

Managing Change: A guide for leaders



1

Leadership in Action

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The task of change for leaders



Setting direction

Understanding the context
Creating the vision



Creating Impetus

Presenting the case for change
Building urgency



Building Support

Mapping your stakeholders
What's in it for them



Managing Resistance

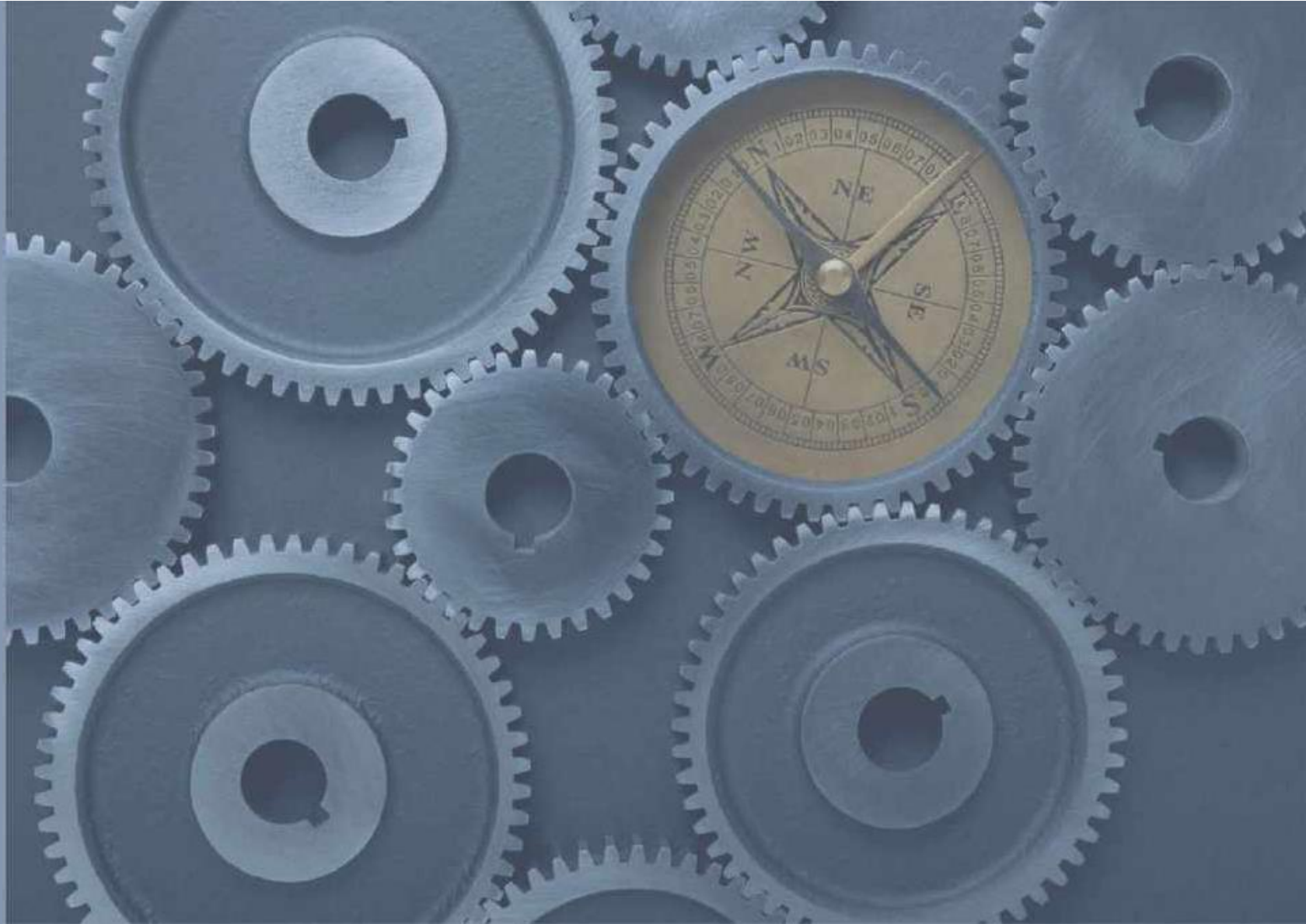
Understanding change reactions
Overcoming opposition



Ensuring Action

Building & sharing the plan
Managing the risks

Setting Direction



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Setting Direction - Vision

A core role of any Leader in a change situation is to create & communicate a Vision for the change.

An effective change vision has 3 purposes:

- To clarify direction & provide a future state to aim for
- To motivate people to act
- To enable coordination of that action

To be **effective**, the change vision should be:

- **Imaginable:** Conveying a clear picture of the future state that will result from the change
- **Desirable:** Appealing to stakeholders' long-term interests
- **Feasible:** Comprising goals that are both realistic and attainable
- **Focused:** Concise, yet clear enough to provide guidance in decision-making
- **Flexible:** General enough to allow for adjustments as conditions shift
- **Communicable:** Easily explained and simply understood in five minutes or less

Questions to add colour to the vision

When
we get
there:

What difference will we be making to people's lives?

How will it feel to work in this service?

What will we be celebrating?

What will we have learned?

Where will our services be delivered?

Who will we have in our team (roles)?

What will we be doing on a day-to-day basis?

Setting direction – Understanding the context

In setting direction for a change, understanding the context is essential. A couple of tools that can help are:

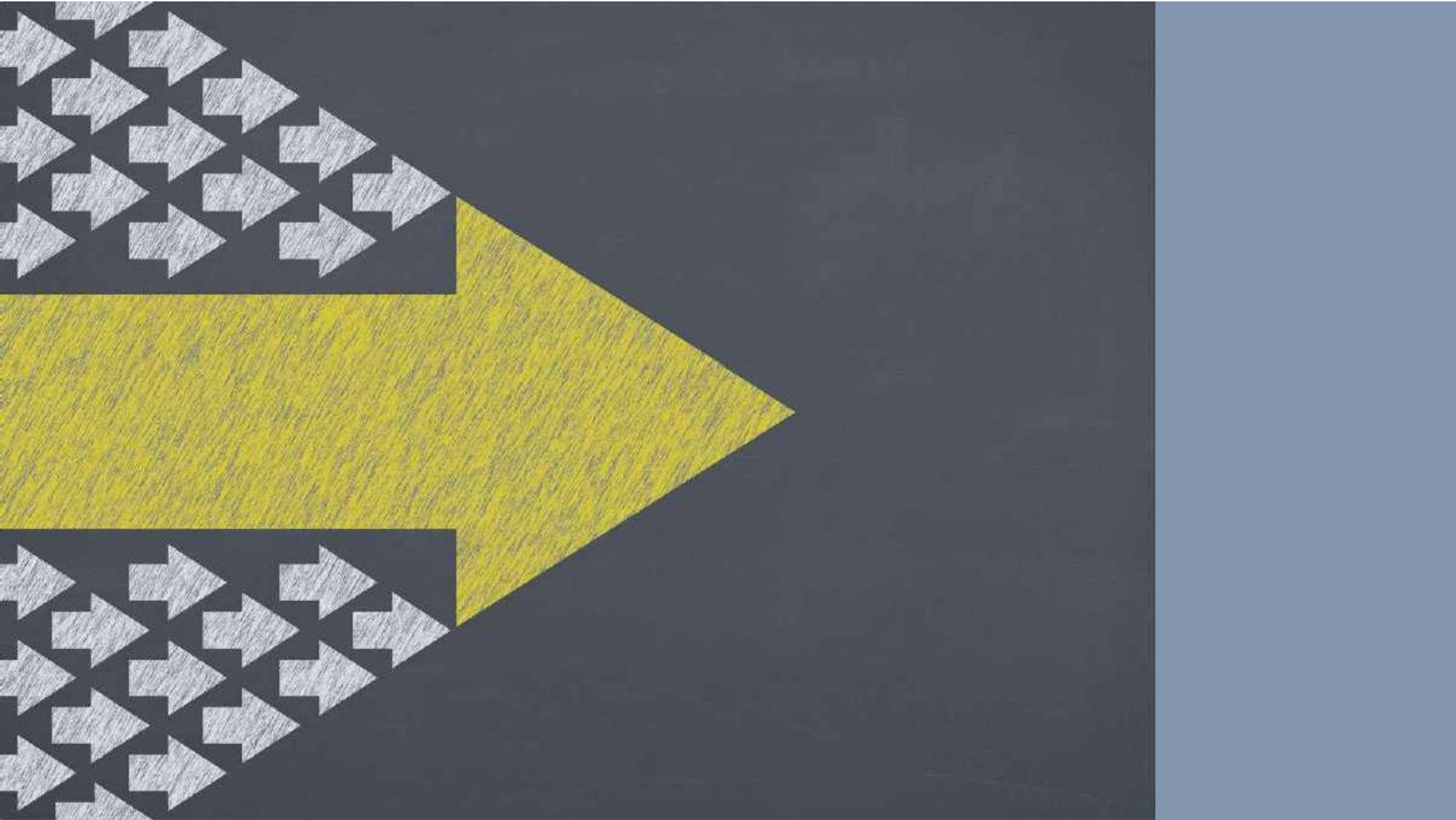
SWOT Analysis



PESTEL Assessment



Creating the Impetus



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Presenting the case for change – Communicating the vision

For Leaders, creating a vision for change is just one part of the work. Communicating it in a way that creates enthusiasm, engagement & buy-in and that also prompts action is essential.

All the research tells us that Leaders of change need to be good story-tellers!

Stories/Examples:

- Engage better
- Are easier to remember
- Often explain better
- Can help to build trust
- Make the change more real

The best stories are:

- Simple to understand
- Meaningful to the listener
- A mix of facts & emotion
- Authentic
- Inspire action

Presenting the case for change – Communicating the vision

Key points to consider in
crafting your message

- Who is your audience?
- What do they care about/what's meaningful to them?
- What do you need them to do? (Call to Action)



Presenting the case for change – Communicating the vision

We all take in & process information differently, often according to our personality type. The best communicators tailor their message to appeal to as many communication styles as possible.



Handy tips:

- Put your key points up front – what do you need them to know, respond to, act on
- Paint a big picture at the start, provide evidence & context later
- Leave more detailed information for later
- Allow space for questions & a mechanism for following up with you
- Talk about both results (targets & goals) and impact (people & benefits)

Creating the context for change

"Motivation for change must be generated before change can occur"

Kurt Lewin



Unfreezing is about preparing the organisation to change.

Change is more likely to happen when:

- *Dissatisfaction* with the status quo
- *Desirability* of the planned future
- *Practicality* of the proposed solution

are all high.

Change messages therefore need to focus as much on what's wrong with the current situation (the reason for change) as on the solution or change itself, and the benefits it brings.

Building Support



Engage the stakeholders

Once the stage has been set, good change management is about managing the stakeholders

- Identifying who they are – potentially beyond just the ‘usual suspects’
- Understanding who’s for and who’s against an idea
- Knowing where the power & influence lies
- Exploring what they care about – what they want/need to achieve or to avoid
- Diagnosing where you need them to be
- Taking appropriate action to move them to that position

Stakeholder mapping can be a useful visual tool



Getting People on Board

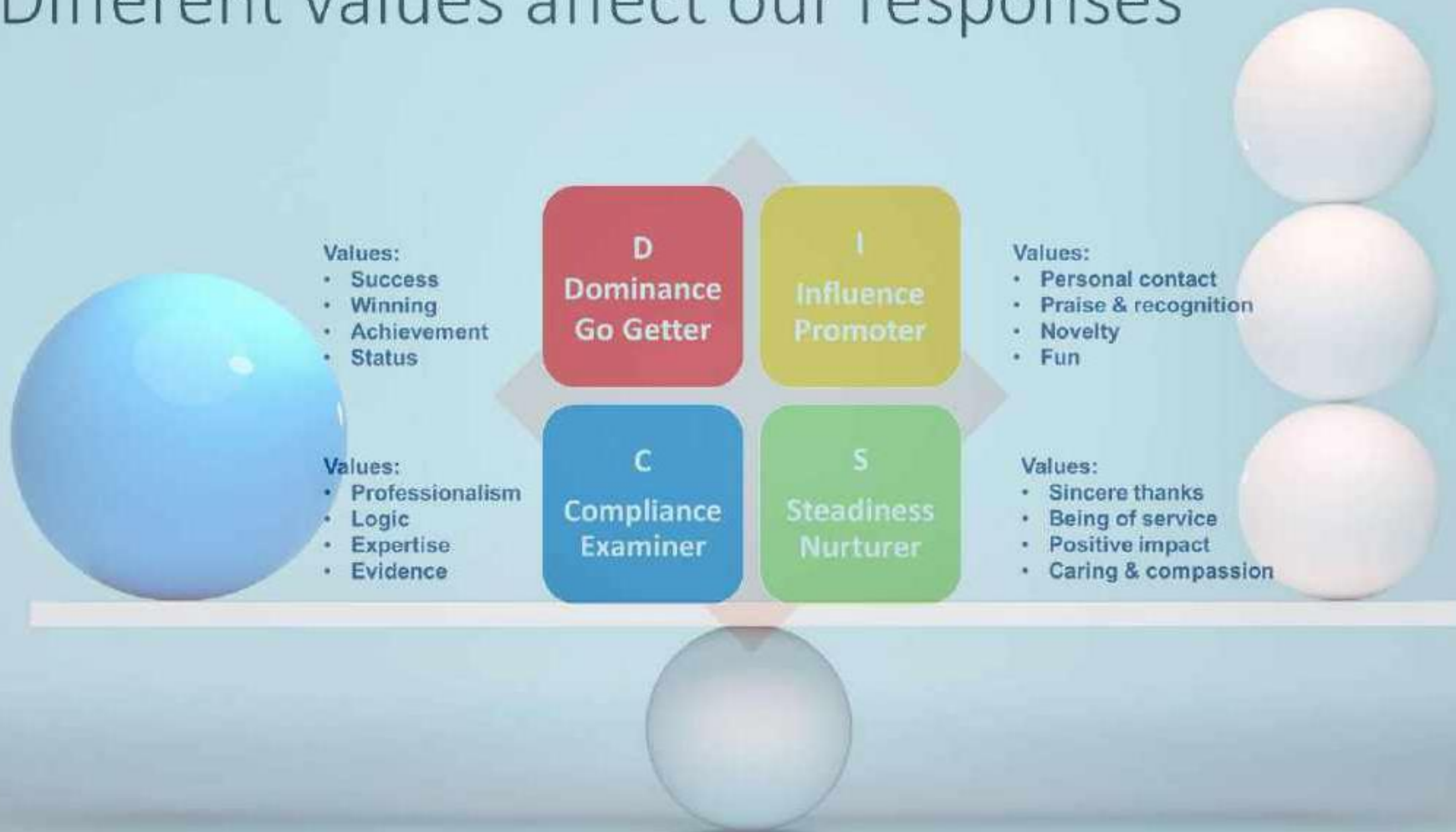
As well as knowing what people want to achieve or avoid in concrete terms, good leaders of change also consider

- what they value,
- what frustrates or puts them off
- how they are motivated.









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13

Different values affect our responses



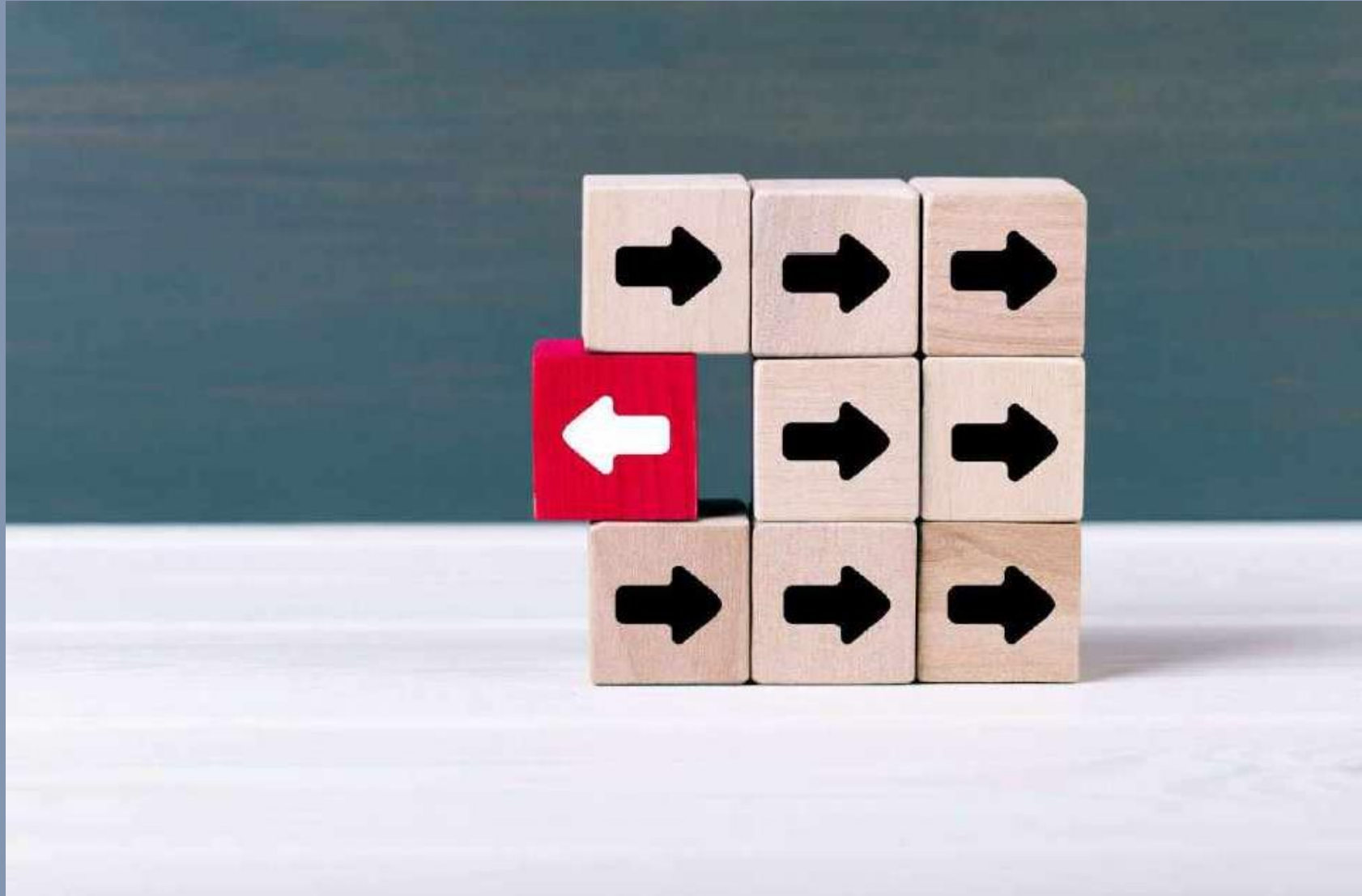
The seven dimensions of motivation

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-  **Aesthetic** - A drive for balance, harmony and form.
 -  **Economic** - A drive for a return on investment.
 -  **Individualistic** - A drive to stand out as independent and unique.
 -  **Power** - A drive to be in control or have influence.
 -  **Altruistic** - A drive to help others at the expense of self.
 -  **Regulatory** - A drive to establish order, routine and structure.
 -  **Theoretical** - A drive for knowledge, learning and understanding.

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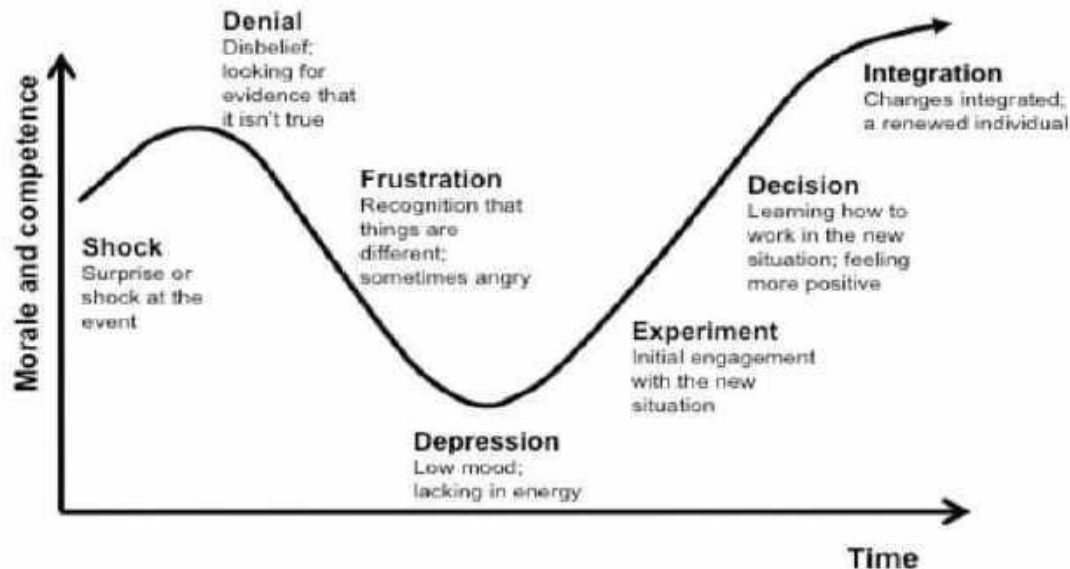
15

Managing resistance & opposition



Understanding reactions to change

The Kübler-Ross change curve



The Change Curve represents the different stages of commonly seen reactions to change – based on the concept of change as loss.

As a leader, be aware that people will travel through the stages at their own speeds & may therefore be in different places from each other, including you.

Also be aware that the journey through the curve isn't linear and people may experience one stage multiple times.

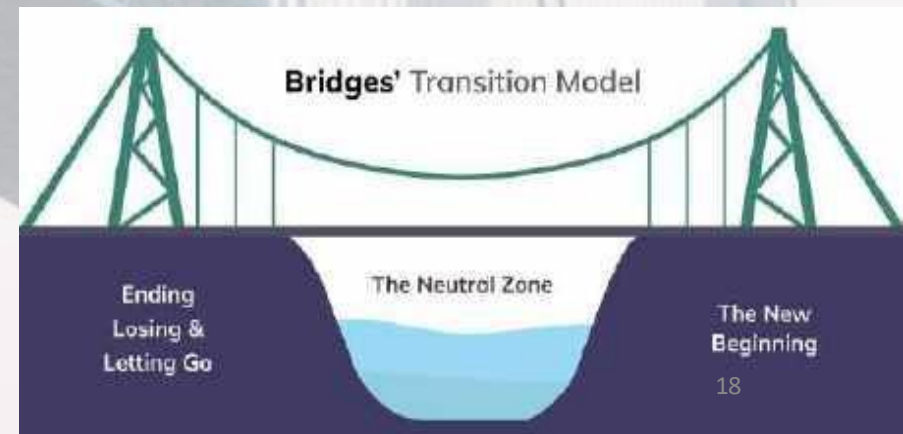
Endings & Beginnings

The Bridges model is another useful way to think about the change experience & people's reactions to it.

As a Leader of change, remember you will need to support people to recognize & let go of what will be ending as well as welcome & get used to what will be beginning.

Useful questions to discuss are:

- What are we happy to say goodbye to as a result of this change?
- What will be sad to lose?
- What are we excited about saying hello to?
- What are we concerned about?



18

Other reactions
to change may
be more
personal to the
individual





Overcoming opposition to change is a 3 stage process:

1. Identify who is supporting & who is opposing the change
2. Understand why they are opposing
3. Take action to neutralize their opposition

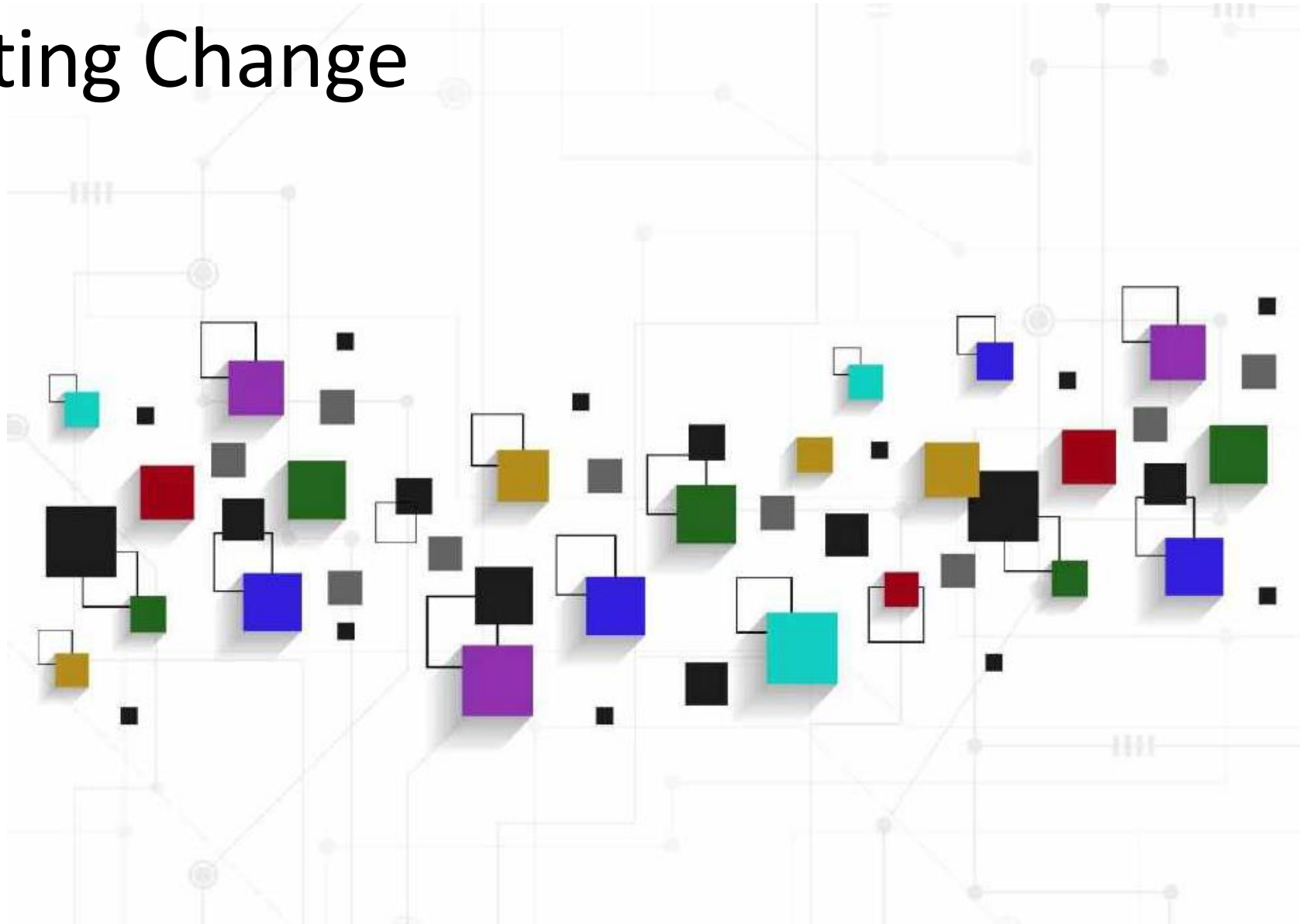
Potential reasons for Opposing

1. Loss
2. Fear
3. Uncertainty/Lack of information
4. Misunderstanding
5. Disagreement
6. Peer Pressure
7. Mistrust

Potential Neutralising Strategies

1. Refute – disprove the argument
2. Expose (the real reason)
3. Convert – win them over
4. Isolate – minimise their impact
5. Appease/compromise – give something
6. Accommodate – amend your plans

Executing Change



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The Ladder of Action

Purpose	What it's all about
Vision	The overall direction
Goals	The objectives for now
Strategies	The plan to meet the goals
Actions	Tasks & activities needed by the plan
Problems	Things that need to be fixed
Drama	Things that overwhelm & distract



Vision without action is merely a dream.
Action without vision just passes the time.
Vision with action can change the world.
Joel Barker

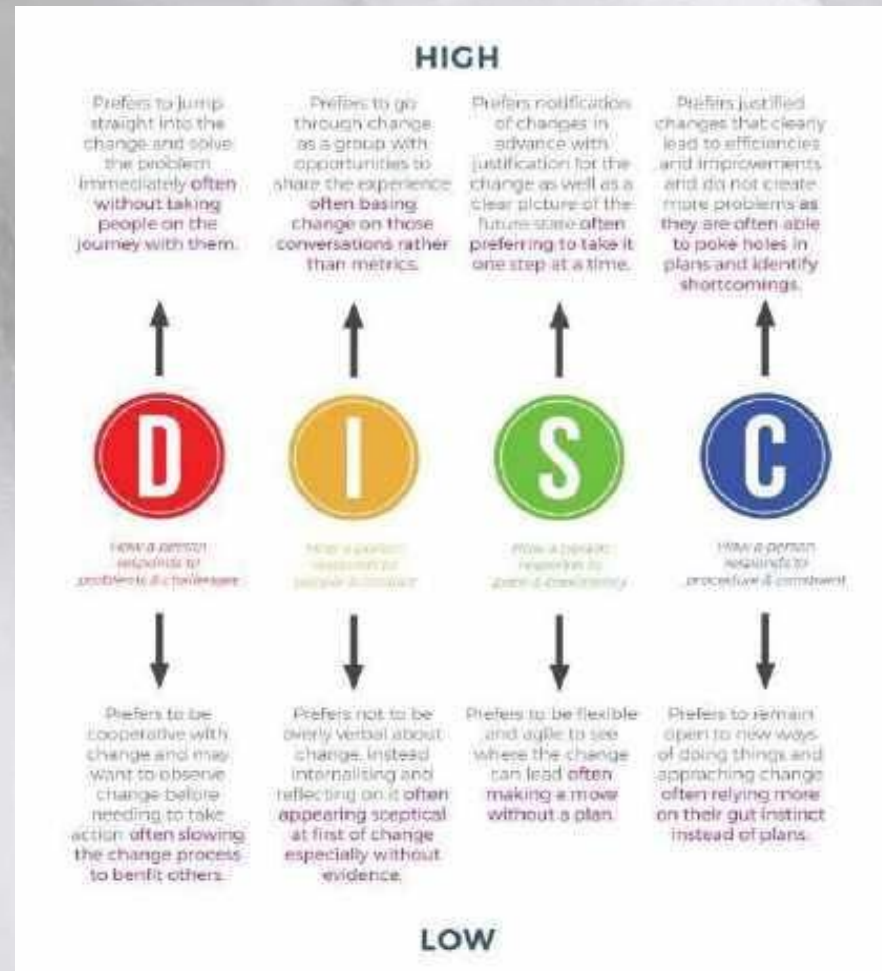
Making it Happen



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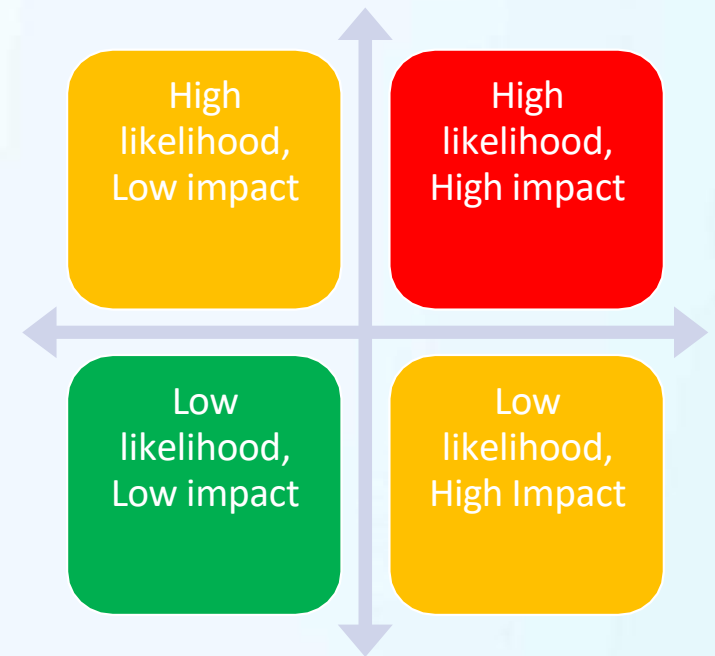
Play to Strengths Understand what different people bring to the change process - their unique skills & preferences (& dislikes/areas of challenge)

Team Role	Contribution	Allowable Weaknesses
Plant 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.
Resource Investigator 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper 	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator 	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker 	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer 	Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher 	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist 	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.



Managing risk in implementation – key questions to consider

1. What could go wrong?
2. How likely is it to go wrong?
3. What's the impact if it does go wrong?
4. Based on likelihood x impact, which are the most important risks to manage?
5. What can we do to reduce likelihood?
6. What can we do to minimize impact?
7. What's our plan B if it does happen?
8. What's the 'red flag' or early warning that the risk might be materializing?
9. Who is best placed to spot the warning signs & take action?



Refreezing

What will you do to consolidate (re-freeze) the change to make sure the team doesn't slip back into old ways?

Lewin's Change Model



And don't forget to evaluate...!

- Did it cost what we expected?
- Did it take as long as we expected?
- Has it achieved the benefits we wanted?
- What else do we need to do to achieve them?
- What have we learned through the process?
- What would we do/avoid next time?

