

Change Management Is Out. Personal Leadership Is In!

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0. Introduction

All over the world everybody is talking about managing change and change management. It is a term, which is used to refer to a set of tools or structures to make sure the process is under control. When managing change we try to minimize the distractions and impact of change. It is obvious that factors such as the time necessary to complete the change, the number of people required executing it and the expected financial results are on the top of the agenda.

How about approaching it differently? Too many managers think about questions *what* and *how*, but seem to forget to answer *why* to change. When the question *why* is left unanswered, resistance of change is evident. It is not easy to change attitudes or relationships, because they are deeply embedded in the organization and individuals. People should be placed in the center of the change process, because it requires leadership to understand the attitudes of people. Moreover, when concentrating on Personal Leadership, it helps individuals to find out what's there in for me or why am I doing this? People are more able to apply their personal skills and behave accordingly in the transformation process. As we all know, leadership is a discovery of a personal journey. Leading people and business – not to talk about change processes – is not possible without knowing and understanding yourself and others!

In the core of developing Personal Leadership is the ability to think “outside-in” and “inside-out”. It is essential to identify your own ways to cope with the dynamic environment and feel that you can be yourself (authenticity) in the workplace. This can be reached through thinking “inside-out”, knowing who I am, recognizing my values and norms, understanding why am I like this and finally accepting myself as I am. When we are in balance with the external environment and ourselves, we make the engine go faster, smarter and more efficient. Personal Leadership is associated with a bigger picture than “just” change management. It opens up windows for new opportunities and starts larger scale, sustainable, changes.

Section 1 of this paper deals with the old approach of Change Management, being especially a rational approach. Section 2 focuses on Personal Leadership, an alternative for Change Management. Personal Leadership emphasizes the ongoing change people can go thru by following their own voice. Section 3 shows that in Dutch and Finnish education on Facility Management people form the most important asset: they really make the difference! In section 4 we zoom in on how Personal Leadership can be recognized and developed. We shortly explain the so called ‘Seven Shell Model’ which deals with the ‘outside in and inside out’ approach of change. You will practice this approach in our presentation/workshop. Section 5 summarizes this paper and provides questions which will be answered in our presentation.

1. Change Management: The Old Approach

Simon Sinek (2010) discovered “The Golden Circle”. The circle deals with: What (do we do), How and Why (see figure 1). Sinek stresses that the Why-question is the most important question that should be answered. At the same time, people, managers etc. hardly pay attention to think about why they do and act; it is all about What and How! We feel this is very strange. Reflecting on why we do things: why do I treat my employees, my customers or my wife or husband the way I do, are existential questions. What and how can easily be changed, but answering the why question is not.

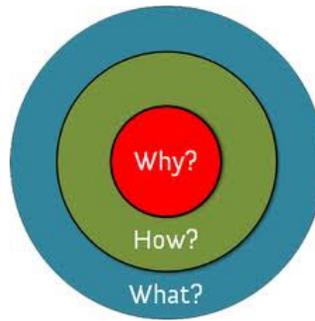


Figure 1. The Golden Circle (Sinek, 2010)

Normally change projects begin with planning on what and how to withdraw from the old situation to a desired, new situation. So, we start with analyzing the external environment, define Opportunities and Threats and confront them with internal Strengths and Weaknesses. From there strategies and scenarios are derived and actions are planned and executed in order to achieve the new goals. It is a very rational process and very often people are just involved in the moment the What and How of the change are clearly defined. The 'only' thing that has to be done is finding appropriate tools, methods and change strategies to convince people to move towards the desired situation. But most of the time it is not questioned 'Who desires a new situation?' and 'Why should we change?' In Dutch 'change' means 'veranderen'. The word 'anderen' means: the others, so the **others** should change ☺ In German it is similar with the word that is used for change: verändern. So, suggest we should start asking: Why should we, you and I change? Answering these Why-questions in an honest way might give us a totally different and unexpected outcome! E.g. People like change as long as they can stick to their beliefs, to what really matters for them!

2. A Different Approach: Personal Leadership

Personal Leadership can lead to a sustainable change of people within the workplace. Leadership that above all focuses on taking people serious! This requires a balanced approach of Leadership.

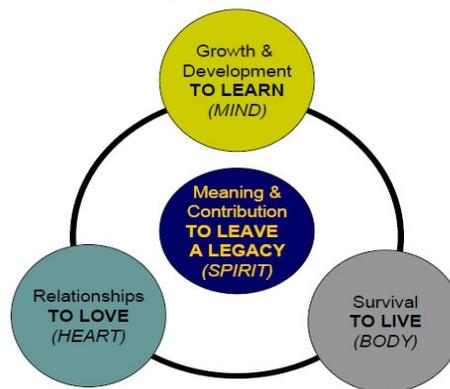


Figure 2. The whole person approach, four needs of people (Covey, 2004, p. 21)

Personal Leadership embraces the four needs of people (see figure 2), whether they are customers, employees or leaders itself. According to Covey (2004) these four needs, or intelligences:

- IQ. The Mental Intelligence. It is the mind and it makes that we can learn and develop our self.
- PQ. The Physical Intelligence of the body. It is a conditional need for all other intelligences, so it should be treated well.
- EQ. The Emotional Intelligence. It is dealing with social sensitivity, empathy and communicating successfully with others.
- SQ. Spiritual Intelligence is the central and most fundamental of all intelligences. It represents our drive for meaning and the ultimate reason for living.

Personal Leadership deals in a respectful way with the whole person; creating a balance between your own intelligences and those of other people (employees, clients, relatives, friends etc.). Therefore leaders first need to find and understand their own voice: what is driving me, why do I do what I do? After that they can help others to find their voice. When these voices come together and are fostered, people grow on change, even call for change because they believe things can be done more efficiently, or clients can be served in a better way. Making things better and developing empathic relationships can lead to a WOW, a WOnderful World.

3. People Make The Difference

Facility Management is widely seen from an integrated perspective. Dutch educators have connected the IFMA model: People, Place, Processes and Technology with the 3 P sustainability model. In this way future facility leaders can fulfill the highly dynamic requirements of modern FM. In Finland specific service design tools have been utilized to discover “bottlenecks” of change in service processes, which very often have to do with a lack of Personal Leadership. These studies indicate that FM adds most value by placing people at the center of organizations, the way processes are organized or buildings designed and constructed. In the end, it can be achieved what is best for organizations, for the people who work there and for the world.

In the *Dutch perspective* the characteristic of the performance of the facility manager is the combination of the 5 Ps (People, Place, Process, Planet and Prosperity) and T (Technology) in relation to a dynamic demand, embedded in an international context, resulting in added value for people and organization, as visualized in the following basic model for Facility Management (see figure 3). Basically, it is combining IFMA’s Process, People and Place with sustainability P’s resulting in a sustainable 5 P Facility Management model.

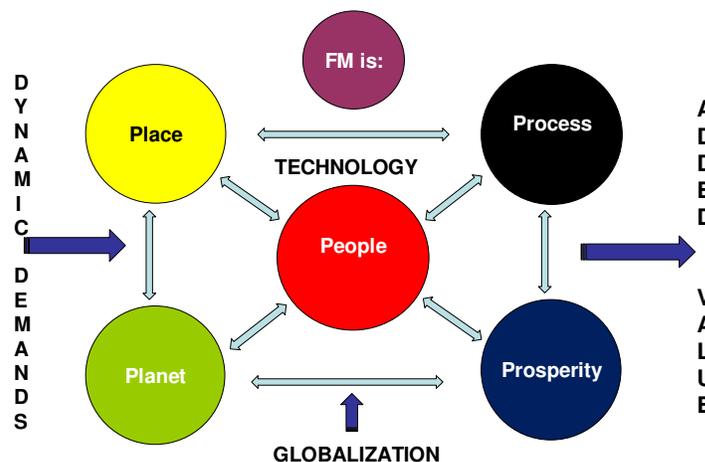


Figure 3. Basic model for Facility Management in The Netherlands (LOOFD, 2010)

FM integrates people, process and place with technology as the linking pin. Doing that is always with respect for people, for our planet and only in that way we can deserve an honest profit. In this way FM adds value and is not a cost (cutting) factor in an organization!

In the *Finnish perspective* the main objective is to give an integrated holistic view to students on the global driving forces affecting changes in FM working environment. Universities use Service Design (SD) approach and its tools to support innovative service development, management of change and desired leadership in organisations (Rothe, 2011).

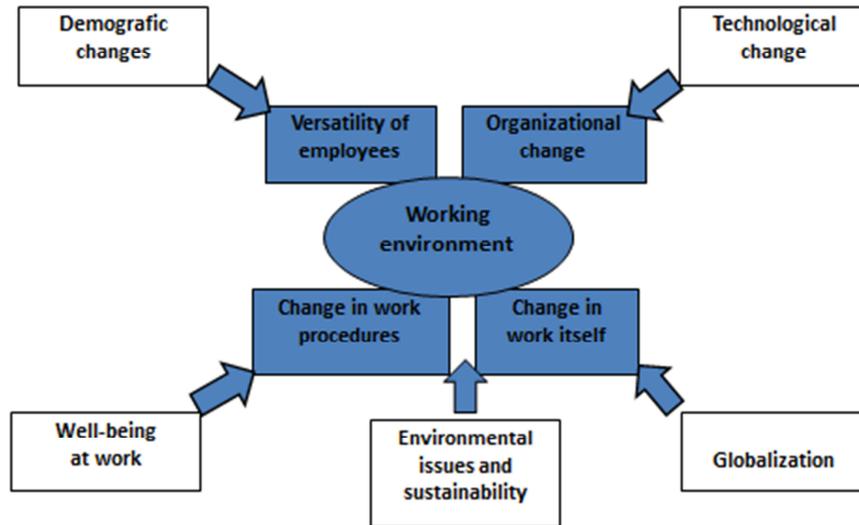


Figure 4: Driving forces of developments in working environment (Rothe, 2011).

There is evidence that SD tools can be used to get to the core of those service encounters in working environment where customers, service staff and other service providers meet. When behaviour of different parties in the encounters is made visible, it is possible to support the desired leadership in those situations. The approach also enables students to carry out creative problem solving and development of working methods in the industry. The used SD-methods give insight to the desired leadership in service encounters.

Dutch and Finnish FM-education organisations have deepened their cooperation in educational developments e.g. on developing leadership. Recently launched knowledge exchange program “Learning by Sharing” is designed to boost and enhance staff and student exchange between partner universities as well as cooperation with business and public enterprises. The program also aims to add value to FM companies heading for international markets in respective countries.

4. Developing Personal Leadership

In figure 5 you can find the so called ‘Seven Shell Model’ (Blekkingh, 2006). In the 4 Dimensional Leadership (Dutch taught) elective at Hanze University of Applied Sciences Groningen, this model is thoroughly used to find out whether Authenticity, Values, Egos, Norms, Skills and Behavior fit to the work or actually any Environment people live in.

First you go OUTSIDE → IN to find out how you cope with the environment. Are your behavior and your skills effective in dealing with this environment? What are your norms, do you use egos, what are your values and what really matters to you? Do you feel you can be yourself (Authentic) in the workplace? When you have done this Outside → In exercise and you discover that everything (or maybe nothing) is not in balance, you do the INSIDE → OUT-exercise. So you start with: Who Am I, Why, Values and Norms. How can I apply my Skills and Behavior (maybe I have to educate myself) in the Environment. Maybe this means I have to search for a different (work) environment where I can be myself!

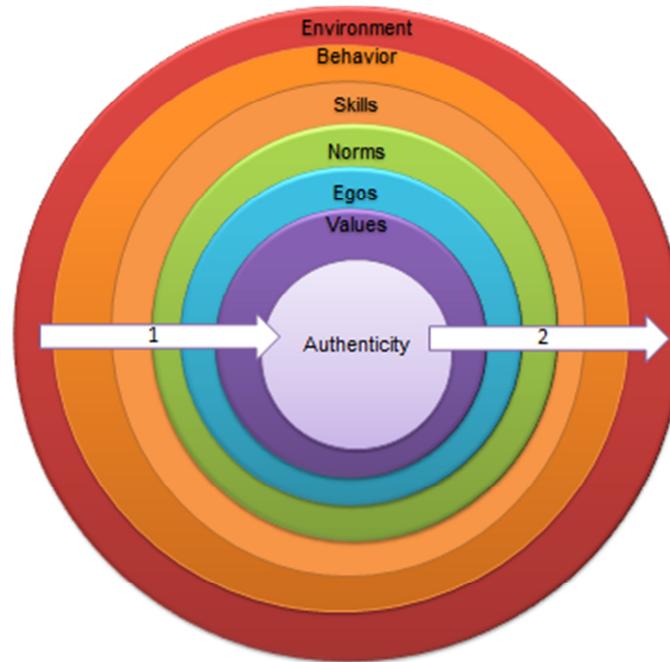


Figure 5 The Seven Shell Model (translated from: Blekkingh, 2006)

The core of this 'Seven Shell Model': Authenticity and values are similar to the WHY-question of Sinek (2010) and the SQ of Covey (2004) as mentioned before. So the Message Is: Authenticity.

Before you practice with the 'OUTSIDE – IN and INSIDE – OUT' approach, we will give you an example during the presentation. Pekka will tell you a real life story on his experience as a Mayor in a municipality in Finland. The story tells about the crisis of confidence and its dramatic consequences when the new Mayor stepped into a working environment where egos, values and desired objectives of various actors began to crash (Matvejeff, 2009). It is also a story of an individual manager, whose personal leadership development made a complete U-turn towards authentic leadership behavior.

Through this practice you will become aware that you really need to know what drives ME and OTHER PEOPLE, before changing the environment, structures, procedures, behavior and skills. And maybe you do not need to change the people around you, but YOURSELF as a leader (manager) because of e.g. a big Ego: 'I know what is best for you!'

5. Epilogue/debate

Through this paper and especially by attending our session, we assume that you:

1. Understand that successful change focusses on the Why of change and less on What and How.
2. Be(come) aware that Sustainable Change means knowing and understanding yourself and others.
3. Experience how Dutch and Finnish FM education prepare students to Personal Leadership.
4. Examine whether your authenticity, values and norms mirror your skills and behavior in your environment.

Hereafter a number of questions are given. In our presentation/workshop we will work with you to come up with answers to these questions:

Question 1: Change Management in our perspective means: let other people do things differently!

Question 2: Personal Leadership doesn't require a hierarchical position!

Question 3: Dutch and Finnish education on Leadership focus on the workplace!

Question 4: Using Egos in your professional job always hampers your effectiveness!

Question 5: If changing the environment doesn't belong to 'your circle of influence', you have to change!

We hope, and actually expect, that this paper made you curious. If so, then we cordially invite you to come to our presentation/workshop, in which we want to share our knowledge on these topics. Moreover we offer you an opportunity to learn about your readiness for (more) Personal Leadership. Because ... Change Management Is Out, Personal Leadership Is In!

PERSONAL LEADERSHIP: And Nothing Else Matters!

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Ab Reitsma is Senior Lecturer Leadership and Human Resource Management and coordinator of the International Facility Management programme at Hanze University of Applied Sciences, Groningen, The Netherlands. He holds a PhD in Work and Organization Psychology, specialized in Leadership, HRM, Culture & Change Management. He is a Certified Facility Manager (CFM) since 2007 and an active member of Facility Management Netherlands (FMN) the Euro FM Network and IFMA. He is also a panel member for assessing the quality of Dutch FM Educational Institutes.

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