

The Life & Times of a Change Agent

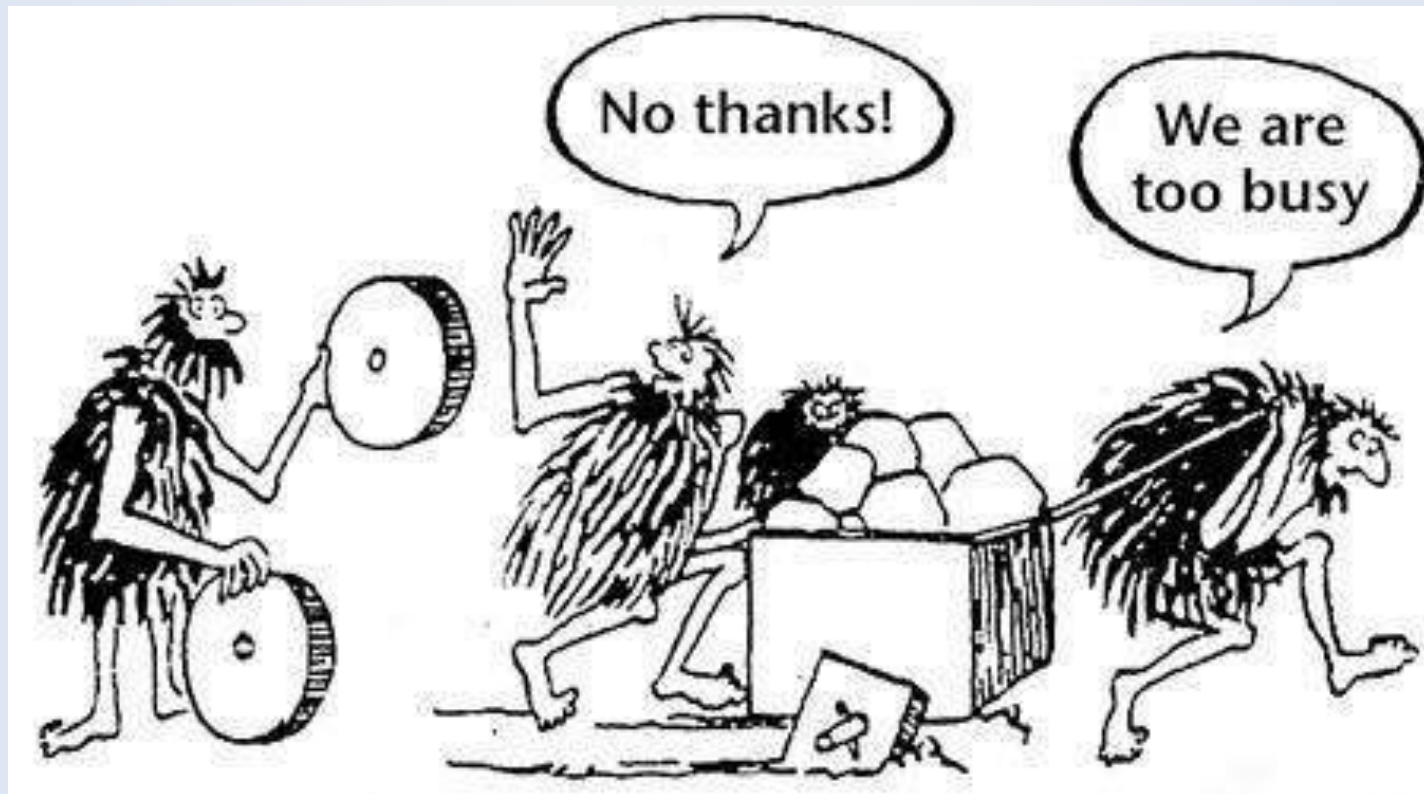
Gwendolyn W. Williams

Assistant General Manager (Retired)

Supply Chain Services

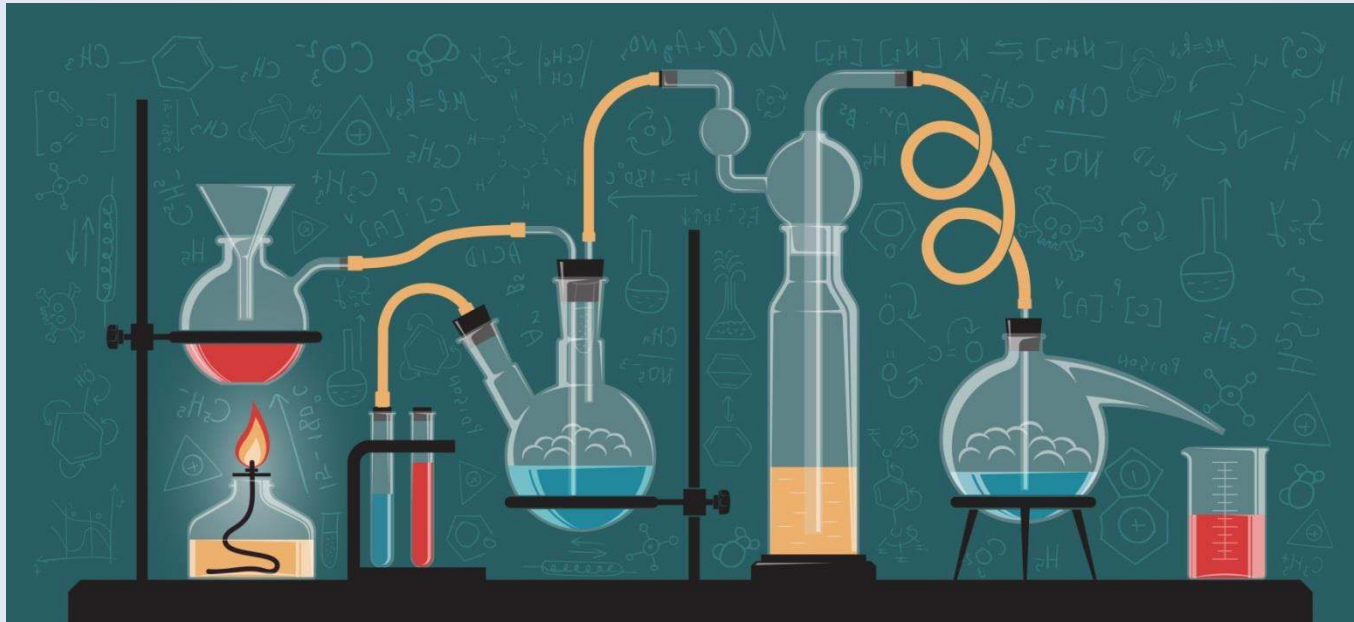
Los Angeles Department of Water and Power

Change in perspective...



The Identification ...should You Choose to Accept It

“Organizational Alchemist”



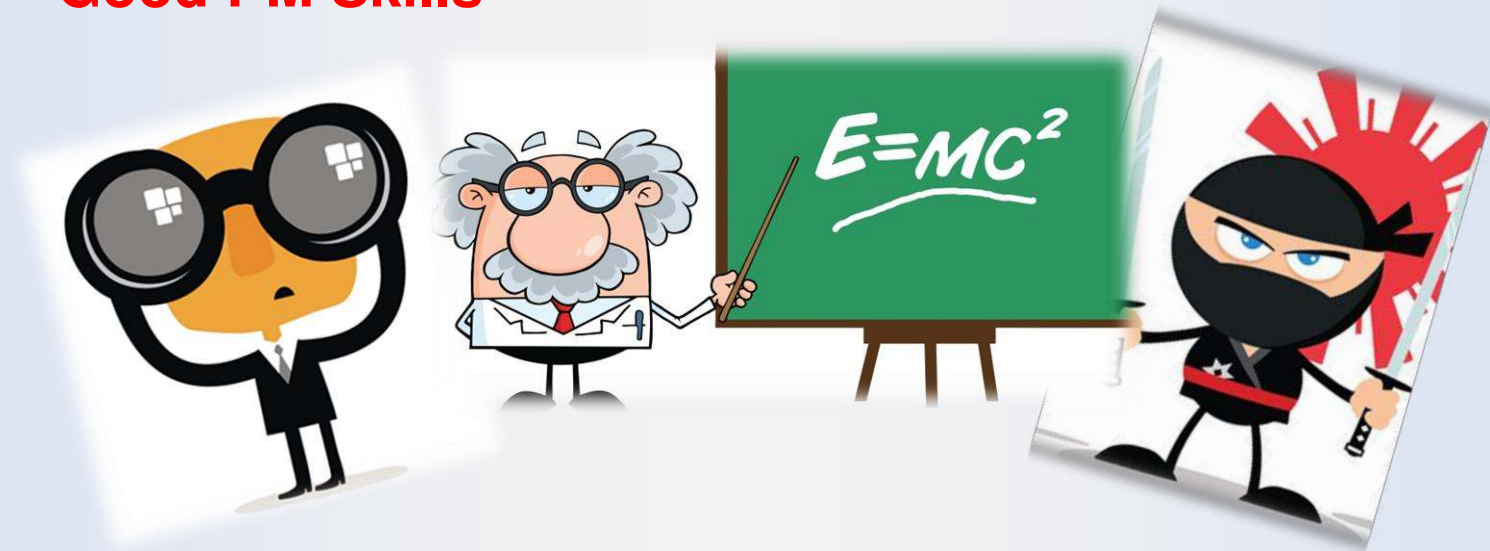
“People who are change agents take action on a condition to produce a transformative reaction.”

-Victor Manolo

The Attributes

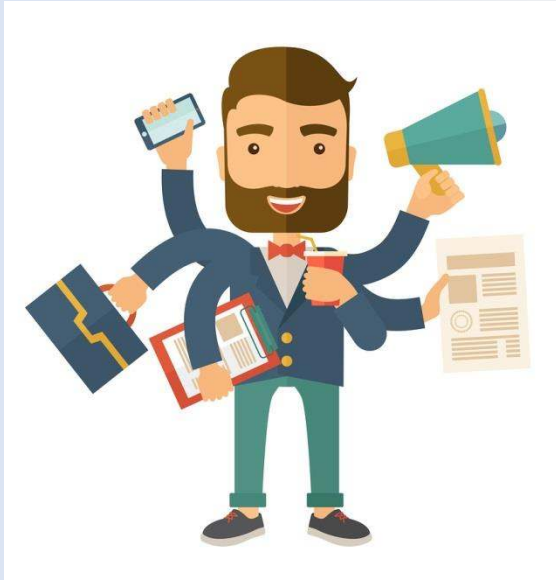
...what's usually part of their make-up

- 360° Vision
- Patient/Persistent
- Asks tough questions
- Curious
- Good PM Skills
- Diversified Knowledge
- Agile
- Listener/Cheerleader
- Thick skin



The Job Description

...that you'll find out about



Must have's:

- Inspires trust
- Exercises restraint when necessary
- Publicly embraces and models change
- Is a proven communicator and collaborator
- Fosters change in an environment without fear
- Seeds and grows ideas that will move the organization forward
- Builds incremental change by adoption of success factors used by others
- Adept at handling resistance (test with pre-eliminating the blackballer)
- Conducts “ninja-like” irregular warfare when required

Change A. Types

- **Internal** change agents are people already in the organization who are familiar with the company's culture and operations.
- **External** change agents are consultants from outside the organization who re-evaluate operations. To be effective, external change agents must first research the company's structure, culture, processes, finances and existing technology.

Change A. Levels –

(a la J. Canterucci)

Level 1 – Accepts needs for change

Level 2 – Defines and Initiates Change

Level 3 – Manages Change

Level 4 – Manages complex change

Level 5 – Champions change/revolutionizes the organization

Level 1 – Small Change initiatives

Provided with clear direction from management.

Communicates and defends the need for change throughout the organization, creates an open and receptive environment.

Level 1 – Accepts Need for Change

**City of Santa Monica
Older Americans Act Meals Program**

Level 2 – Defines and Initiates Change

Can **independently define a specific area where change is needed** and identify the leverage points for change in processes and work.

Level 2 – Defines & Initiates Change

**LA Metro
Los Angeles County Transportation
Commission
(LACTC)**

Level 3 – Manages Change

Defines and translates the vision of the organization into the context of a specific change initiative, communicates vision to the entire organization, able to redirect individual or team approaches in the face of new opportunities and involve people in the change. Ensures the success of change through implementation of a communication strategy, the refinement of work and organizational design models, and the facilitation of staff development.

Level 3 – Manages Change

**Libyan
Housing and Infrastructure Board (HIB)**

Level 4 – Manages Complex Change

Understands the cultural dynamics of the current state of an organization, creates a strategic practical course, including the hidden assumptions and the differences between the stated values and the values in practice. At this level the change leader is able to create a strategic practical course, balancing the current reality with the need for rapid adoption of the desired future reality...without destruction.

Level 4 – Manage complex change

**Los Angeles Department of
Water and Power (LADWP)**

Level 5 – Champions

Change/Revolutionizes Organization

Challenges the status quo by comparing it to an ideal or a vision of change, **causes crisis in order to support dramatic actions and change efforts**, transforms the organization.

Level 5 – Revolutionizes Organization

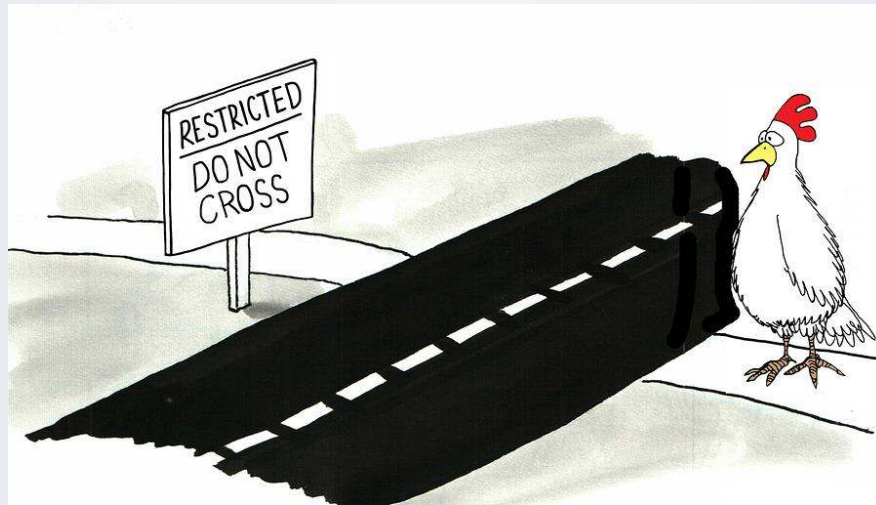
Haven't caused the crisis (courage?) but...



CA Rule #1 – Cross the road!

Don't learn to accept bureaucratic stupidity if there might be ways to eliminate it.

Just because you've always done it that way doesn't mean it's not incredibly stupid. Keep asking why, calculate, then move.



Whether it's office, local government, board members or the public you better understand what the underlying currents are.



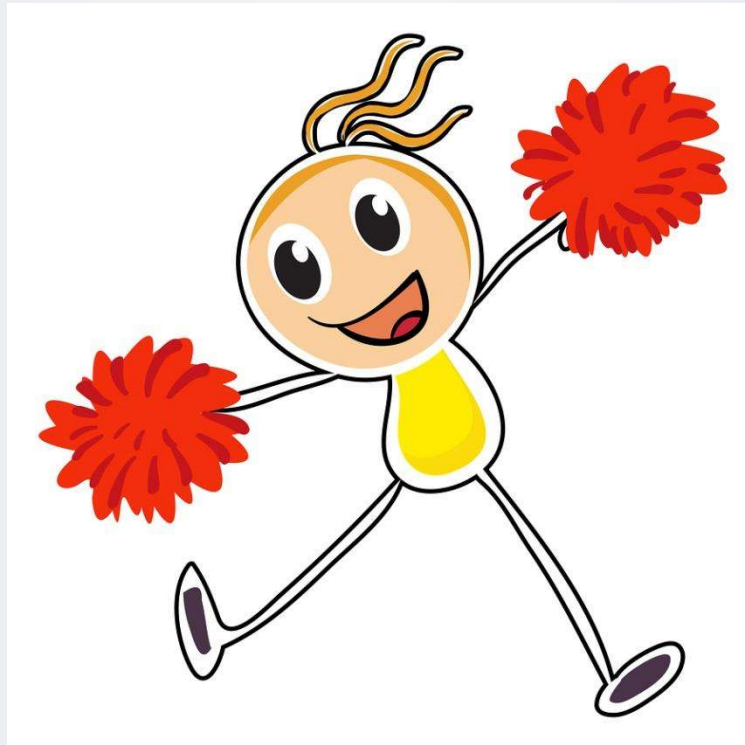
CA Rule #3 – Learn how to go around, go over or go through!

Put your safety gear on first and then...

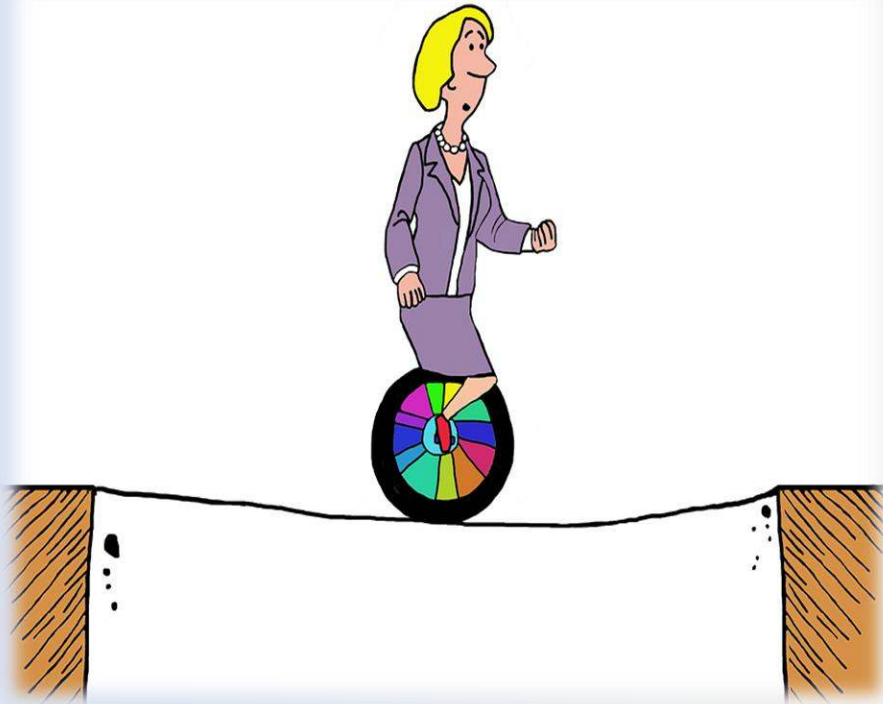


CA Rule #4 – Get your “pom-poms” out!

Winning over hearts and minds will get you closer to the finish line every time.



CA Rule #5 – Be the Crazy One!



“...The misfits. The rebels. The troublemakers. The round pegs in the square holes. **The ones who see things differently. They're not fond of rules.** And they have no respect for the status quo. You can quote them, disagree with them, glorify or vilify them. About the only thing you can't do is ignore them. Because they change things. They push the human race forward. And while some may see them as the crazy ones, we see genius. **Because the people who are crazy enough to think they can change the world, are the ones who do.**”

- Rob Siltanen

QUESTIONS

