

# Coaching Through Change



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Please finish this quote...

Change done **to** us is...

Change done **by** us is...

# Discussion

A colleague has just been asked to lead a major change initiative.

She has turned to you for advice on how to best coach others through this change.

Take 5 minutes to discuss in your group.

Share your experiences and distill into a change lesson.

**“In my experience ... “ + tell a story**

# Change is Hard

Research indicates that ...

Over **two-thirds (>66%)** of major change initiatives fail to realize their intended gains.

Yet, most unsuccessful changes evaluated (**>95%**) had good solutions.

**So what differentiates success from failure?**

Personal **commitment** to the change.

# Personal Change Precedes Organizational Change

Individuals will struggle to align with organizational changes until they feel personally connected to the “NEW.”

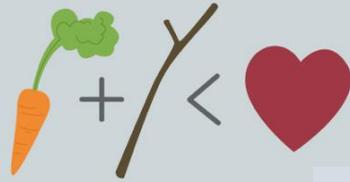
## QUESTIONS:

How can we encourage personal connection and commitment to organizational changes?

What moves **you** to want to do the hard work of change?

# Motivation: What Really Works

The traditional view of motivation is extrinsic.



Today, the number one work motivator is emotion, not money.\*

3 Drivers of Motivation: \*\*

- **Mastery** – the desire to get better at stuff
- **Autonomy** – the desire to direct our own lives
- **Purpose** – the feeling we can make a difference
- A sense of urgency 

\*Drive, By Daniel Pink

# What they need, When they need it

## Validation

- Validate feelings of loss (control, routine, competence, understanding, purpose, etc.)
- How can we do this?

## Information

- Share WHY the change is necessary 
- Consider starting with what is NOT changing

## Vision

- Give them a Vision that draws them into the NEW

# Communicating the Vision and Strategy

## **Vision**

- Behaviors-Based: behaviors we will see more of, less of
- Mind's eye perspective: Imagine walking through the halls of the NEW
- Simple, Clear

## **Strategy**

- Exactly how to get from here to there (new vision)
- Simple, Clear (5 Minutes or less, leaves no questions)

Questions?



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# Thank You!

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