Earning Buy-In

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What would you say if I told you……

(That's not what is on the agenda.)

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Earning Buy-in Session Agenda

- Why _earning_ buy-in?
- When to use these ideas (adaptive change)
- What's in it for you?
- How – change management
- Table discussion – share your strategies
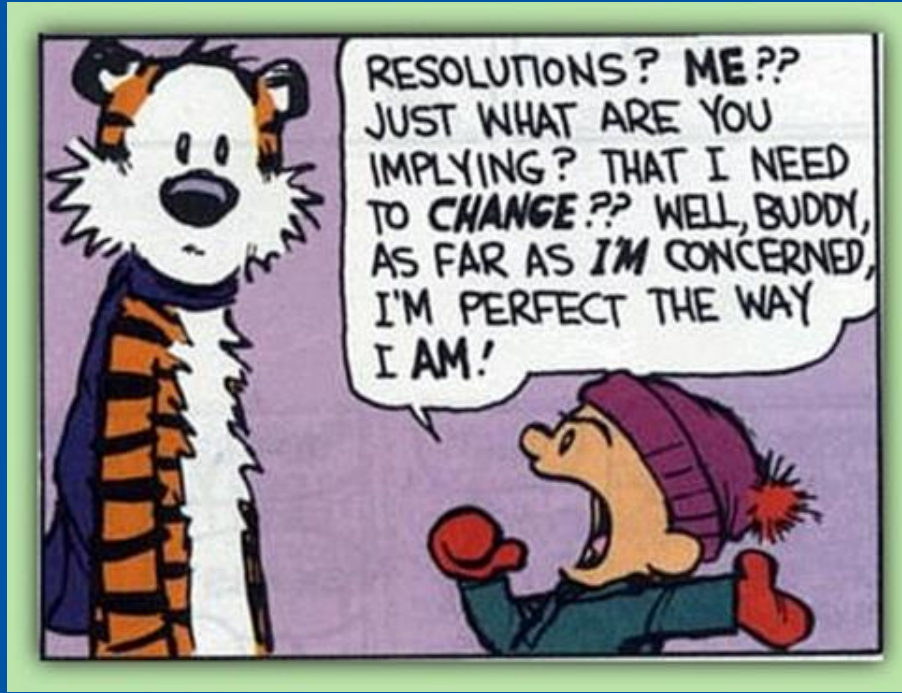- Quick tips

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Definitions

Leadership = eliciting cooperation

Collaboration = co-labor, to work with

Buy-in = agreement to support a decision

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Why *Earning* Buy-in

- Getting buy-in

- Building buy-in

- Earning buy-in

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When: Types of Problems

- Technical*
  – Resolved with existing knowledge and resources
- Situational**
  – Quick assessment and act under pressure
- Adaptive*/Transformational**
  – Require new learning, creativity, collaboration
- Sources
  – Prof. Ron Heifetz, Public Leadership, Harvard Kennedy School
  – Dr. Nicole Cain, American Military University, Leadership Styles in Law Enforcement: Defining Effective Leaders

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When: VUCA – Current Environment

Volatile

Uncertain

Complex

Ambiguous

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Foster Resilience

Strong support networks

Self-awareness, acceptance and caring

Problem solving mindset, to learn and adapt

Collaboration

Affirming strengths, listening, modeling patience for others

Promote, enable and support change

Capturing the Moment: Counter - VUCA Leadership for 21st Century Policing, by Dr. Mitch Javidi and Lieutenant Brian Ellis published in Law Enforcement Today, December 2, 2015

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Getting Agreement in a Sea of Complexity

- *Telling* does not inspire new behaviors
  - Heard as an accusation.
- People change when they understand *why*
  - Participatory thinking creates ownership
- Demonstrate do-ability
  - Try and learn
- Mutually trusting relationships

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Adaptive Leadership Frame

- Face complex problems
  - Question existing practices, explore new paths
- Work with resistance
  - Opportunity for deeper understanding, listen and understand concerns.
  - Continuous learning, experimentation
- Foster culture of resilience
  - Adapting to change is the norm
- Shift responsibilities to the team
  - Engagement makes the team accountable for managing the change
- Manage expectations and maintain productive tension

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Problem Solving Circle

Source: FEMA

STEP 1 Identify the Problem

STEP 2 Determine Root Causes

STEP 3 Explore Alternatives

STEP 4 Select an Alternative

STEP 5 Implement the Solution

STEP 6 Evaluate the Situation

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Why use adaptive leadership approach -- What's in it for you?
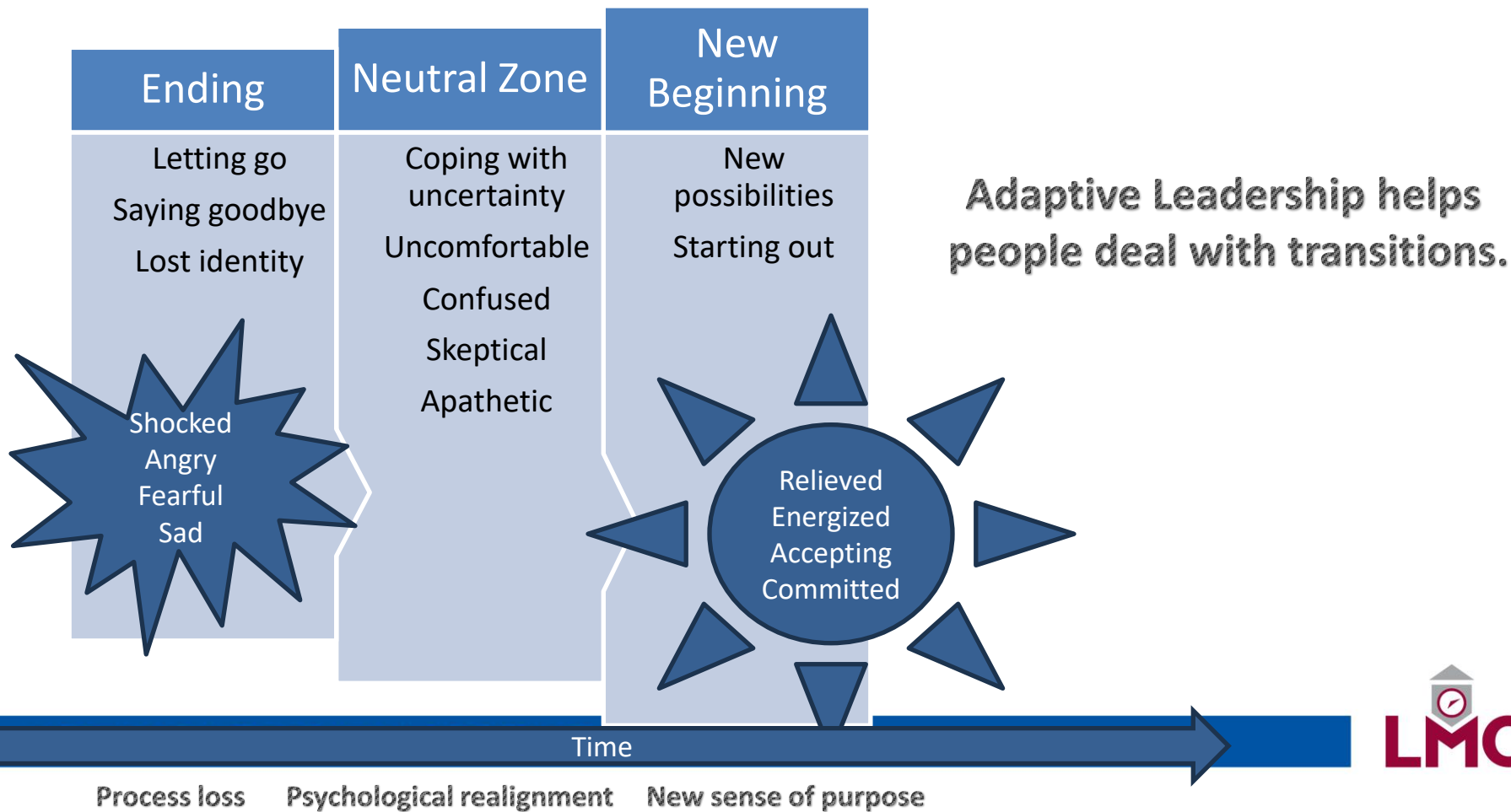
Discussion

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So What?

- Decisions based on "good reasons," not arguments
- You might understand something differently or more deeply which informs your project
- Listening leads to relationships and "social capital"
- Meet people where they are, in their way
  - Acknowledgement is effective change management
  - People who are heard have a greater sense of procedural justice
  - Help people be resilient, overcome polarization

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Leading Change

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William Bridges Transition Model

Ending

Letting go
Saying goodbye
Lost identity

Shocked
Angry
Fearful
Sad

Neutral Zone

Coping with uncertainty
Uncomfortable
Confused
Skeptical
Apathetic

New Beginning

New possibilities
Starting out

Relieved
Energized
Accepting
Committed

Adaptive Leadership helps people deal with transitions.

Time

Process loss   Psychological realignment   New sense of purpose

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Moving Past Ending (William Bridges)

- Identify what is lost
- Accept the reality and importance of people's losses
- Acknowledge losses openly and empathetically
- Give people information and more information
  - Clearly define what is over, and what isn't
- Treating the past with respect
- Show how things that matter could continue

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Other Lessons from Change Management

- Address the "why?"
- Don't take "yes" for an answer.
- Gather information from many places
- The goal is not to please everyone, it is to acknowledge, hear and include everyone whenever possible.

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Discussion

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Appreciative Inquiry

- Collaborative approach to problem solving
  – focus on strengths and values rather than weaknesses or challenges

- Engage a team in positive idea generation

- Encourages team members to participate

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Think of a time when you collaborated to make a change to improve your work culture or community? What did you do as a leader/did the leader do to foster collaboration?

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8 Tips for Adaptive Leadership

1. Move between the "balcony" & "dance floor"
2. Regulate distress
3. Model steadiness, non-reactive
4. Explain and "own" the need for change
5. Answer "what's in it for me?"
6. Elicit issues/ideas/input from team
7. Protect voices
8. Focus on learning

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Questions? Comments?

SAFETY AND LOSS CONTROL WORKSHOPS

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