

The Wall Group



*Driving Improvement*

# \* A Survival Guide for Leaders

Dan Wall  
The Wall Group  
TSP Symposium 2011



# \*Types of Change

## \*Technical

... is the application of current knowledge, skills and / or tools to resolve a situation.

## \*Adaptive

... is when the problem cannot be solved with one's existing knowledge and skills, requiring people to make a shift in their values, expectations, attitudes, or habits of behavior.



# \*Managing Your Environment

To minimize threats to eliminate you

- \*Operate in *and* above the fray
- \*Court the uncommitted
- \*Cook the conflict
- \*Place the work where it belongs



# \* Operate ...

## Operate in *and* above the fray

- \* Observe what's happening to your initiative, *as* it is happening.
- \* Frequently move back and forth from the dance floor and the balcony, asking,
  - \* What's really going on here?
  - \* Who's defending old habits?"



# \*Court ...

## Court the uncommitted

- \* The uncommitted but wary are critical to your success!
  - \* Show your intentions are serious
  - \* Practice what you preach



# \*Cook ...

## Cook the conflict

- \* Keep the heat high enough to motivate, but low enough to prevent explosions.
- \* Raise the temperature to make people confront hidden conflicts and other tough issues.
- \* Then lower the heat to reduce destructive turmoil. Slow the pace of change. Deliver humor, breaks, and images of a brighter future.



# \*Work where it belongs

Place the work where it belongs

- \* Resist resolving conflicts yourself - people will blame you for whatever turmoil results
- \* Mobilize others to solve problems



# \*Managing Yourself

To avoid self-destructing during difficult change

- \* Restrain your desire for control and need for importance
- \* Anchor yourself.



# \*Restrain ...

Restrain your desire for control and need for importance

- \* Order for its own sake prevents organizations from handling issues.
- \* An inflated self-image fosters an unhealthy dependence on you.



# \*Anchor ...

## Anchor yourself

- \* Use a safe place to repair psychological damage and to recalibrate.
- \* Find a confident who supports you
- \* Read attacks to your professional role, not to your personally.



# \*Major Take Away

You can lead and stay alive



# \*Radical Change

## Stepping softly

- \* No process for process stake
- \* Involve everyone
- \* Practical not perfect
- \* Keep it Simple
- \* Continuously improve
- \* Use own tool

The Wall Group



*Driving Improvement*



Dan Wall  
The Wall Group

Email: [DWall27@nycap.rr.com](mailto:DWall27@nycap.rr.com)

Phone: 518.488.7507