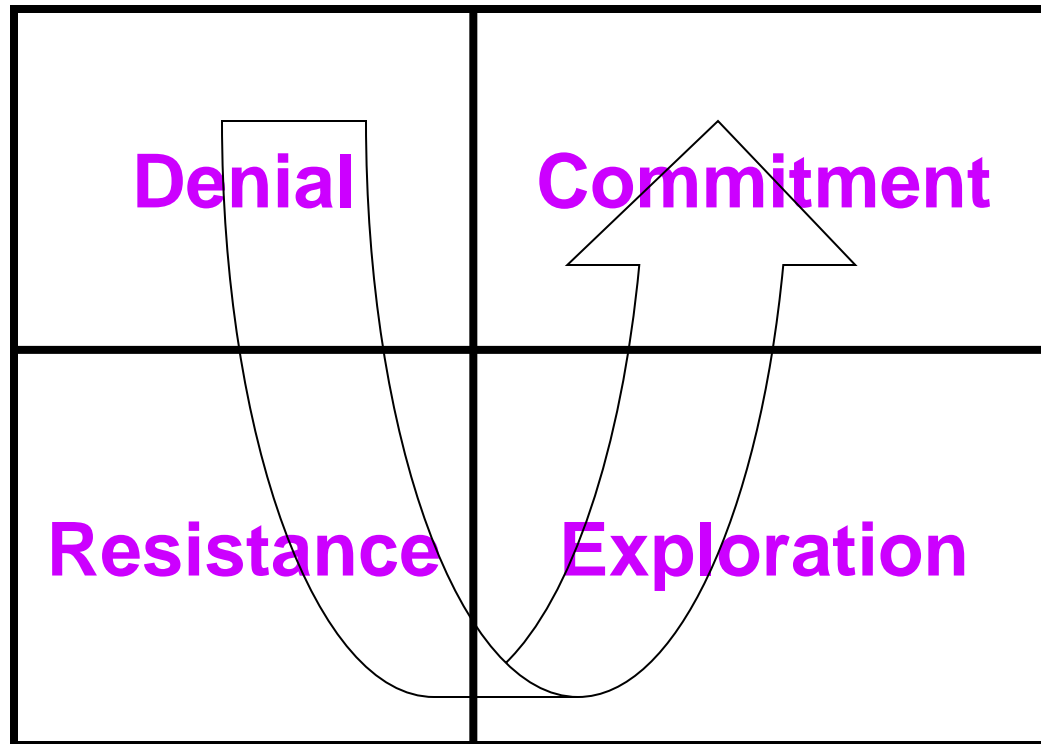
***Communicate...***

# *Johari Window*

- **Public knowledge** pertains to thoughts and feelings that have already been openly expressed in a group or relationship.
- **Blind spots** are thoughts and feelings of others that have not been told to you.
- **Hidden area** refers to thoughts and feelings that you have kept to yourself.
- **Unknown area** represents thoughts and feelings of which neither you nor others are consciously aware.



# ***Change Curve/Reactions***



# ***Change Reactions***

- ***Denial.*** Communicate clearly, completely, and frequently.
- ***Resistance.*** Listen, observe, and respond. Remain calm and focused.
- ***Exploration.*** Provide time and tools to learn. Be realistic about performance expectations.
- ***Commitment.*** Identify constructive outcomes. Recognize positive contributions.

# *Ownership of Change*

- Practice emotional intelligence.
- Take ownership.
- Be tolerant of mistakes.
- Keep your sense of humor.
- Refocus rapidly.
- Manage your stress.
- Invent the future.



*The secret of change is to focus all your energy not on fighting the old, but on building the new.*

**Socrates**

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