

Change Catalysts Research Report



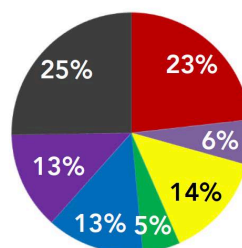
Leading Change Across the Globe Leverage Change Intelligence® to Build Relationships and Get Results

Although change is a universal challenge that we face as leaders, does change show up differently based on our culture or country? What have we learned about leading change around the world - and what does it mean for you?

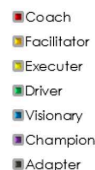
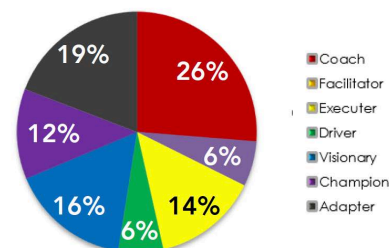
When I started researching Change Leadership Styles from around the world as part of developing the Change Intelligence/CQ Assessment®, I was curious to see what differences would emerge. After consulting on global transformations and coaching leaders from around the world for decades, I had expected to find significant differences in styles of leading change across the globe. What did I find when analyzing the CQ Assessment results and responses from Change Leaders spanning North America, South/Central America, Europe, India, Asia, Australia/New Zealand, the Middle East, and Africa?

NO significant differences! Change Leaders from around the world - whether they are in New York or New Delhi or Newcastle - are equally likely to collaborate (lead change by focusing on the "Heart") or strategize (focusing on the "Head") or plan (the "Hands") as their dominant tendency in a change process.

North American



Non-North American



[NOTE: "Coaches" lead from the Heart, "Visionaries" from the Head, and "Executors" from the Hands; "Facilitators" combine Hands and Heart, "Champions" Heart and Head, and "Drivers" Head and Hands; and "Adapters" are a blend of all three Change Leader styles.]

How can this be, especially with boots-on-the-ground insight into what appears to be substantial regional, cultural, and ethnic differences?

While the prevalence of each Change Leader Style may be similar around the world, how they are enacted may vary based on cultural context. That is, while Change Leaders around the world may focus to a similar degree on people, purpose, and process, what that translates into in terms of specific behaviors may vary widely based on cultural norms and accepted business practices. For example, consider these two examples of Change Leaders and their personal insights and actions based on CQ Assessment results with varying cultural expectations:

- A Project Manager in Singapore scores as a very "high Hands" Change Leader. She realizes that she often struggles "influencing up," resulting in less-than-ideal sponsorship of her challenging IT implementations. However, in her words, initiating "skip level" meetings and causing senior leaders to "lose face" are frowned upon in Asian contexts. Recognizing she needs to adapt her leadership style to more impactfully influence executives, she realizes she would benefit from flexing some "Head" muscle. She creates a presentation about project status focusing on the business case for devoting more resources to the initiative, and shares that with her Program Manager. This sets the Program Manager up to be able to deliver tough messages to the senior team in a straightforward and respectful manner, enabling the executives to have the data they need delivered in a culturally-appropriate way by a peer leader.

- A very "high Head" Plant Manager from a US manufacturing firm is assigned to start-up a facility in Sweden. After meeting with the mostly Swedish management team he will be working with for several years, he realizes that the traditional top-down approach he had been used in the American-based plants he had led would not work in the Swedish business culture, which has a strong history of workplace democracy and employee empowerment. Therefore, he adopts a more "Heart plus Hands" facilitative style, creating teams to make critical decisions about the technical and social system plant design. When he transfers back to the US after a highly successful commissioning process to assume a Regional Vice President of Operations role, he introduces team-based engagement processes, in a way that synced with the performance-based culture and compensation system within that business unit.

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How does this apply to your change initiatives within your team and organization? What are the implications for any leader charged with the opportunity to spearhead new directions globally? Change Intelligence is the awareness of one's Change Leader Style, and the ability to adapt one's style to be optimally effective leading change in people and situations. Adding awareness of regional, ethnic and cultural variations - in addition to organizational, functional, and personality differences - enables leaders to be even more savvy in flexing their behaviors to engage for change with greater confidence and competence, and less stress and frustration.

Questions to ask yourself might include:

- ✓ As you develop your CQ and better understand your style, what cultural, regional or ethnic variations do you need to consider as you put together your strategic change plan?
- ✓ How do the strengths of your style mesh well in your current cultural context? How could you deploy these in new and even more winning ways?
- ✓ In what ways might you be driving change in a way that's causing you personally - your behaviors - to be a barrier in the change process? What shifts might you benefit from making in your leadership style to enable you to powerfully partner with others who may hold different norms and expectations of how the change process should be managed?

Want to learn more?

Contact us and visit www.ChangeCatalysts.com for more research results, case studies, and free downloadable tools to build Change Intelligence for yourself, your team, and your organization, to lead successful and sustainable change.

Want to take the CQ Assessment?

Visit www.ChangeCatalysts.com to take the assessment, and please contact info@changepcatalysts.com for bulk purchases for your team or organization.

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Biographical Sketch of the Author, Barbara A. Trautlein, Ph.D.

Dr. Trautlein is author of the best-selling book *Change Intelligence*, creator of the CQ System for Developing Change Intelligence, and principal and founder of Change Catalysts, LLC, a change management and leadership development consultancy.

Her mission and passion is to empower people, teams, and organizations achieve transformational goals. During her 25+ year career she has coached leaders at all levels, designed and delivered a wide variety of innovative learning programs, certified change agents, facilitated change teams, and consulted on mission-critical organizational initiatives - achieving bottom-line business and powerful leadership results for clients. She is gifted at sharing strategies and tactics that are accessible, actionable, and immediately applicable.

Dr. Trautlein is a recognized expert who conducts global research on leadership and change management best practices.



She is a published author, engaging presenter, and invited speaker at conferences around the globe. She holds a Ph.D. in Organizational Psychology from the University of Michigan.

Sample services offered by Dr. Trautlein and Change Catalysts include:

- Build CQ to Lead Powerful Change in Your Organization, Team, and Career
- Communicate and Coach for Positive Power and Influence with Impact
- Ignite Your Team: Get in Relationship and Get Results

To contact Dr. Trautlein and to obtain additional resources and more information, visit her at www.ChangeCatalysts.com.

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What's Your CQ® (Change Quotient®)?

Enhance your career by investing in your professional development as a Change Leader! Build Change Leader capability at all levels in your organization!

Here's how – contact Change Catalysts for real-world resources to develop Change Leaders:

- ✓ Read the Book: "Change Intelligence: Use the Power of CQ to Lead Change that Sticks"
- ✓ Take the Self-Study Courses: "The Change Intelligent eLearning Programs"
- ✓ Learn with Fellow Change Leaders: "The Change Leader Bootcamp"
- ✓ Invest in Customized Coaching: "The Change Leader Mentorship"
- ✓ Get Certified in Change Intelligence: "The CQ Certification Process"

About Change Catalysts, LLC

People who Lead. Change that Sticks. Results that Matter. We design and deliver customized solutions that catalyze change to produce transformational personal, organizational, and bottom-line business results.

- ✓ Does your organization deftly respond to the change constantly occurring in your industry, competitive environment, and workforce?
- ✓ Do you have the leadership capacity at all levels in your organization to partner together to inspire powerful, positive change?
- ✓ Do you have the kind of work environment (culture, people practices, interpersonal behaviors) that engages people to perform at their best?

Leaders who get CQ get results.

Consultants and Coaches who get CQ get results for their clients, teams, and organizations.

Optimize the return on investment in yourself and your people. Contact us today.

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