



**YOUR GUIDE TO**

**LEADERSHIP AND INNOVATION  
AS MEANS FOR CHANGE**

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# Background literature

The following researchers provide insights into how leaders can drive change through innovation, and the characteristics and practices that are associated with successful innovation and leadership.

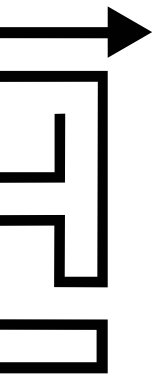
Kotter, John P. (1996). *Leading Change*. Harvard Business Review Press.

Drucker, Peter F. (1985). *Innovation and Entrepreneurship: Practice and Principles*. Harper & Row.

Hamel, Gary (2000). *Leading the Revolution*. Harvard Business Review Press.

Dyer, Jeff, Hal Gregersen, and Clayton Christensen (2011). *The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators*. Harvard Business Review Press.

Collins, Jim and Porras, Jerry I. (1994). *Built to Last: Successful Habits of Visionary Companies*. HarperBusiness.



# 01



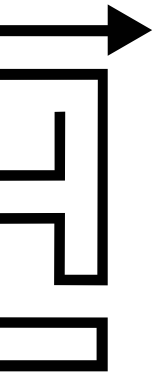
**INTRODUCTION**

# PLANNED CHANGE

All organizations face a dynamic and changing environment. This requires adaptation and flexibility. The Exhibit in the next slide summarizes six specific forces that are acting as stimulants for change in the current scenario.

*Change* involves deciding and making things different. Some organizations treat all change as an accidental occurrence; however, change as an intentional, goal-oriented activity is *planned change*. There are two goals of planned change: one is to improve the ability of the organization to adapt to changes in its environment; the other is to change employee behavior.

Leaders provide the motivation to change and get people involved. Leadership plays a crucial role in fostering change by setting a vision, providing direction, and inspiring and enabling others to take action.



**FORCES  
FOR  
CHANGE**

**FORCE**

**EXAMPLES**

**Nature of the workforce**

More cultural diversity  
Aging population  
Increased immigration and outsourcing

**Technology**

Faster, cheaper, and more mobile computers and handheld devices  
Emergence and growth of social networking sites  
Deciphering of the human genetic code

**Economic shocks**

Rise and fall of global housing market  
Financial sector collapse  
Global recession

**Competition**

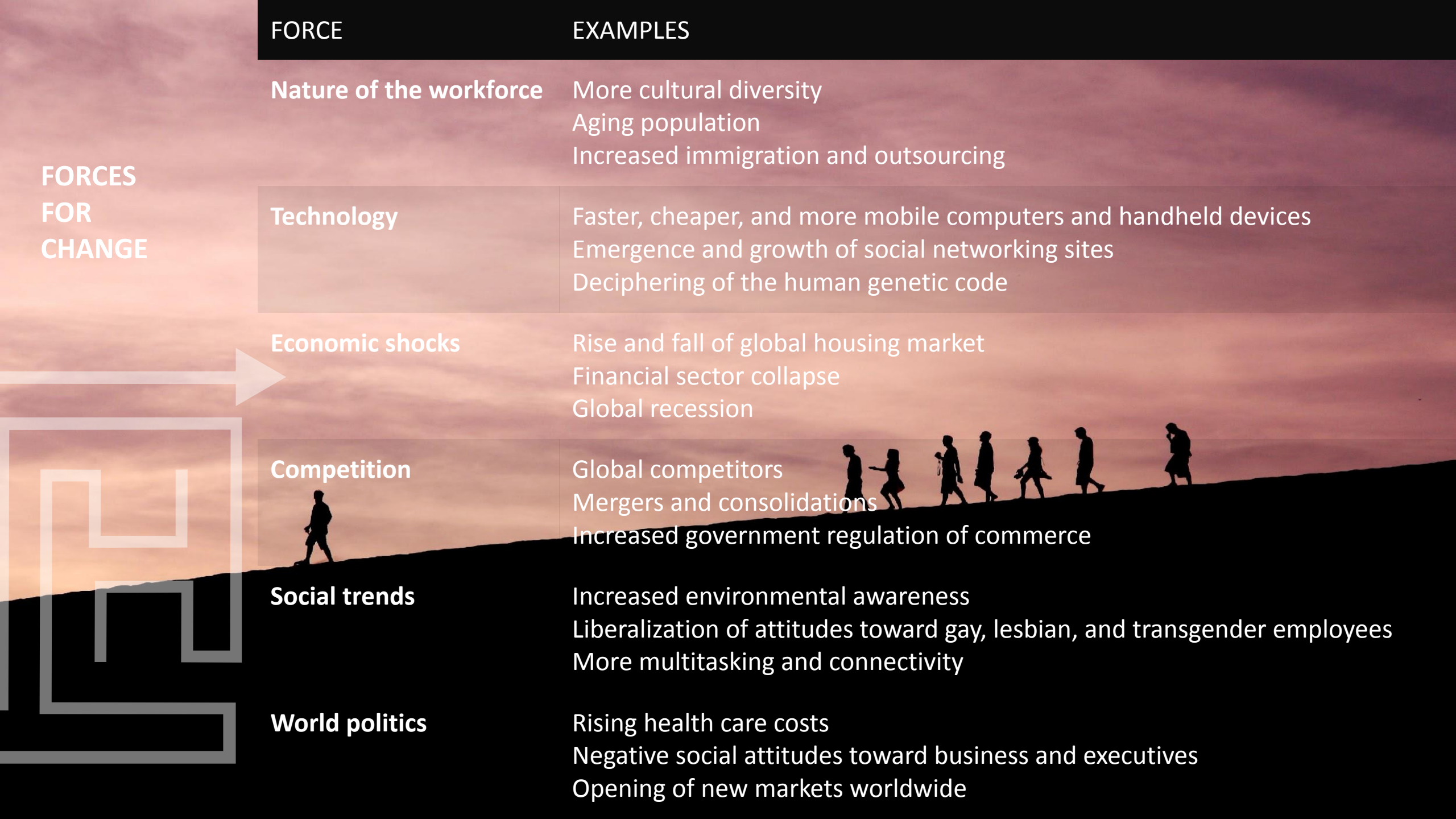
Global competitors  
Mergers and consolidations  
Increased government regulation of commerce

**Social trends**

Increased environmental awareness  
Liberalization of attitudes toward gay, lesbian, and transgender employees  
More multitasking and connectivity

**World politics**

Rising health care costs  
Negative social attitudes toward business and executives  
Opening of new markets worldwide

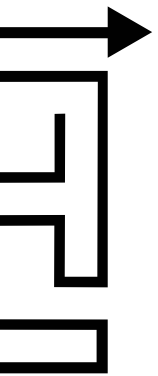


# A CULTURE FOR CHANGE

Nowadays it is crucial to stimulate a **Culture of Innovation**

**Innovation** can be defined as a more specialized kind of change, it is a new and commercialized idea applied to initiating or improving a product, process, or services.

Innovations can range from small incremental improvements, such as netbook computers, to radical breakthroughs, such as Nissan's electric Leaf car.

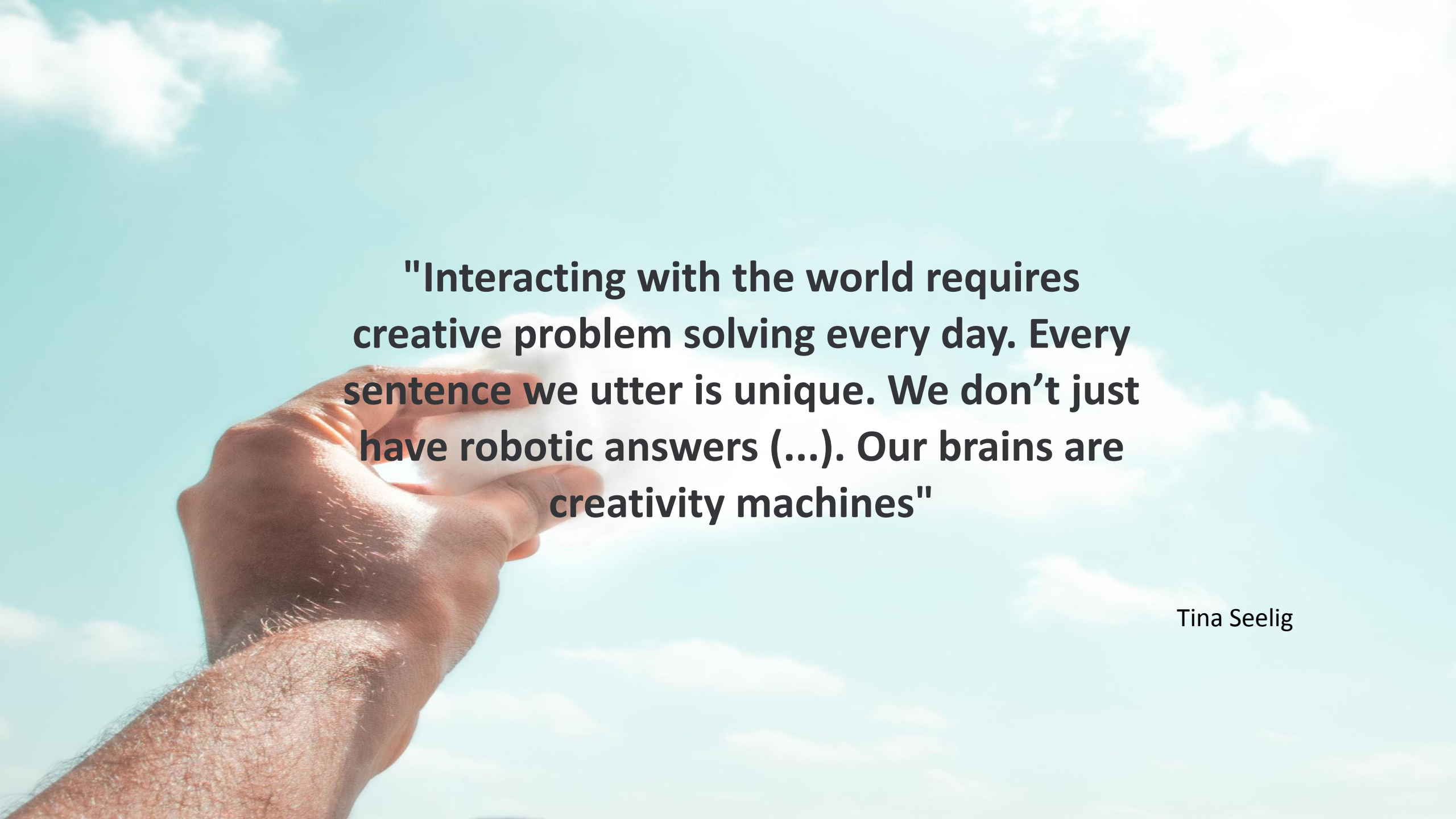


# 02



**INNOVATION ENGINE**

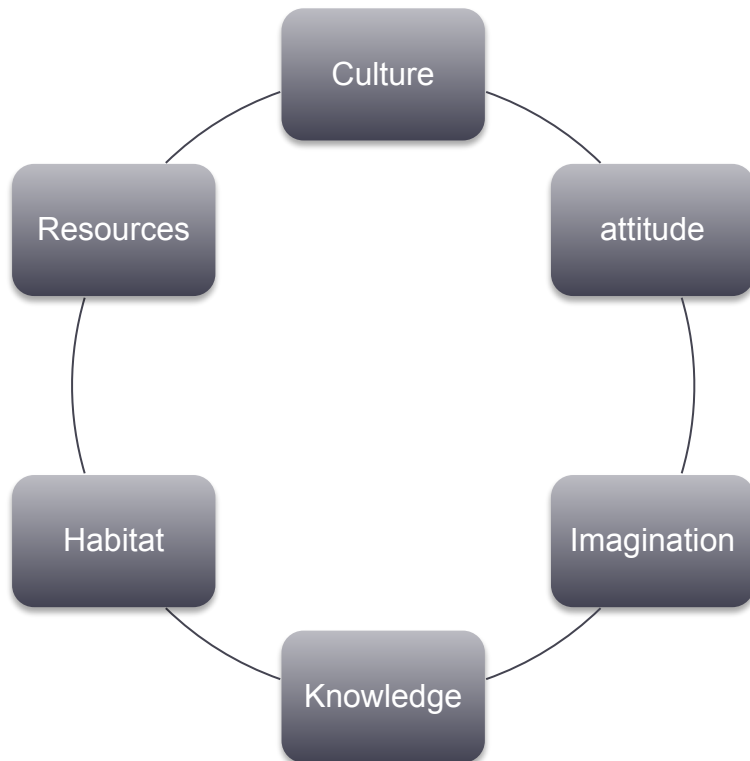


A close-up photograph of a person's hand holding a white, translucent object, possibly a piece of paper or a small container, against a bright blue sky with scattered white clouds. The hand is positioned on the left side of the frame, and the object is held in a way that it appears to be catching or holding something. The lighting is bright, suggesting a sunny day.

**"Interacting with the world requires creative problem solving every day. Every sentence we utter is unique. We don't just have robotic answers (...). Our brains are creativity machines"**

Tina Seelig

# Innovation Engine



- According to Seelig, the Innovation Engine has six components grouped into inner vs outer components. To improve creativity and unlock innovation and change, you can start anywhere in this diagram.
- Special mix of 6 interdependent characteristics
- The inner components are:  
*Knowledge, imagination and attitude* overlap and refer to what goes on inside an individual
- The outer components are : *Culture, habitat, and resources* refer to the environment surrounding the individual, influencing the process by which imagination catalyzes the transformation of

# Innovation engine : Internal elements

## Imagination

Catalyst:

- Framing and reframing
- Connect and combine
- Challenge assumptions

## Knowledge

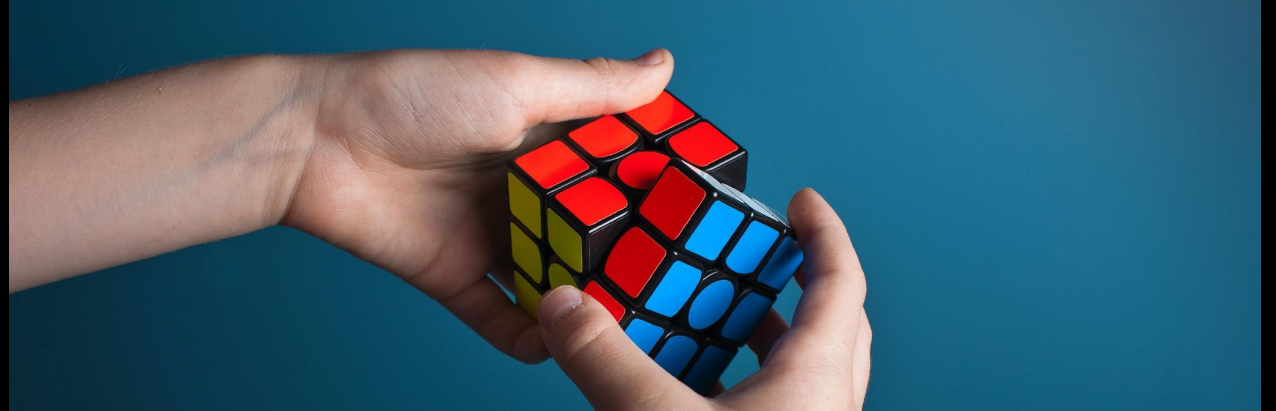
Toolbox, fuel:

- Foundational knowledge is the basis
- Influence how you look at the world around you

## Attitude

Spark:

- From puzzle builders to quilt maker
- Attitude refers to how a person reacts to failure and setbacks: Do not be afraid to fail!



## READINGS and VIDEOS

[https://www.creativitypost.com/create/tina\\_seeligs\\_insights\\_on\\_creativity](https://www.creativitypost.com/create/tina_seeligs_insights_on_creativity)  
<https://www.youtube.com/watch?v=gyM6rx69iqg>

# Leadership and Change

Clarifying the vision: Leaders need to articulate a clear and compelling vision for change that inspires and motivates others to take action.

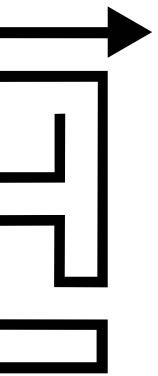
Building a coalition: Leaders need to build a diverse coalition of stakeholders who can support and drive the change process.

Empowering others: Leaders need to delegate authority and empower others to take ownership of the change process and make decisions.

Leading by example: Leaders need to model the behaviors and values they want to see in others and lead by example.

Encouraging experimentation and innovation: Leaders need to create an environment that encourages experimentation and innovation, and that supports taking calculated risks.

Celebrating successes: Leaders need to recognize and celebrate successes along the way to build momentum and reinforce the importance of the change.



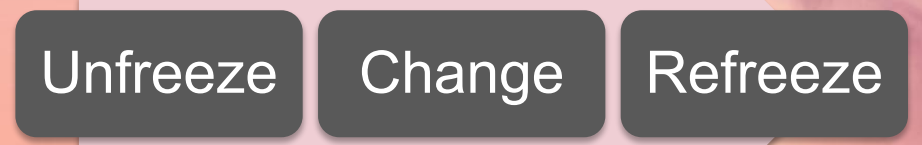
# 03



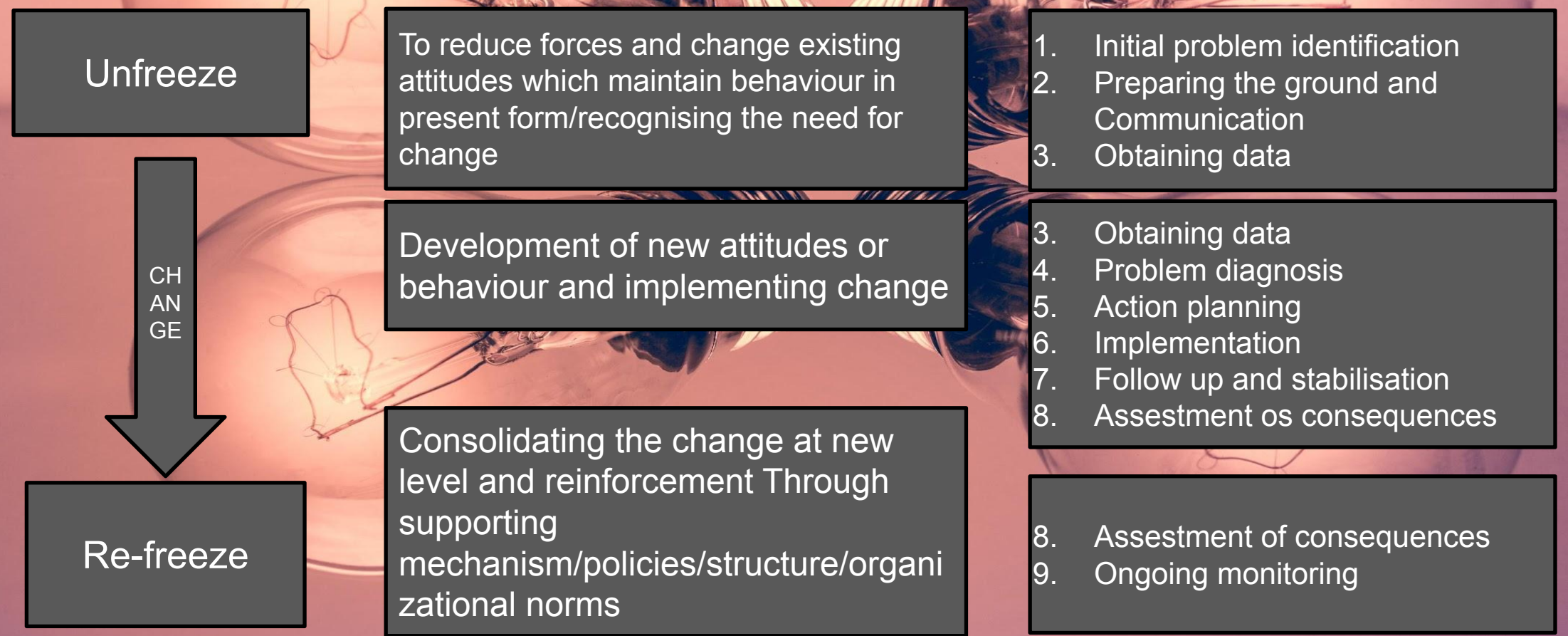
**LEWIN'S MODEL**



# Lewin's View



## Lewin's Framework for Change



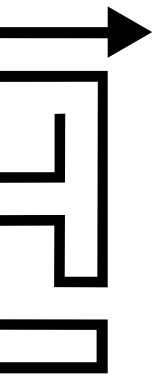
# 3-STAGE MODEL

A change requires different phases, as it is a process

The start is an **Unfreezing** one which involves the creation of an awareness of how the status quo or current level of acceptability is hindering the organization in some way.

The **implementation** implies a transition or a move into the new state of being..

The **freezing** or **refreezing** phase symbolizes the act of reinforcing, stabilizing and solidifying the new state after the change, the new norm, the new status quo.



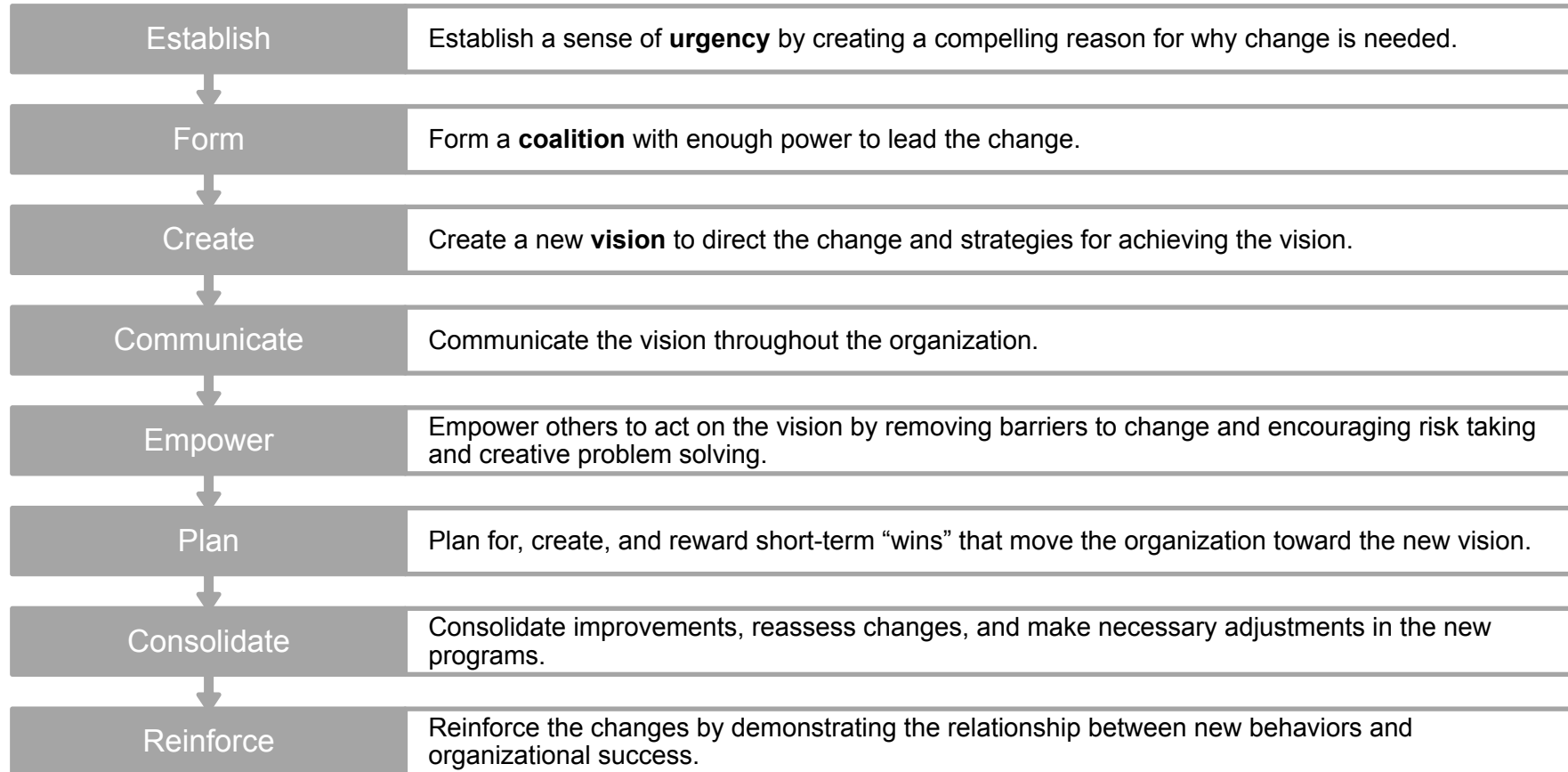


# 04



**KOTTER'S  
EIGHT-STEP PLAN**

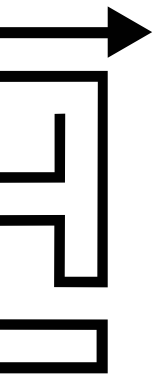
# Kotter's Eight-Step Plan for Implementing Change



Based on M. du Plessis, “Re-implementing an Individual Performance Management System as a Change Intervention at Higher Education Institutions Overcoming Staff Resistance,” *Proceedings of the 7th European Conference on Management Leadership and Governance*, 2011, 105–15.

# Kotter's Eight-Step Plan

John Kotter (Harvard Business School) built on Lewin's model to create a more detailed approach for implementing change. Kotter began by listing common mistakes managers make when trying to initiate change. They may fail to create a sense of urgency about the need for change, to create a coalition for managing the change process, to have a vision for change and effectively communicate it, to remove obstacles that could impede the vision's achievement, to provide short-term and achievable goals, and to anchor the changes into the organization's culture. He then established eight sequential steps to overcome these problems. Notice how Kotter's first four steps essentially extrapolate Lewin's "unfreezing" stage. Steps 5, 6, and 7 represent "movement," and the final step works on "refreezing." So Kotter's contribution lies in providing managers and change agents with a more detailed guide for successfully implementing change.



# 05



**CONCLUSIONS**



**Innovation engine**

**Lewin's Three-Step Model**

**Kotter's Eight-Step Plan**

The slides drove the reader through the main approaches to managing change. However, they are not exhaustive. We should remember that *Innovation* is a more specialized kind of change and that change-capable leaders have to forge a common direction around change.