Transformational Leadership

Jan Klein
Lecture 5
Pushing vs. Pulling Change

Image by MIT OpenCourseWare.
Pushes

Audits

Edicts

Hammering Ideas

Teaching

Image by MIT OpenCourseWare.
Pulls

Incentives

Problems/Challenges

Image by MIT OpenCourseWare.
One Sweet Spot

Teaching Addresses a Problem

Image by MIT OpenCourseWare.
Getting Shared Recognition of the Problem

Image by MIT OpenCourseWare.
Introducing Outsider Perspectives

Current View of Challenge

Gap

Root Cause of Challenge

Current Practices

Challenge Persists/ Masked

Typical Approach

Alternative Set of Practices

Challenge Resolved

= Push

* J. Klein, True Change: How Outsiders on the Inside Get Things Done In Organizations, Jossey-Bass, 2004
Strategies for Managing Change

HARD FORCING
- Divide and conquer

SOFT FOSTERING
- Internal consensus

RESTRAINED FORCING
- Advance notice/input
- Internal education

ROBUST FOSTERING
- Anticipating Conflict
- Value internal diversity

## Forcing/Fostering Challenges

<table>
<thead>
<tr>
<th>Forcing Challenges</th>
<th>Fostering Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Picking your battles</td>
<td>Building relationships</td>
</tr>
<tr>
<td>Maintaining your resolve</td>
<td>Constructing internal consensus</td>
</tr>
<tr>
<td>Underestimating counter-forcing</td>
<td>Generating results</td>
</tr>
<tr>
<td>Keeping the forcing under control</td>
<td>Maintaining continuity</td>
</tr>
<tr>
<td>Recovery afterwards</td>
<td>Unforeseen complications</td>
</tr>
</tbody>
</table>

Upcoming

• Session 6
  – Don Davis and Bill Hanson

• Session 7
  – Alum panel
  – Paper due Session 7 – 4-5 pages
    • Reflection on what leadership means to you personally
    • Identification of where your passion lies and the legacy you would like to leave behind from your two years in LGO
    • Begin to formulate a project that will help you achieve your goals and objectives
Leadership Journals

• Your personal record of observations & thoughts
  – behaviors of good and bad leaders you encounter
  – reflection on your own leadership actions
  – track progress toward your leadership development plans

• Recommend using during prosems, plant tours and Davis/Hanson seminar
15.317 Organizational Leadership and Change
Summer 2009

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