ROD STREET

Handling Change

I am a consultant who works with organisations on strategic change, where I bring a combination of structure, advice, facilitation and leadership to individuals and teams facing market and organisational challenges.

I was previously a consulting partner at PwC and IBM where I was a consulting partner and led the market and customer practice. I have always had a passion for helping organisations engage with their customers and markets more effectively – as these are the people for whom they exist. In practice this means that I have spent over 30 years working with clients on how to plan, execute and manage change effectively – as that is the only time that clients realise value from working with consultants!

As a result, I have probably worked on well over 200 projects in my consulting life, all embodying change; change in processes, organisations, people, locations, products or whatever is the pressure point that my clients have faced. My work has included: strategy support, helping transform sales and service operations, working on systems implementations and supporting the development of innovation with companies such as J&J, Volkswagen, Philips, Nestlé, Heineken and Coca-Cola.

In addition to my client work, I managed part of the consulting practice for first PwC and then IBM.

As a consultant I have been a frequent presenter and have authored numerous papers. My interest in leadership and change grew from one of my first research projects which examined how businesses could become more innovative.

Over the last ten years I have worked with many Church of England Dioceses to plan, organise and evaluate strategic initiatives, particularly around mission development and church plants.

I became a follower of Christ in my teens and moved with a real sense of calling into business after university, joining Unilever, enjoying the delights of Lancaster, a pretty fierce recession and several rather wet years before moving farther away from the hills and landing in the Midlands.

I am married to Carol, who for many years worked for CPAS, and we have a son, daughter-in-law and two granddaughters. I like reading, walking and red wine (although struggle with doing all at once). Over the years I have been actively involved with my church both in preaching, teaching and leadership, including spending several years chairing the leadership team at a church, co-leading a youth group and editing our online service. Currently, I am one of our churchwardens.
My idea of relaxation is a sunny day, a back garden and an obscure book or, if not available, a coastal path, a theatre or a good restaurant.

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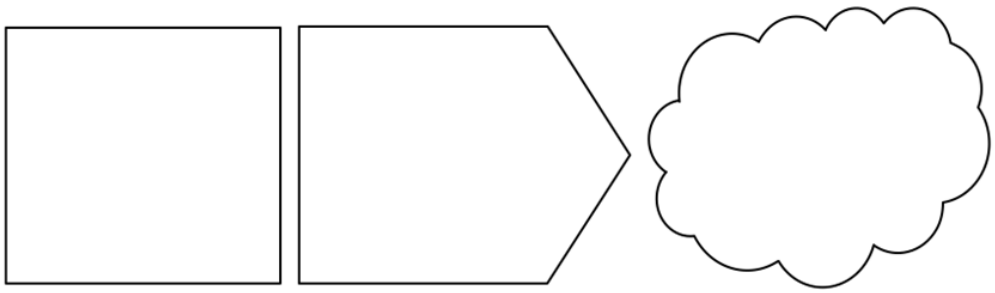
HANDLING CHANGE
Session 1: The Pattern of Human Change

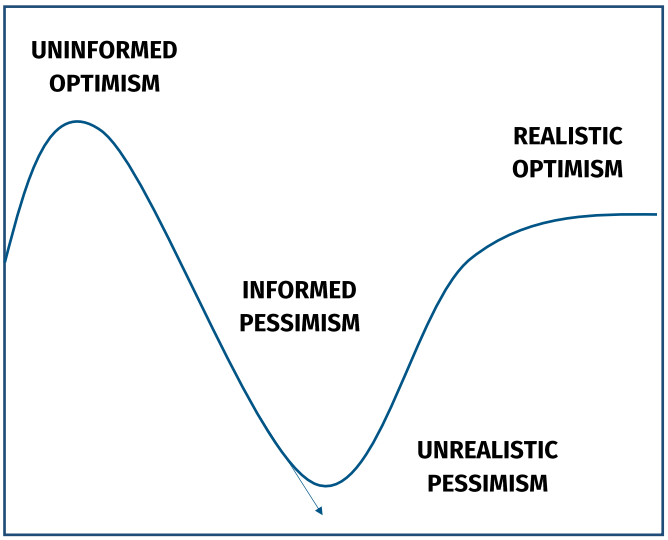
Change vs Transition

Pattern of Change



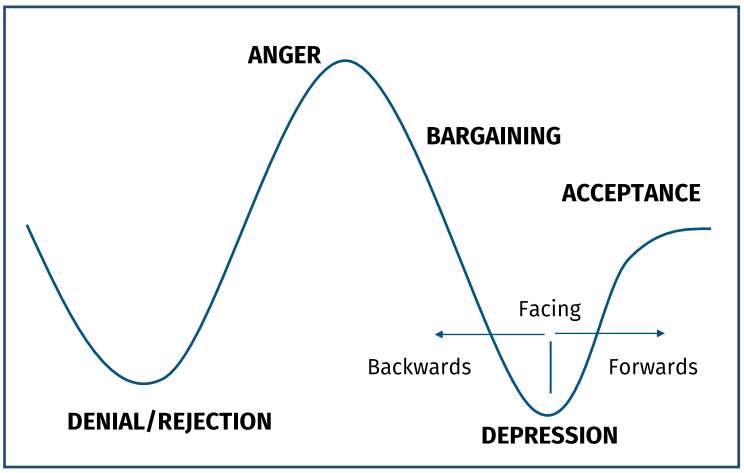
HANDLING CHANGE
Session 1: The Pattern of Human Change

Positive Change



Source: The career/entrepreneurial transition curve

Negative Change



Source: On Death and Dying, Elisabeth Küber-Ross, 1969

HANDLING CHANGE
Session 2: The Role Leaders Play

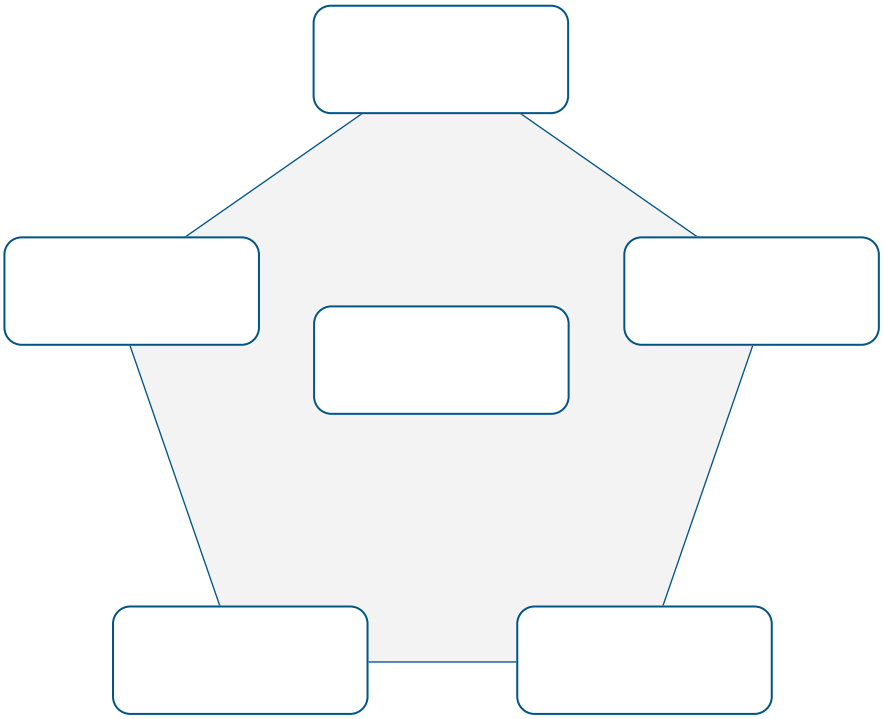
Four Key Roles

WE MUST DO WHAT WE CONCEIVE TO BE THE RIGHT THINGS AND NOT BOTHER OUR HEADS OR BURDEN OUR SOULS WITH WHETHER OR NOT WE'RE GOING TO BE SUCCESSFUL. BECAUSE IF WE DON'T DO THE RIGHT THINGS, WE'LL BE DOING THE WRONG THING AND WE'LL JUST BE PART OF THE DISEASE AND NOT PART OF THE CURE.

E F SCHUMACHER

HANDLING CHANGE
Session 2: The Role Leaders Play

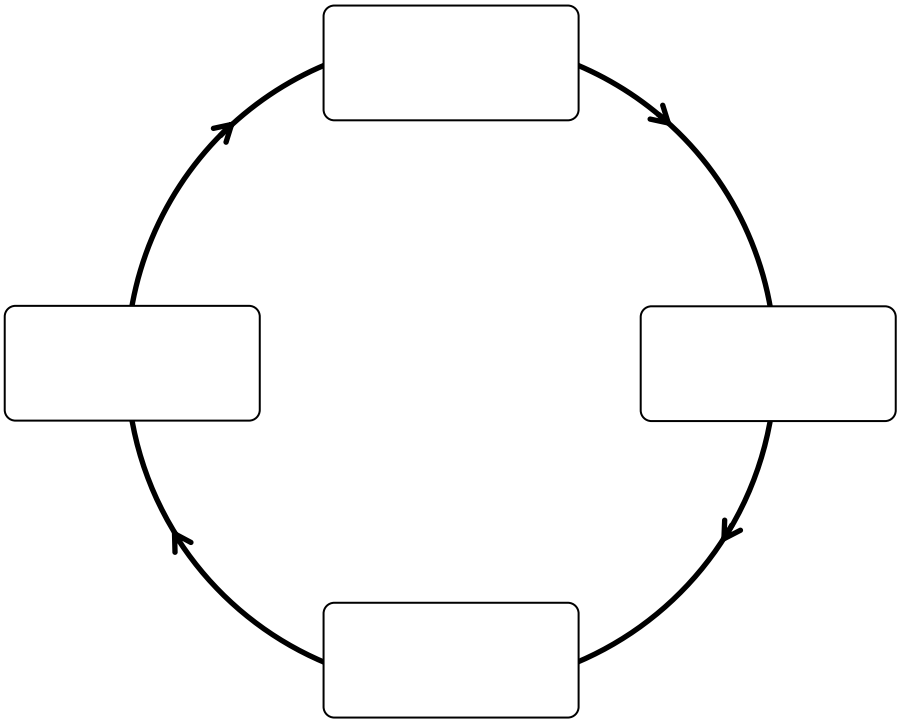
Principles



'SHOW UP. SPEAK UP. LOOK UP. TEAM UP. DON'T GIVE UP. LIFT OTHERS UP.'

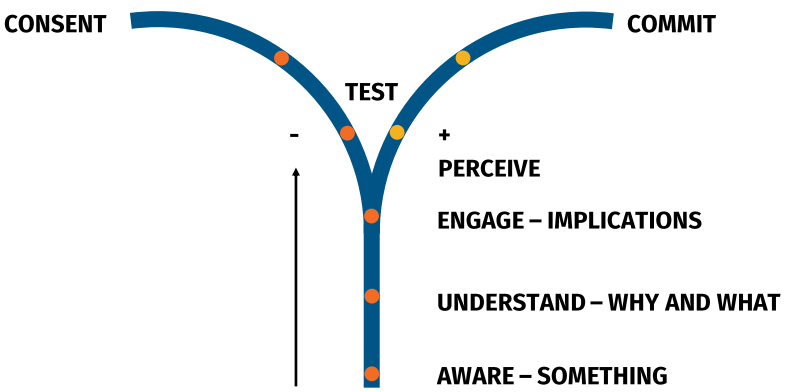
ROSABETH MOSS KANTAR

HANDLING CHANGE
Session 3: Process



HANDLING CHANGE
Session 4: Handling Resistance

Approaching the Difficult Conversations



HANDLING CHANGE
Session 4: Handling Resistance

Four Main Reasons

Six Main Strategies

HANDLING CHANGE
Session 4: Handling Resistance

VISION	+	SKILLS	+	INCENTIVE	+	RESOURCE	+	ACTION PLAN	=	CHANGE
		SKILLS	+	INCENTIVE	+	RESOURCE	+	ACTION PLAN	=	
VISION	+			INCENTIVE	+	RESOURCE	+	ACTION PLAN	=	
VISION	+	SKILLS	+			RESOURCE	+	ACTION PLAN	=	
VISION	+	SKILLS	+	INCENTIVE	+			ACTION PLAN	=	
VISION	+	SKILLS	+	INCENTIVE	+	RESOURCE	+		=	

CASE STUDY

You are the leader of three churches in suburban Birmingham. One of your churches has a congregation of around thirty. It is situated in the middle of a well-established area of mixed housing - private and housing association homes; young people, families and retireds with a mix of ethnic origins.

The church has some community contact - there is a toddlers & young parents group in the premises in the week and some local, especially primary school, contacts but none of these have encouraged people from outside to come along to the Sunday service. This is attended by thirty, largely elderly, well-established members who have lived in the area and gathered together for many years and do not seem to be proactive in their role of bringing God's good news into the community.

Unless the church grows, it is very likely to close. The building will be sold off and this will leave any remaining members of the congregation who wish to continue to worship to go to one of the nearby sister congregations about a mile away (but not readily accessible for some of the current congregation, who do not drive and would need to walk to get there).

You are seeking to really engage with and serve the communities in the area, especially the families and share with them Christ's goods news but you are concerned that the current congregation may simply prefer to carry on meeting as they currently do.

How would you initiate the sort of change you are seeking with the members of the church?

Identify one or two key things that you might do.