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THINKING & LEADING DIFFERENTLY: 4 MODELS

By Krysta Fox & Sally Mitchell-Wolf

4 Models to Powerfully Enhance
Effective Leadership



changeosity
Creating Better Leaders. Creating Better Organisations

4 Models to Powerfully Enhance Effective Leadership

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The concept behind this edition of Changeosity Insights is a little... different to our usual articles. And 'different' is exactly what it's about! In what follows, we share a quick introduction to four conceptual models that, in our experience, are really powerful mechanisms for helping founders and leaders shift to thinking differently in various stages of their business journey. For each we identify certain contexts, at a specific stage in a process, or point of personal and organisational development when it is usually most appropriate and powerful. And while most of these concepts and models are, typically, not used in isolation but rather within a larger framework, we believe the concepts behind each can provide insight and inspiration in a range of situations. Some included here will no doubt be familiar to members of the Changeosity community, others we hope are something that might be a 'slow-burner' which will return to your mind when needed.

#1 ELEMENTS FOR HIGH PERFORMANCE

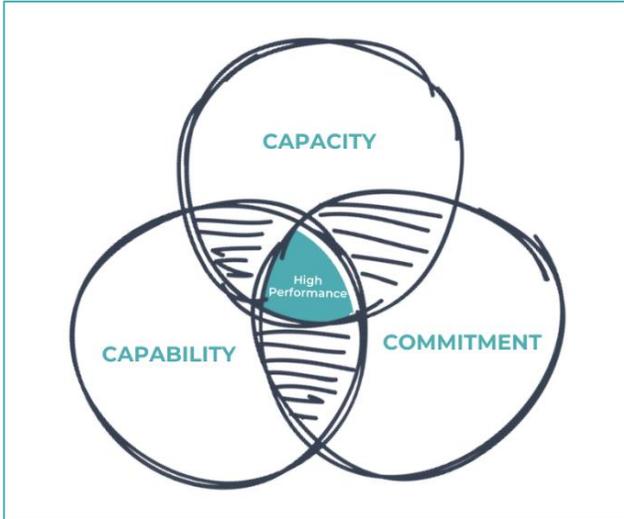
The underlying principle here is that high performance is unlikely to be achieved unless the elements of 'capacity', 'capability' and 'commitment' are aligned.

A search online using the terms 'capacity' and 'high performance' will produce a variety of models which look similar to this one however, our somewhat unique version was shared by a friend.

We have found it to be a wonderfully broadly-applicable model. It has an impact in shifting thinking for both day-to-day

leadership and in Change Management.

Leaders can apply it to themselves or draw on the elements for reflecting and assessing both



For high performance, all three elements of capability, capacity and commitment must be aligned.

delegation and invitation in relation to taking on any kind of new piece of work, a project, role or additional responsibilities.

The model reminds us to first consider **capability**. This involves asking if the individual possesses the expertise, experience and know-how required for the task, project, or role.

Following on from this, considerations such as provision of professional development or mentoring may follow.



The second element is **capacity**. We consider what the individual has 'on their plate' right now and determine if they have the time to be able to meet the demands of the task or initiative.

A very important aspect of assessing capacity is a realistic assessment of the time commitment which the proposed project, duties etc. will demand to be done to the standard desired.

The element of **commitment** actually prompts us to consider a range of dimensions. Discovering the information to judge this may take inquiry and reflection along several paths.

Commitment can be considered in relation to individual intrinsic motivation, requiring insight and a positive relationship with the individual that allows for reflection and open discussion.

Unpacking commitment also demands examining context and the ways performing the work is bolstered or enhanced within the organisation.

Probing what the resources, recognitions and rewards are that contribute to individual (or team) sense of the effort is necessary.

Similarly, reflection on the expansion of capacity, additional responsibility and such intangibles offer, is part of addressing this aspect to achieve high performance.

Through asking such questions, a leader can identify what supports the individual and gives them a sense that 'it's worth it'.

The diversity which can exist in what motivates individuals was explored within another of our recent articles about effective teams and

psychological safety, which can be found [here](#).

With frequent reports of critical staffing shortages in professions such as healthcare and education in various places around the world, it seems this simple model could also provide a very powerful insight for thinking differently about dimensions including wellbeing, retention, and recruitment!



#2

STRATEGIC BARRIERS ANALYSIS

Underlying this model is the knowledge that a successfully



delivered strategy rests on major aspects of business functioning well.

Strategic Barriers Analysis uses prompts which guide analytical thinking. It pushes leaders to really dig into asking what are the things that are not working? This leads to exploring why and how to address issues and weaker areas.

In brief, leaders identify major aspects of the business and rate each on a scale from one to ten points. All areas shown on the model can be included with each rated in turn.

Additional business and sector specific dimensions can be added. For example, when working with a client in the construction industry, work program management was a bespoke area that was included for analysis.

If an area is given a low rating, such as a four, you investigate and identify why. Let's say you are rating financial management and control. You might give four points because invoices are going out the door on a regular basis and there's an inventory system in place. These are good things!

Our hot tip here is that getting a full answer and moving to a solution may involve flipping the question: Why were six points deducted here?

Perhaps it's because you're not doing monthly financial reporting,

management properly, or accounts receivable isn't strong, plus some other factors.

When part of a wider process, this kind of analysis is followed up with investigation. That can include various surveys and information gathering, brainstorming in focus-sessions and other activities which help the strategic leaders identify what to keep doing and where to prioritise fixes in order to improve.

We trust you will agree that, even in isolation, the analytical technique of giving a rating and then flipping to asking why points were deducted can support leaders in thinking differently!

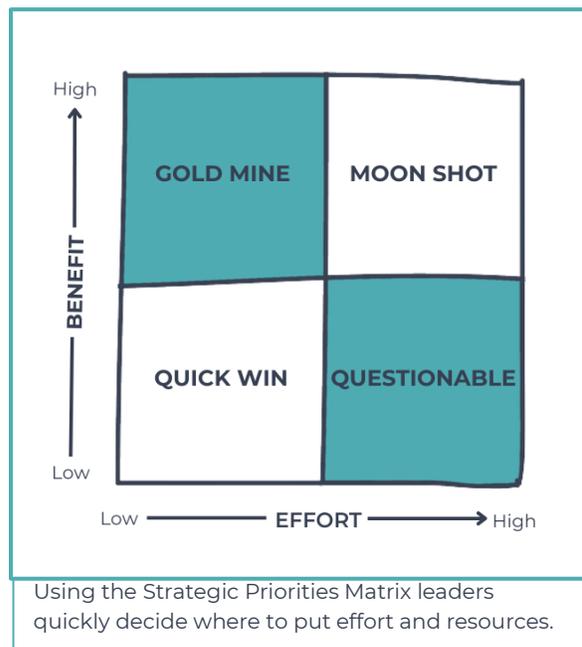


#3

STRATEGIC PRIORITIES MATRIX

The use of a four quadrant matrix to prioritise is another tool likely familiar to readers and the use of such a matrix to support decision making and prioritising has an assortment of applications.

In a business context, the application of this Strategic Priorities Matrix is most commonly used when looking at business development opportunities.



When working with clients using this model, it becomes clear that there's a fairly sophisticated evaluation methodology behind each of the dimensions. A mixture of methodologies can be used for brainstorming business development or expansion opportunities, which produces a list.

Using an evaluation process results in populating the matrix, which quickly helps visualise which are medium to high benefit and relatively achievable in terms of effort, the **'Gold Mine'** projects which can make a big impact with the right structures, resources and effort applied.

At the same time, ventures which fall into the **'Moon Shot'** quadrant can be recognised as having

potentially massive value but also being very difficult to achieve. This could be because the external environment is very complicated, or a technology capability is not yet sufficiently developed.



This doesn't mean that going for the Moon Shot isn't possible, but it would be prudent to limit how many a company has in-play at the same time. Wise leaders know achieving those could even be an industry game-changer but would take a significant amount of time (perhaps years) and demand a whole lot of resources, resolve, energy, motivation and boy, oh boy, are most certainly going to be met with obstacles along the way.

Projects in the **'Quick Wins'** quadrant may not deliver a great deal but are also achievable with minimum effort. Often the value here is in affective areas, such as boosting morale on a team or creating a feel good factor which motivates toward bigger challenges. Quick Wins may be worthy of being scheduled around

longer term, more challenging projects.

The fourth quadrant has the self-explanatory name of **'Questionable'**. They offer limited value and limited impact and are unlikely to be pursued as a result of the knowledge that applying this matrix shows where strategic alignment lies.

Once the gold mines, the moon shots, and the quick wins are identified leaders can ask 'OK, how are we going to plan those out in terms of when we're going to work on them'? This is critical, because there's only so many hours in the day and a certain capacity to deliver.

As a tool for sorting out priorities and creating a really robust strategic roadmap, the Strategic Priorities Matrix can't be beaten! The consultants at Changeosity use this every single time they run a strategy workshop with a group.

The thinking and process behind the Strategic Priorities Matrix are very similar to other matrices, such as the personal organisation and prioritising tool popularised by Dr Stephen Covey. It is variously referred to as an 'Urgent-Important', or 'Eisenhower' Matrix. Useful not only to individuals in the workplace, but also others learning organisational skills such as teens, a

very large number of articles can be found about that variation online.

The concepts behind this kind of matrix model can be applied in other ways within business too. It can be utilised in considering other ways to improve a business and works well with the Strategic Barriers Analysis model outlined earlier.

Ideas generated as opportunities for business improvements in that process can be combined with business development initiatives and visualised using the matrix. Together, these feed into not only growing but improving the business.

It's a little like driving the car and changing the tyres at the same time. To be in a space where a business is both growing and improving, that's a challenging, but really happy space.

These models can help leaders think differently and achieve that!



#4

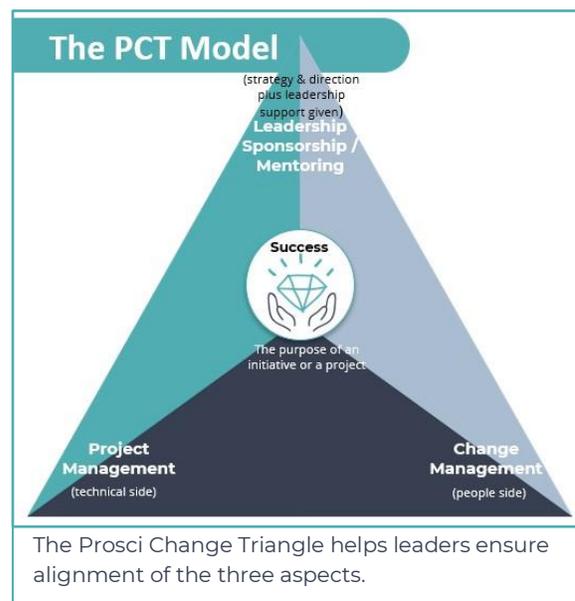
PROSCI CHANGE TRIANGLE

This one will certainly be familiar to members of the Changeosity community who have worked with

the Prosci Methodology as part of a Change Management process.

Indeed, when a leader is considering a change project or going through a transformation, this is the perfect time to use the Prosci Change Triangle, or PCT.

The power of this model is in how quickly it highlights the importance of each aspect for success. The analogy used is if one of the legs on a three legged stool is short or missing, it will be wobbly and likely fail when put to the test. (Prosci, 2021).



When working in a team, and especially with big changes coming up, the PCT really helps prepare for that change and support success.

Project Management, the technical side of change tends to be where

many in leadership are most competent. However change, and indeed the execution and realisation of any initiative or innovation rarely reaches its potential if this is the sole focus of leadership thinking. And even though this is often an area of strength, PCT supports this aspect with a series of questions and prompts that guide deeper thinking to achieve fresh insights.

In the work Changeosity does with clients, regardless of the sector, and size of the organisation, we often find that it's the **Change Management** aspect, the *people* side, that is overlooked when implementing innovations and transformations. It is human nature to resist change. The diversity of experience, needs, personality types and motivations amongst the individuals in a workplace varies considerably. Forums for understanding and discussing change, mechanisms for mentoring and upskilling to encourage personal growth increase the likelihood of success.

Having a common language for discussion and resolution of challenges is immensely helpful. For the success of any project, the importance of considering the 'human factor', the needs, fears and motivations of the people involved in the initiatives and impacted by

changes, cannot be overemphasised.

However, for some of the organisations we've worked with what the leadership team has really valued were the insights and learning that arose from considering the **sponsorship** aspects.

Here leaders invest time in considering what their role as a senior leader is in terms of really, authentically sponsoring the different work streams and initiatives involved in a project or change.



At all levels, from a smaller family-owned business to a larger organisation with multiple projects occurring simultaneously in various different countries, 'walking around' the PCT can shift perspective and thinking and push leaders to really identify where strengths exist, and which are the most important

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aspects for their intentional input and support.

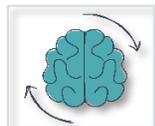
Using a model based on a triangle emphasises the relationship between areas which are often treated separately, in silos, to the detriment of the project and organisation. PCT is something we use over and over because it really

works to ensure everything is in alignment.

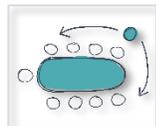
If you are interested in reading more about how the PCT works in the context of the wider Prosci Methodology, you might want to check out our article about Change Management, [here](#).

WANT TO LEARN MORE?

Thinking differently to lead differently often requires divergent thinking and thinking along new or unfamiliar paths. It's a step which you don't have to take alone. Our consultants are passionate about supporting Family-Owned businesses and SMEs to tread their own path. If you are ready to really challenge yourself to think differently or have ideas but don't know where to start, we encourage you to reach out to Changeosity, today. Chat with us about the possibilities and opportunities working with our team of expert consultants can contribute to your growth and success.



STRATEGY
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