

Cathedrals Measure Implementation Strategic Leadership Event

Still Moving Session

Friday November 4th, 15.30-18.00

Leading Change

From the sisters of St. Mary's Abbey, West Malling

What does it mean
to be certain?
Is the heart true?
Am I? Are you?
Let us live with uncertainty
As with a friend
To feel certain
Means feeling insecure
To feel safe is unreal
A delusion of self
Knowing we do not know is
The only certainty
Letting the self be lost into Christ



I am much more confident in the task of handling complexity and ambiguity and not seeking the first and quickest solution

Hold ones nerve to be a non-anxious presence

The impact of Covid meant being alert to a different environment
More hands off leadership and shaping new things in an unfamiliar environment

Sticking to my guns and giving myself regular reflective still moments – believing in the mystery of obliquity

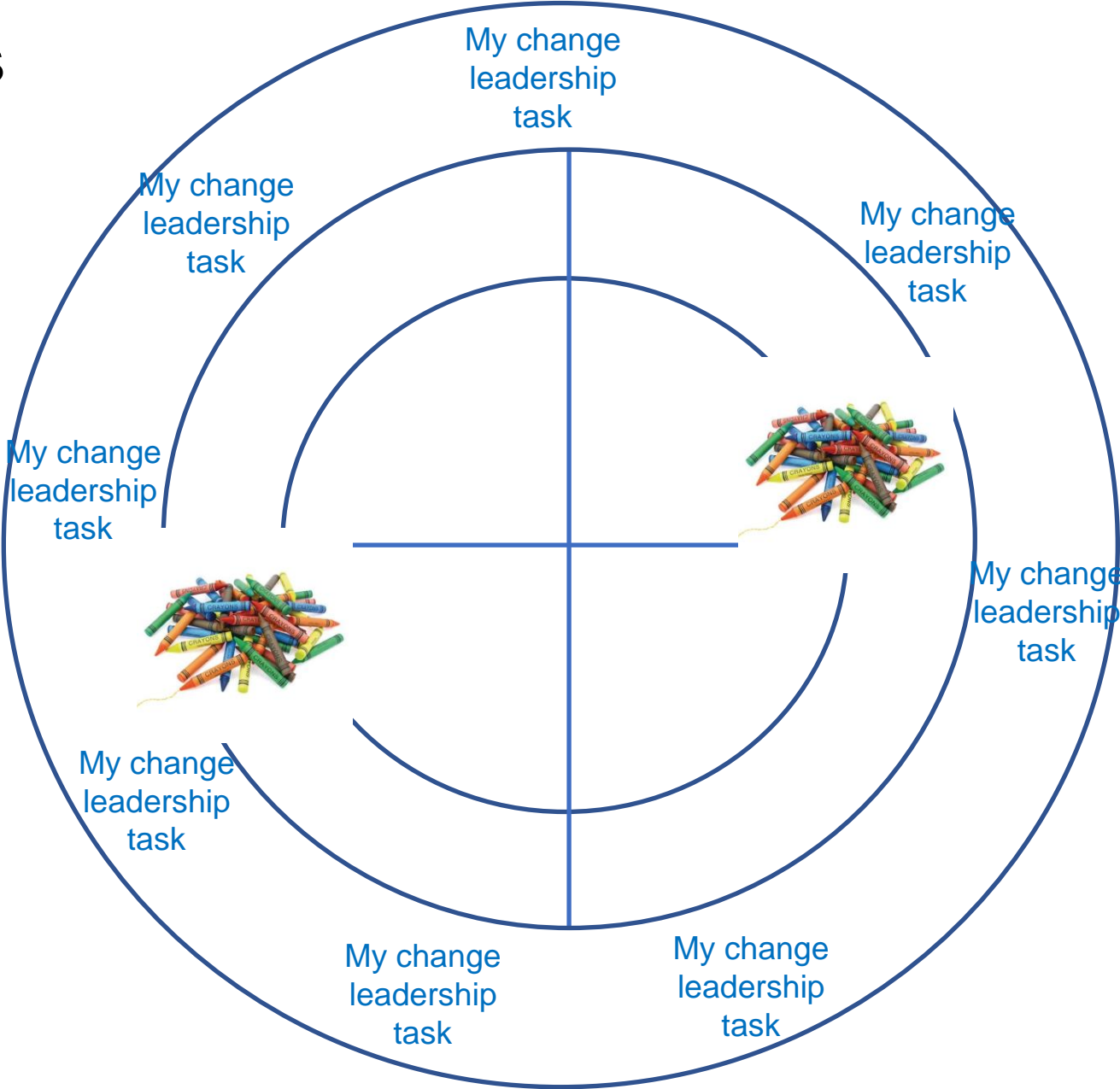
Giving me the vocab to express what I have fundamentally believed for many decades

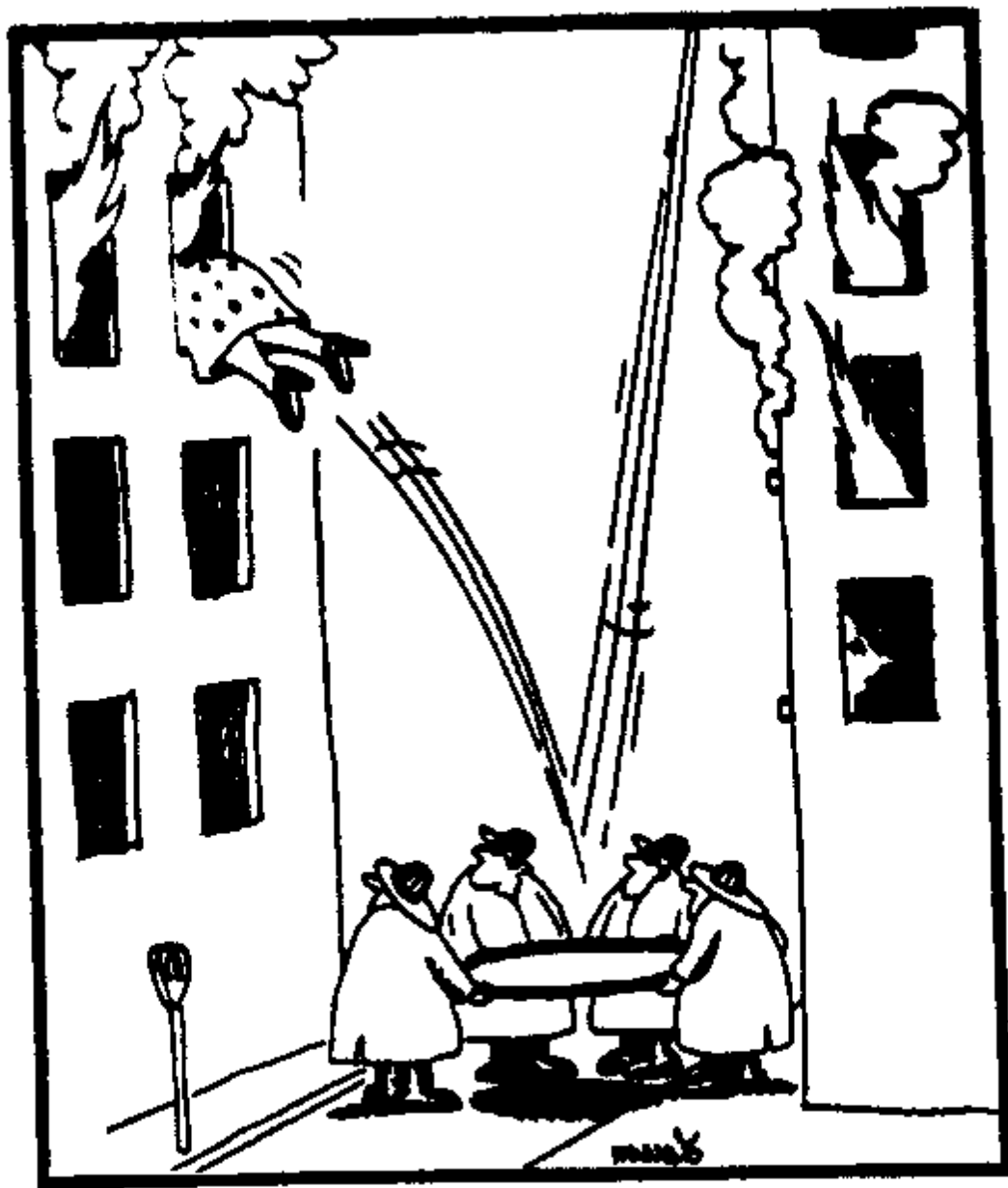
To listen to all voices, to be prepared to challenge and change myself
A combination of humility and confidence

Self awareness from the Still Moving training important

It has been a helpful tool in our work on culture change

Table Cloths





We repeat our
story.....

Understanding transformational change – what does it take?

Being before
Doing

Make
Disturbance
your Friend

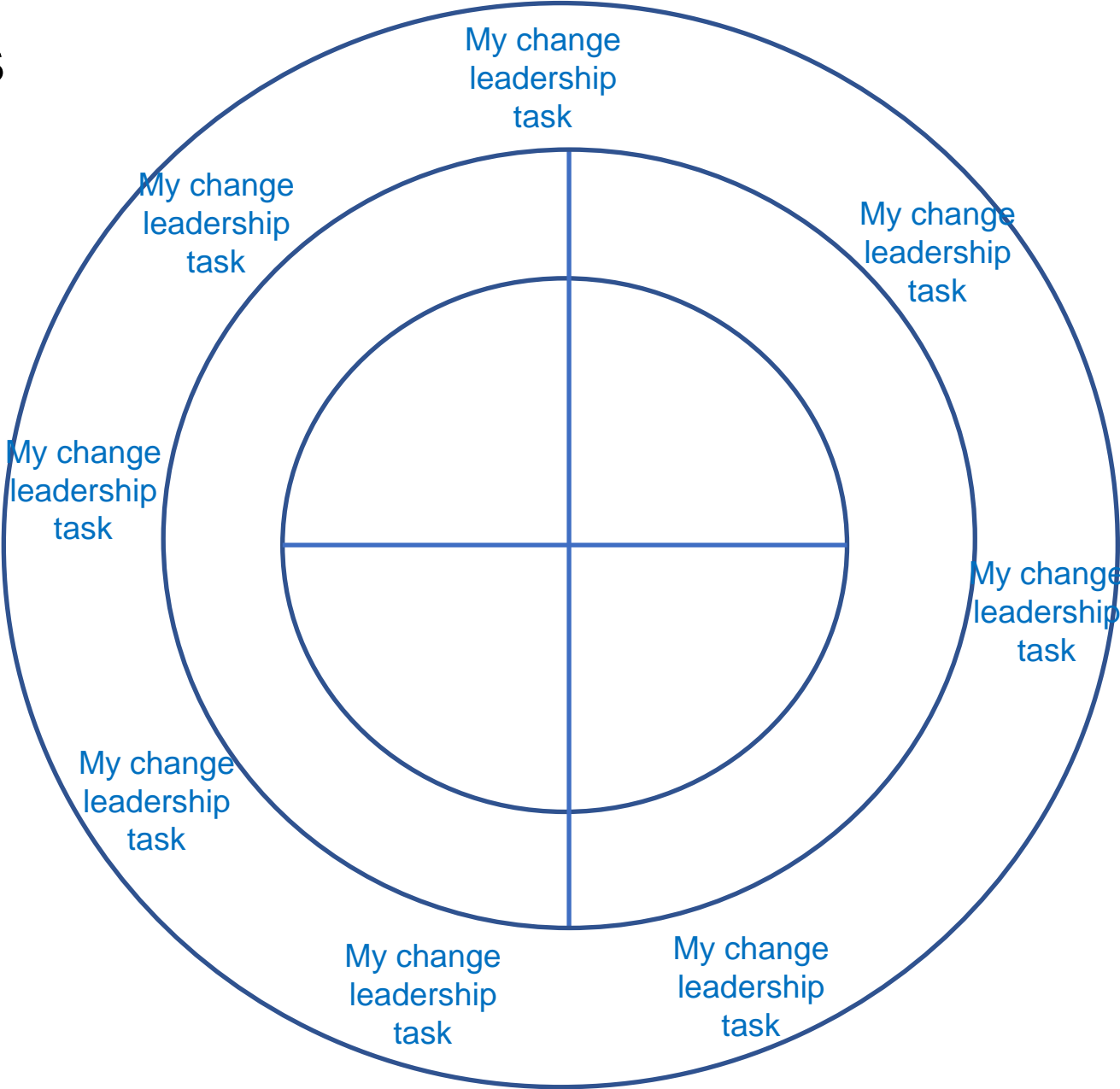
Action v
Movement

Now is the time
for emergence

Belonging is
primal

*What has
caught my
attention in
relation to my
change task?*

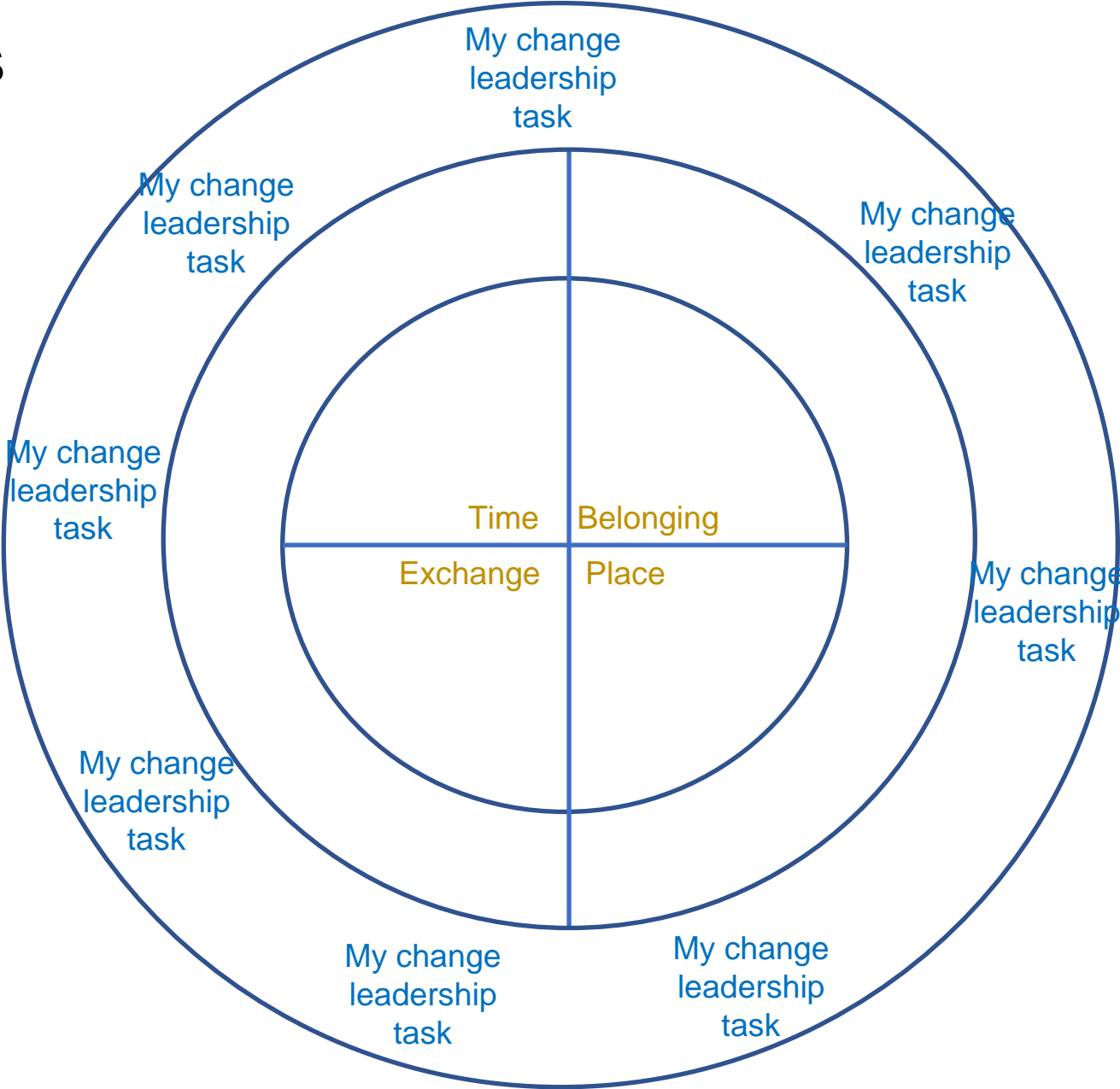
Table Cloths



How do the key change leadership messages relate to my biggest change task?



Table Cloths



How do the **Ordering Forces** relate to my biggest change task?



The Ordering Forces

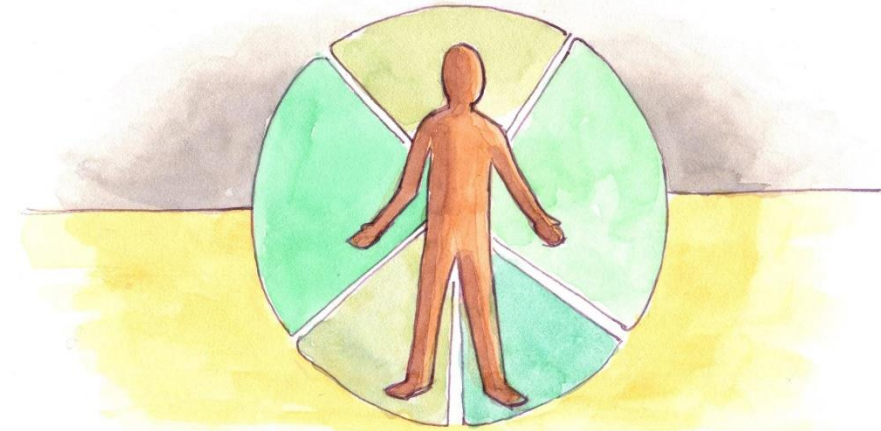
TIME



ALL LIFE IS GOVERNED BY TIME

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BELONGING

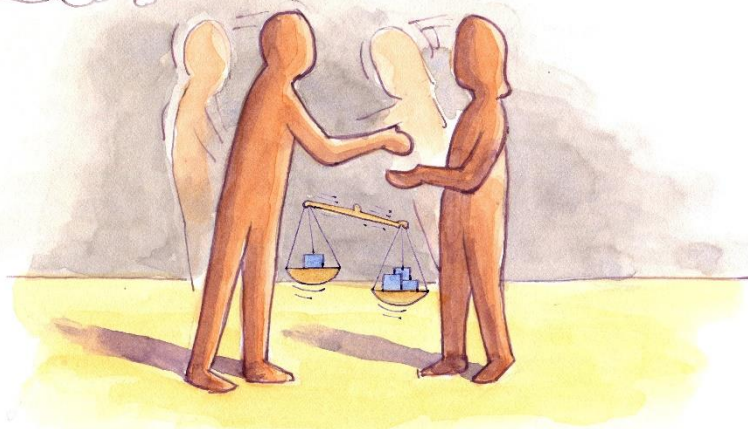


WE NEED TO BELONG
AS WE LONG TO BE

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EXCHANGE

DO I 'OWE' OR
AM I 'OWED'?



BALANCE OF EXCHANGE BUILDS BELONGING

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PLACE



IN THE RIGHT PLACE, LEADERSHIP FLOWS

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Ordering Forces - Looking at my Leadership

Where
do I most
gaze?

What
leadership
response is
being
called for?

TIME	BELONGING
<ul style="list-style-type: none"> ❖ Do I fully & visibly acknowledge <i>past</i> events/people – particularly those with a remaining, unsettling echo in the present? ❖ Am I fully facing up to and confronting today's reality in the <i>present</i>? ❖ Do I give space and blessing for <i>future</i> talent & innovation as much as I honour those who/that which has come before? ❖ Are we aligning talent moves and succession to the future momentum of this organisation? 	<ul style="list-style-type: none"> ❖ What loyalties might I have to let go of in order to enable change? ❖ Do I make clear what it is we are doing together? ❖ Are we signed up to a consistent way of handling staff exits – both with leavers and stayers? ❖ Does change mean people's sense of uniqueness, safety or inclusion is under threat? ❖ How do I make visible and handle tensions between different loyalties which create a 'drag' on change?
PLACE	EXCHANGE
<ul style="list-style-type: none"> ❖ Where will traditional hierarchies be most disrupted? Who gets 'bigger', who gets 'smaller'? ❖ Does each part of the organisation understand their role and how they contribute to the whole? ❖ Am I fully taking responsibility to lead for the good of the whole? ❖ Do decisions, ideas and innovation flow well through the system? 	<ul style="list-style-type: none"> ❖ What must be sacrificed/given up in order that the whole can move forward with greater ease? ❖ Who is giving (up) more? Who is getting more? ❖ Do I fully consider the 'give and take' in my system and is it in healthy balance (over time)? ❖ Do I fully see and say "sorry" to those who will have to pay the price for system change to occur?

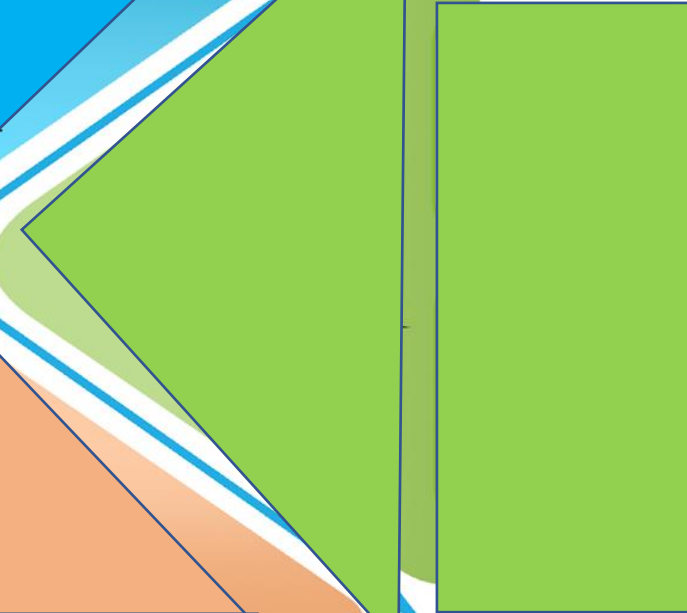
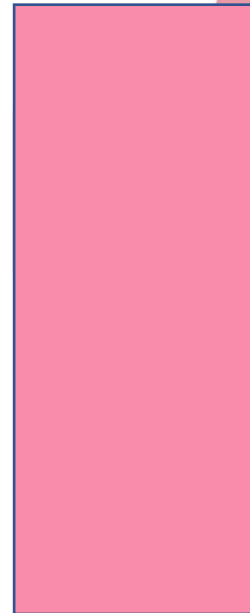
CHANGE APPROACHES - a conscious choice

Can be okay for low magnitude change where solution is obvious & capability already present

Effective in change that is long term and ongoing

CONSISTENT,
TOP DOWN

COMPLEX,
SYSTEMIC



CONTROLLABLE,
STRAIGHTFORWARD

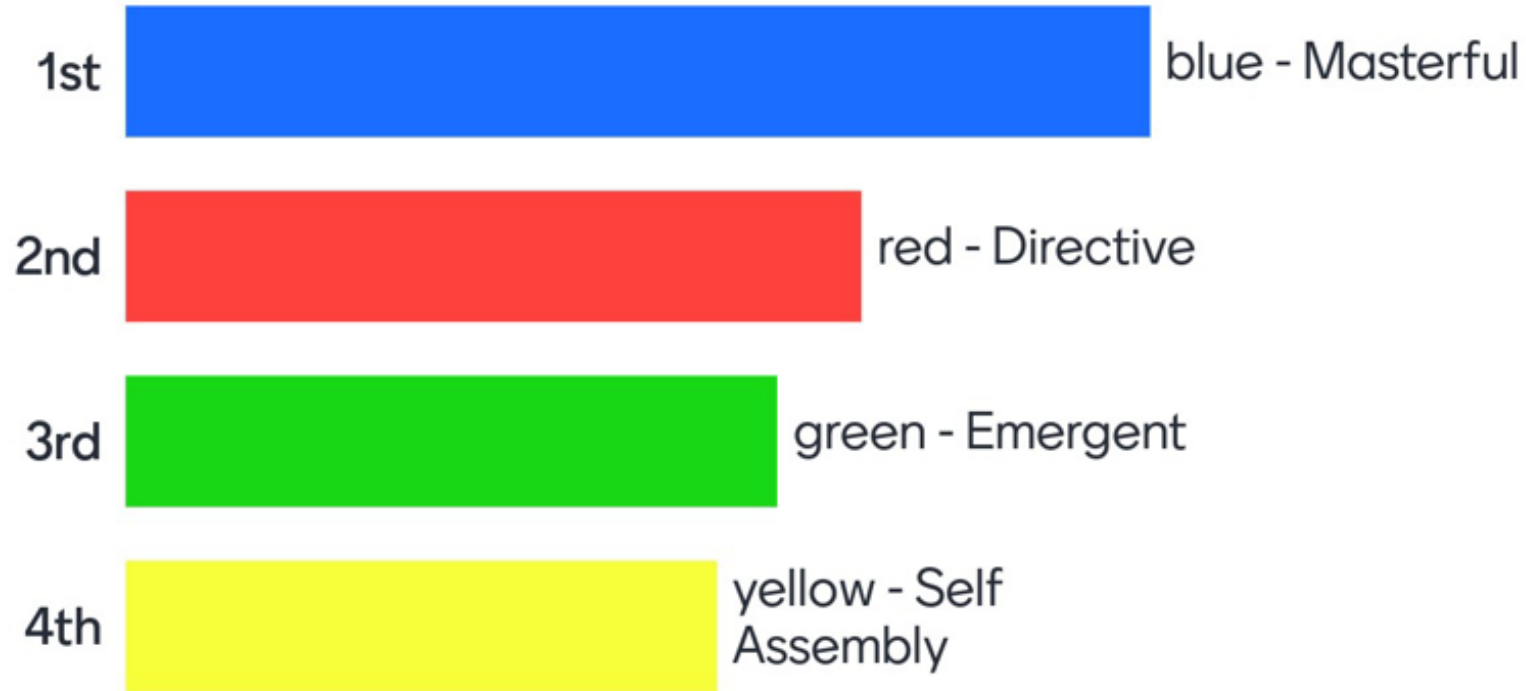
DIFFERENTIATED,
LOCAL FOCUS



Associated with failure in all contexts, especially big change; never recommended

Most effective for speed in hi mag change

how did I rank the four different change approaches?



Change Approaches - Masterful

- Create a clear change direction and allow for space to empower action within that
- Consistent frameworks, journey plan, language
- Spend time on high quality engagement and dialogue
- Building skills in leading change, including how to help people through it
- Top team is aligned and holding the whole, together
- Create (formal) networks across the organization



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How do we use our dispersed yet connected structure as an asset?

Complex adaptive systems - able to stay in constant innovation

Governed by a loose intention and micro-level “hard rules”

Fuelled by: diversity; connectivity; rapid feedback loops

Lateral networks > vertical hierarchy

*What **is** the centre?*

*Where **are** the margins?*

Masterful Change



Change context is high magnitude, complex change

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Emergent Change



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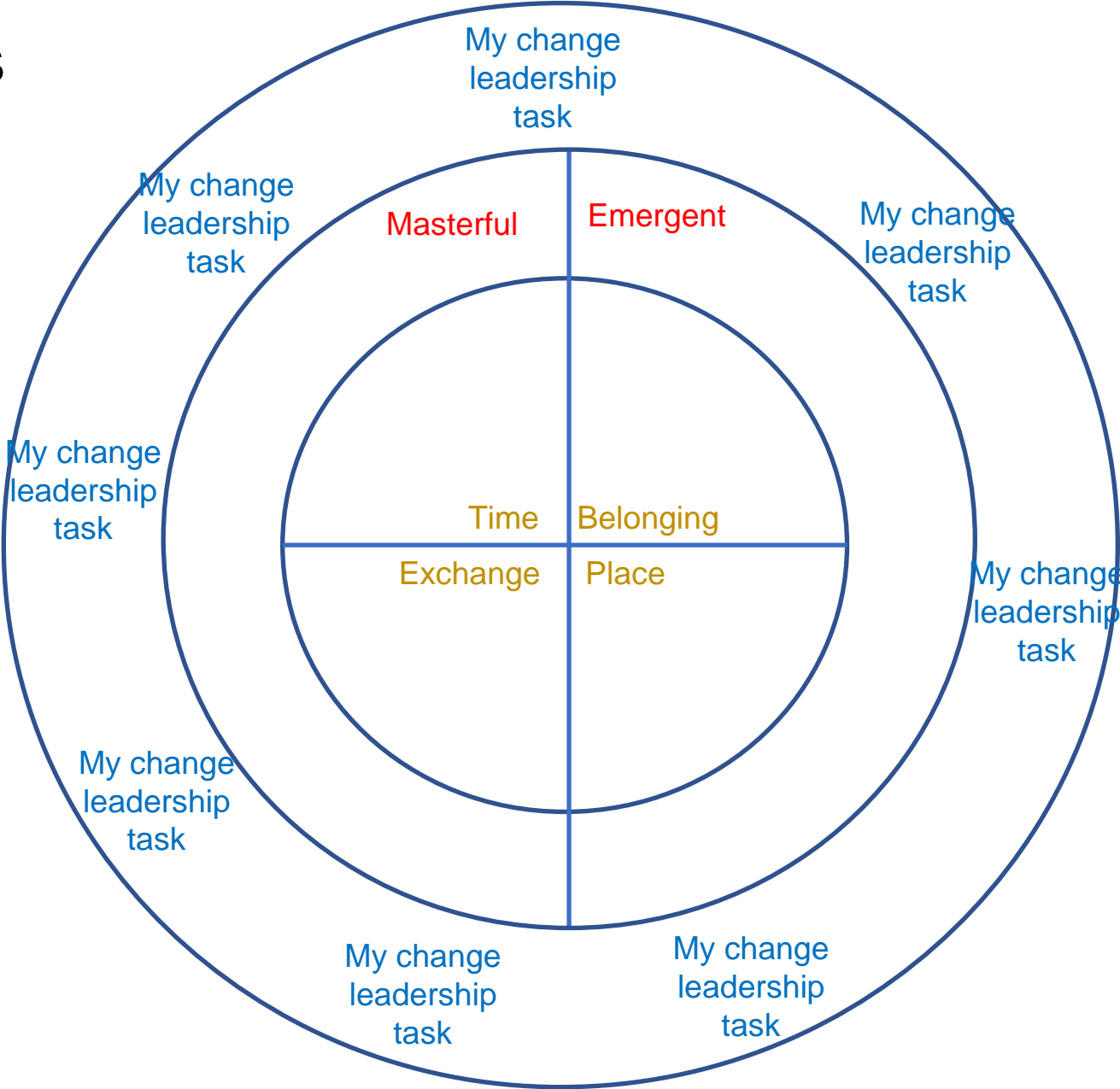
- Setting a loose direction
- Setting a few hard rules guiding the what and the how of the change
- Focus on hot spots that might unlock the whole system's change
- Starting in a small way and build from this – step by step, now-and-next change
- Encourage and enable people to be involved and take charge - informal networks, volunteers
- Always foster: diversity; rapid feedback loops; inter-connectivity

In your cathedral teams....

Given our change challenges

- What change approach(es) will be most successful?
- How can we move one or two steps closer towards masterful/emergent in the coming months?
- What would a next step look like from next week?
- And.....what might we need to relinquish (trampoline!) in order to do all of this?

Table Cloths



How do the **Change Approaches** relate to my biggest change task?



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