



# Conversation Starters

for leading optimal change initiatives

Leading Change prepares leaders to skillfully manage and influence the execution and momentum of change efforts using validated methods to alleviate uncertainty, refocus on goals and embrace the opportunity to transform.

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Perhaps you have an upcoming performance discussion with a direct report and would like to gain insight into their leadership style and behaviors. Or perhaps you'd like to simply self-reflect on your own leadership style. Whatever the case, the questions listed in this guide can be used to stimulate insight into the behaviors used to influence others.

Whether preplanned or unexpected, few things shake up the status quo quite like change. Leaders may face derailed progress toward objectives, regressed team performance and disengaged individual contributors. Navigating these opportunities often distinguishes great leaders from good leaders and determines the success of the transformation. Learn to position change as a catalyst for growth with the situational approach and proven strategies for overcoming resistance and diagnosing Performance Readiness®.

## Tools for Change

- Have you ever used a tool to assess and plan for the stages of behavior change, such as Lewin's Change Process Model? If so, describe that experience and outcome of the change initiative.
- Do you proactively complete a stakeholder analysis to detail the level of support and influencing strategy needed prior to implementing change? What pros or cons do you attribute to doing so?
- Have you ever used the "burning platform" approach to determine if the pain of maintaining the status quo exceeds the pain of making the change? What was the result?
- What would a situational approach to leading change look like?
- Do you assess possible pitfalls to facilitating a smooth change effort? How could that exercise help you effectively institute change?

## Leader's Lens

- How would you describe your comfort with and approach to change?
- Is your natural leadership style empowering, participative or directive? Explain how your style lends itself to influencing change.
- What would you do to establish buy-in or cadence for the change adoption?
- What types of barriers to change have you encountered? What did you do to address them?



- Describe a change event you directed that was successful. What insights did you take away?
- Describe a change event you directed that was unsuccessful. How would you alter it for future initiatives?

## Team Calibration

- How would you communicate an unpopular change initiative to your team? How could you elicit their support?
- Do you think team performance level can affect Performance Readiness® for change? Explain your rationale.
- How would you build team readiness and commitment for a change initiative?
- What behaviors can you demonstrate to influence your team's engagement in the change event?
- If your team is performing well and embracing the change, what leadership style (empowering, directive, participative) would be most impactful for them?

- If your team is struggling to accept or undertake the change requirements, what leadership style (empowering, directive, participative) would be most impactful for them?

Disruptive change is  
a moment of truth  
for leaders at all levels.

### Large-Scale Impact

- How would you communicate an unpopular change initiative to the organization?
- What impact could stakeholder resistance or acceptance have on organizational change?
- How could a lack of preplanning for organizational change affect its fulfillment?



- Have you been subject to organizational change that was handled poorly? What factors do you think contributed? What would you have done differently?
- Have you experienced organizational change that was handled well? What factors do you think contributed? What strategies would you replicate for your own change initiatives?

### Want to Learn More?

*Leading Change* invokes time-tested practices to facilitate change efforts toward fruitful outcomes, improving overall leadership agility. If you would like additional information on how to optimize your capacity for leading effective change events, visit [situational.com](https://www.situational.com)!

“The role of the leader during disruptive change is to act as an ongoing source of energy for others.”

– Sam K. Shriver Ed.D.