Kindling Change: Starts with ~~Leadership~~ YOU!

Cracking the Change Formula & Creating New Realities!

Final Project - Book Manuscript-Abstract Only

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Preface

Organizations are made to survive, through the continuity of its regular business and innovation and thus, change.[1] However, in today's increasingly complex and volatile environment, changing correctly has become almost impossible to do. If you are leading an organization today, you are witnessing an alarming amount of change.[2] And odds, are you are not responding to it or even leveraging change very well.[3]

Growing up, I had a meaningful encounter with change – which I will share a bit later in this book - and have been fascinated with change ever since. Throughout my childhood and into my adult life, I became a student of sorts of constant and accelerated change, learning from her and about her ways through my own painfully beautiful experiences. I've also been able to examine change through observing others, interviews, and as an organizational leader of many multimillion-dollar, highly complex, cross-functional change programs. And when I asked others about their organizations and change, the number of change projects is staggering, ranging anywhere between 50-100s. It is estimated between 35-70+ of these projects will fail.[4] I also can't forget to highlight the number of personal change projects the individuals I've come across in my travels have had to endure unsuccessfully. A warm "shot out" to my old "master mind" teams.

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[1] David A. Shore, *Launching and Leading Change Initiatives in Health Care Organizations: Managing Successful Projects*, First edition (San Francisco, CA: Jossey-Bass, 2014).

[2] Shore, *Launching and Leading Change Initiatives in Health Care Organizations.*

[3] Ukil Islam and Akkas Ali, "Determining Success Factors for Effective Strategic Change: Role of Middle Managers' Strategic Involvement," *Serbian Journal of Management* 12, no. 1 (2017): 29–40, https://doi.org/10.5937/sjm12-11430; Pedro Neves, Patricia Almeida, and Maria João Velez, "Reducing Intentions to Resist Future Change: Combined Effects of Commitment-Based HR Practices and Ethical Leadership," *Human Resource Management* 57, no. 1 (January 2018): 249–61, https://doi.org/10.1002/hrm.21830; Sylvia Schweiger, Hendrik Stouten, and Inge L. Bleijenbergh, "A System Dynamics Model of Resistance to Organizational Change: The Role of Participatory Strategies: A System Dynamics Model of Resistance to Organizational Change," *Systems Research and Behavioral Science* 35, no. 6 (November 2018): 658–74, https://doi.org/10.1002/sres.2509.

[4] Ukil Islam and Akkas Ali, "Determining Success Factors for Effective Strategic Change: Role of Middle Managers' Strategic Involvement," *Serbian Journal of Management* 12, no. 1 (2017): 29–40, https://doi.org/10.5937/sjm12-11430; Pedro Neves, Patricia Almeida, and Maria João Velez, "Reducing Intentions to Resist Future Change: Combined Effects of Commitment-Based HR Practices and Ethical Leadership," *Human Resource Management* 57, no. 1 (January 2018): 249–61, https://doi.org/10.1002/hrm.21830; Sylvia Schweiger, Hendrik Stouten, and Inge L. Bleijenbergh, "A System Dynamics Model of Resistance to Organizational Change: The Role of Participatory Strategies: A System Dynamics Model of Resistance to Organizational Change," *Systems Research and Behavioral Science* 35, no. 6 (November 2018): 658–74, https://doi.org/10.1002/sres.2509.

What was evident very early in life was that change was extremely complexed and filled with unintended consequences that I often struggled to anticipate (both good and bad). Good change being that which brings life – orienting organizations or individuals towards relevance, power, and a continued full existence. Whereas bad change (often camouflaged as good) exists to do the opposite – it is a deterrent – a detractor.[5] Further, I've seen many people fail both professionally and personally to create new realities that they desired. They were stuck in their 20s and ultimately stuck in their 50s. While there are many reasons for these failures, I have discovered in my research that what has impacted every dying or failed project or individual primarily comes down to one issue. This issue is the lack of better access. I don't mean access in terms of volume; it is more about the quality and effectiveness of the tools that are available.

A significant challenge for change leaders is the lack of agreement that exists on what critical factors most drive transformational change.[6] If you talk to five change leaders and inquire about one essential factor for success for change programs, you are likely to receive five different responses.[7] This disparity is because leaders look at change initiatives from very different lenses and, from their experience, focus on various other factors for success.[8] And the change "experts" are no different.[9] There are tons of change models out there, most outdated and ineffective.[10] Unfortunately, I've seen many heads pin at the thought of selecting from these tools to begin their change program – me included. Not to mention, in my experience, the more you learn, the more you come to realize there is a lot about change that you don't get. That is the very essence of change. The hard truth! Many of the change models, concepts, and theories, when applied alone, will not work in today's organizational environment and if they don't work in the business environment they are likely not to work in your personal endeavors. According to David Shore, a leading authority on change initiatives and author *of Launching And Leading Change Initiatives in Health Care Organizations,* proffered *"where change initiatives are*

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[5] Annabel C. Beerel, *Leadership and Change Management* (Los Angeles: SAGE, 2009).

[6] Harold L. Sirkin, Perry Keenan, and Alan Jackson, "The Hard Side of Change Management," *Harvard Business Review*, Last updated October 1, 2005, https://hbr.org/2005/10/the-hard-side-of-change-management.

[7] Ibid.

[8] ibid.

[9] Sirkin, Keenan, and Jackson. "The Hard Side of Change Management"

[10] Boris Ewenstein, Wesley Smith, and Ashvin Sologar, "Changing Change Management | McKinsey," Last Modified July 1, 2015, https://www.mckinsey.com/featured-insights/leadership/changing-change-management; Reema Harrison et al., "Where Do Models for Change Management, Improvement and Implementation Meet? A Systematic Review of the Applications of Change Management Models in Healthcare," *Journal of Healthcare Leadership* Volume 13 (March 2021): 85–108, https://doi.org/10.2147/JHL.S289176.

concerned, sharpening the saw-or the axe- is the difference that makes the difference."[11] Further, while many opponents might tell you that change is not complicated, all of you must do is start and the rest will work itself out, think again. Maybe you are telling yourself if things don't work out, you can just shift directions, but it is certainly not that simple. This faulty approach is ineffective in most organizations, regardless of industry, location, and size, due to the complexities of the surrounding context – and the "world is center stage." Not to mention that the lines are becoming significantly buried between radical, incremental, and emergent change. That is why I purposely neglected to address these distinctions in this book. We will also get into some alarming statics in Chapter 1, but for now, know that the "struggle is real," and the financial risk of such failure comes with a steep cost, not to mention the significant impact on an organization's overall performance, engagement, and brand.

Who should read this book?

This book is for senior leaders to aspiring leaders. Those who find themselves on the front lines of change, i.e., pan-industries and -positions. This book is also an excellent resource for individuals responsible designing and leading strategy, innovation, and project implementation. These endeavors are predicated on keenly sharpened leaders of change. But, more than that, it calls for leadership marked by attunement with the signals of change in the external environment, systemic thinking, the mitigation of unintended consequence, and a deep commitment to creating an agile work culture. These types of leaders are those that are committed to authentic transformation and maximization of an organization's change capacity. This is why I hope that every senior leader and inspiring one, regardless of industry, will pick up this book, read it, and take the principles and formulas outlined to heart and action.

To this end, *Kindling Change: Starts with ~~Leadership~~ YOU: Cracking the Change Formula To New Realties* aims to help you to effectively change realities. In Part I of this book focus is on assisting you as a leader with leveraging systemic change through some change fundamentals and advanced frameworks to make it easier for you to create the many possible futures your organization desires most. The idea is not to predict the future, but to bend it, shaping it towards your advantage. More importantly, it will enable you to design the necessary

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[11] Shore, *Launching and Leading Change Initiatives in Health Care Organizations, xiii.*

scaffolding and "ammunition" necessary to withstand the environmental forces that are constantly changing, thereby solidifying your organization's ability to push past stagnation like the now obsolete organizations and societies so you are here to fulfill your mission for years to come. In sum, it's about our survival. In Part 2, the focus switches to building up your superhero powers and, thus, leadership competencies for maximum impact, performance, and probability of success. Most critically, if you want to become a better version of yourself – a better leader while also emerging into becoming a better human being, one with a more productive and fuller life, this is the right book for you. The goal is to Kindle your organizations while also transforming this world.

Throughout, this book, I address the nature of change – as a lifeform or entity – and some of the pitfalls and traps of change so that you don't have to become insnared by them. So, you don't have to make the same mistakes! The underlining themes are simple: that the foundation of all effective change is ongoing learning and agility. Further that, change is Freedom. So, begin your exodus today – "conceive it and believe on it." I hope you find this book useful and that you feel compelled to past it on.

About the Author

CINQUE N. PARKER

Cinque N. Parker is an expert change agent and one of the nation's next leading authorities on transformational change leadership, initiatives, and strategy. Founder, principal consultant, and author has over 15 years of leadership experience, serving as an executive at several fortune 500 companies and across a diverse portfolio of change projects and programs worldwide. His client list includes Genentech/Roche, MedImmune/AstraZeneca, PPD, a Thermo Fisher Scientific company, HH Architecture, and the Marie Aline Gay Heart for Haiti Foundation (MAG).

Cinque is a highly sort after global speaker and presenter, from large engagements (like the Show Place Arena and acceptance at the 2022 International Leadership Conference in Geneve, Switzerland) to smaller venues. Whether he is talking to one or many, his goal is always the same: to set people free through effective and adaptive change.

He holds credentials in project management, coaching, change management, and process improvement and optimization methodologies. He is currently finishing up his final year as a doctoral student in the Strategic Leadership program at Regent University.

 He currently serves as a Sr. Transformation Director in Business and Transformation Services at PPD and is also

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Never known to back down from a challenge, Cinque has dedicated his life to helping organizations and individuals create new realities based on theory and expert practice, whether as a researcher, consultant, mentor, or through his philanthropic and educational ventures. Cinque provides real-world advice and application, enabling leaders and organizations to maximize their organizational change capacity, leverage unique competitive advantage, and create new desired realities.

Cinque currently, lives in Charlotte, NC with his wife Vanessa.