

Leading through Times of Transition

1. TRANSITION, NOT CHANGE:

Every person and organization is in transition from what they once were to what they will be. We experience this transition as change. We see it as performance plateaus and decline. It requires us to change.

2. TRANSITION POINTS:

What these Transition Points (T) show us is that what created growth at one stage may not at the next. Sustainability is the result of growth, not trying to remain at the same level. To grow requires us to make changes.

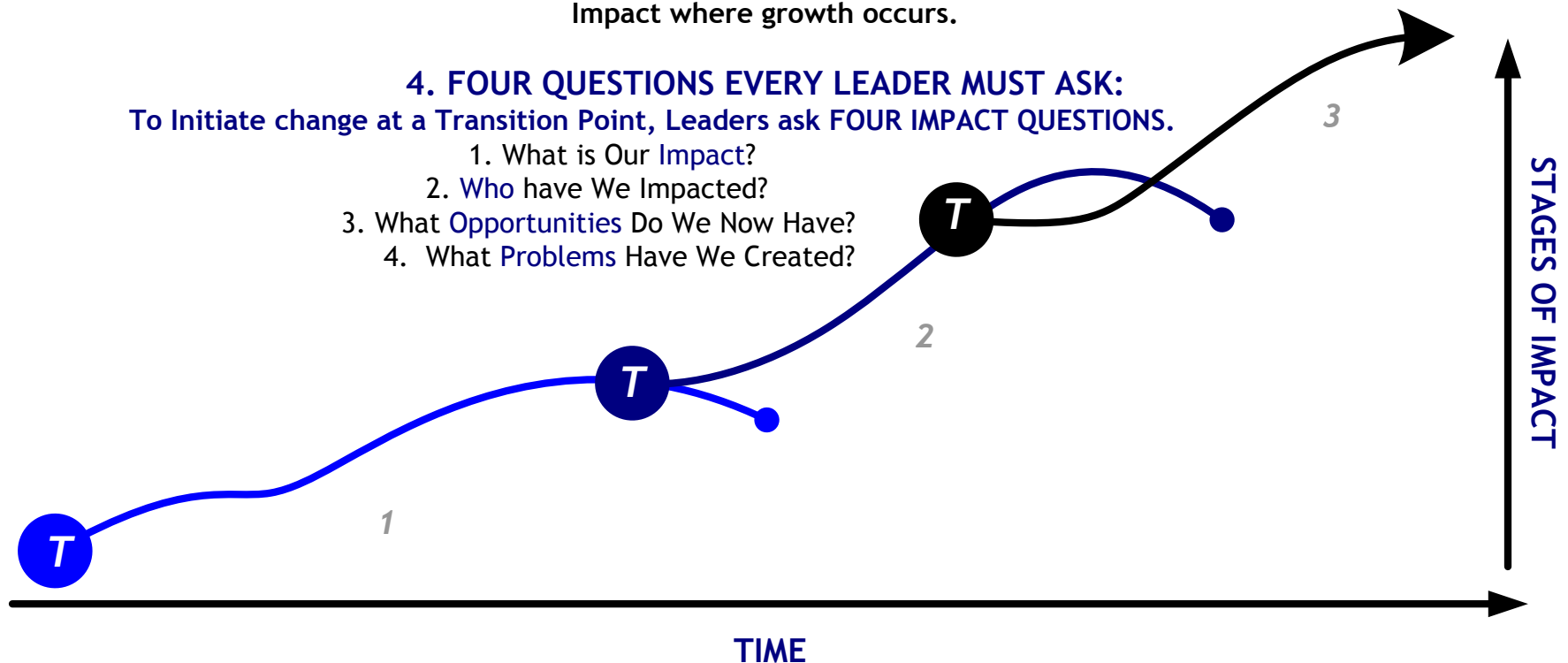
3. LEADING THROUGH TRANSITION POINTS:

Leaders manage Transition Points (T) by initiating change to create impact. Leaders do this through the Three Dimensions of Leadership - Ideas, Relationships and Organizational Structure. These three leadership dimensions form the Circle of Impact where growth occurs.

4. FOUR QUESTIONS EVERY LEADER MUST ASK:

To Initiate change at a Transition Point, Leaders ask FOUR IMPACT QUESTIONS.

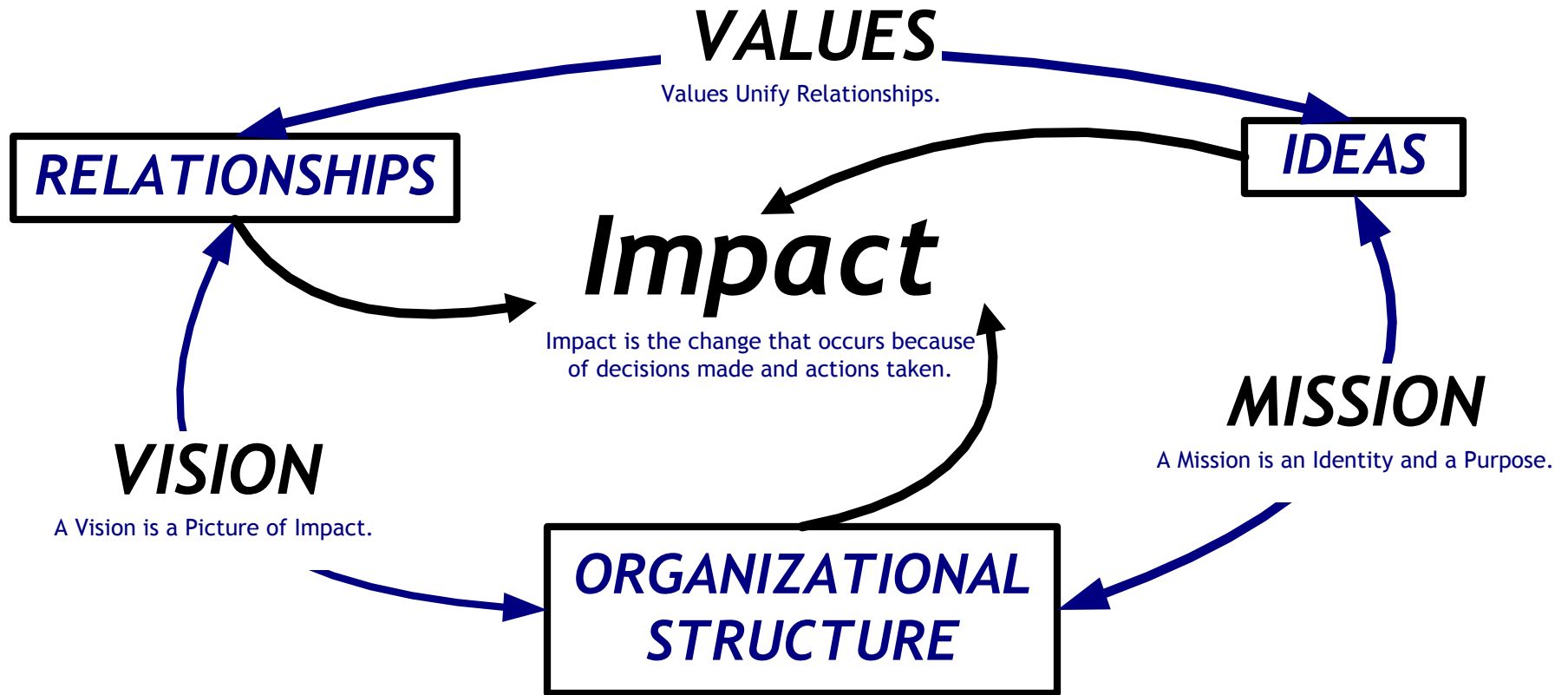
1. What is Our Impact?
2. Who have We Impacted?
3. What Opportunities Do We Now Have?
4. What Problems Have We Created?



THE CIRCLE OF IMPACT:

The Three Dimensions of Leadership and their Connection To Impact Creation.

“Leaders Take Initiative To Create Impact with Ideas, through Relationships, and in Organizational Structures.”



The Three Dimensions of Leadership

RELATIONSHIPS

Leaders Take Initiative To Create Impact through Relationships of Trust, Integrity and Mutual Service.

ORGANIZATIONAL STRUCTURE

Leaders Take Initiative To Create Impact In Organizational Structures through the development of Governance, Programs, Operations, Resources.

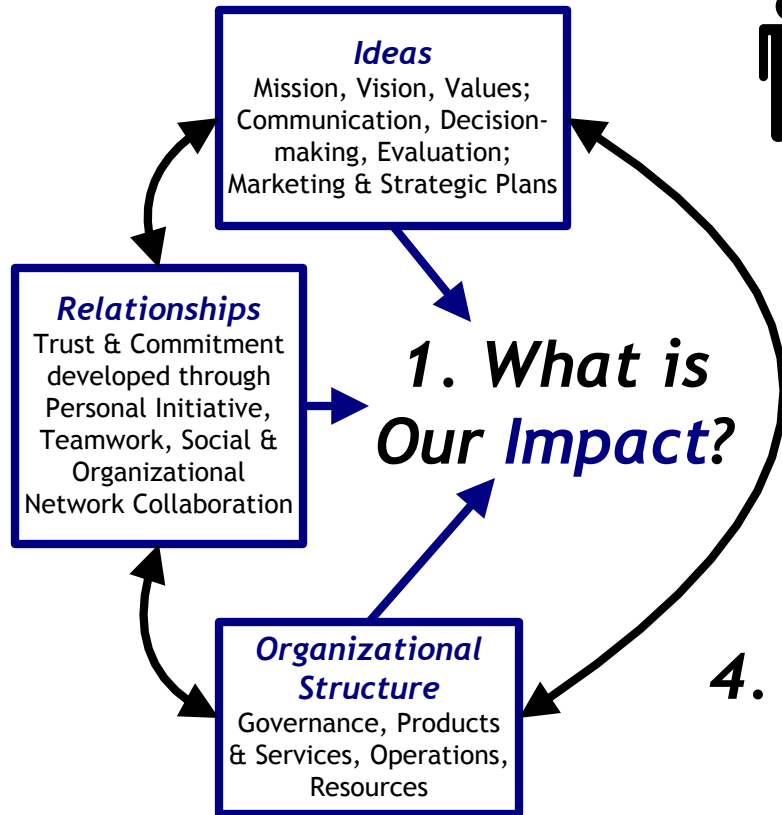
IDEAS

Leaders Take Initiative To Create Impact with Ideas by clarifying the Mission, Values, and Vision of the Organization.

The FOUR QUESTIONS Every Leader Must Ask

Leaders Take Initiative To Create Impact with Ideas, through Relationships, and in Organizational Structures.

The Circle of Impact



Initiative:
Taking personal responsibility to do the right thing that leads to a desired impact.

Impact:
The difference that occurs because of decisions made and actions taken by individuals and groups.

Ideas:
Concepts developed in conversation that help to describe the mission, vision, values of a person or group. Expressed through all forms of communication, decision-making and its implementation, and the evaluation of people and processes.

Relationships:
The interaction of people built on common values, experiences and interests that build trust and commitment to create impact.

Structure:
An organizational system that helps people sustain their work together toward a desired impact.



Key Terms