



# Leading Change to Become World Class

## Institute of Geography and Geoecology

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## IGG Mission

The mission of the Institute is to conduct research studies on the sustainability of the environment, social and economic fields, as well as to create and spread knowledge and innovation within these sectors.

We aim to become a world-class research organization and the leading regional scientific research organization providing publicly available standards-based research, technology, innovation and knowledge services that provide concrete contributions to the sustainable development of Mongolia.

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# Leading Change to become world class.

## Objectives:

- To increase each leader's understanding of change.
- To provide leaders a model for change.
- To gain an understanding of the critical components of the change process.
- To use exercises to provide leaders the opportunity to experience & leverage the change process.

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## Exercise # 1

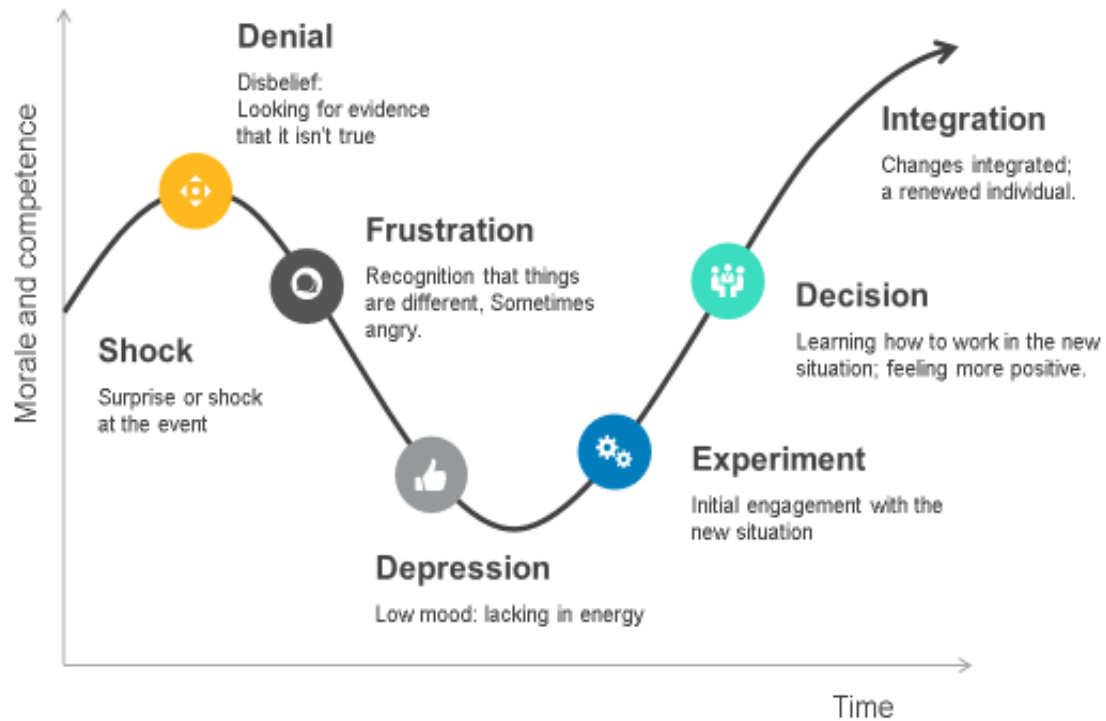


Tell us about a change at the Institute that resulted in important progress for IGG.

Why was that change successful?

# Change Curve

Emotional Response to Change



Creative Alignment

Maximize Communication

Spark Motivation

Develop Capability

Share Knowledge

Reactions

Growth Mindset

Resilience

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## Exercise # 2

IGG implemented the following three important changes in the past two years:

1. IGG would dedicate significant time and energy to Joint International Projects; in order, to improve its' research and attract international funding.
2. IGG would build capacity by focusing on staff development by promoting study abroad, foreign language training, joint project participation and personal development plans.
3. IGG would organize the first international conference in the history of IGG by working as a team and focusing on quality. 2017.

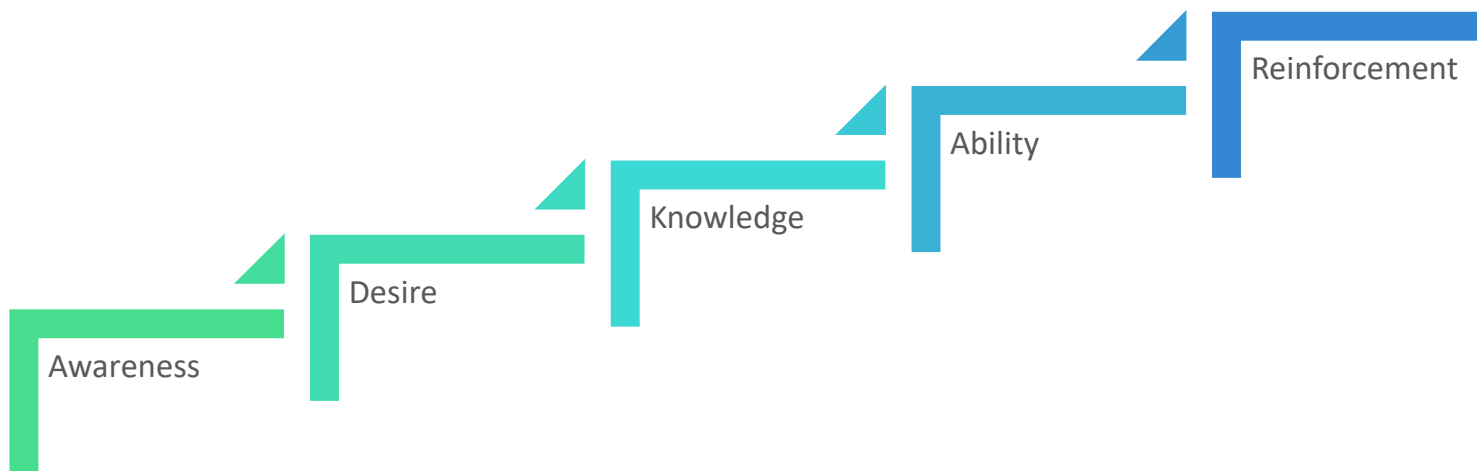
Thinking about one of these changes:

- Identify reasons that staff members resisted the change.
- What actions did you take as a leader or could you have taken as a leader to address these concerns and ensure the change was successful?

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## The ADKAR Model: Because change is a complex and difficult process.

- ADKAR is an acronym that represents the five milestones an individual must achieve for change to be successful: awareness, desire, knowledge, ability and reinforcement.
- A framework for understanding and managing individual change, providing structure and tangibility to enable success.



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## Why a model? Why the ADKAR Model?

- Diagnosing employee resistance to change
- Helping employees' transition through the change process
- Creating a successful action plan for personal and professional progress during a change initiative
- Developing a change management plan for your employees



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## Awareness of the need for change

### Exercise # 3

The Director identified three changes, which have been implemented to support the Institute to become world class. Thinking about one of these changes.

- What were the internal & external drivers that were creating this need for change?
- What are the two most important things you included or should have included in your staff communications?

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Desire the personal decision to support the change.

## Exercise # 4

- What factors did you think about to create employee support for the change? Hint: change is a personal choice.
- Identify three reasons that you used or should have used as a leader to persuade employees to support one of these changes.
- Who did you engage on your team to support these changes?

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## Knowledge & Ability

### Exercise # 5

- Identify two methods you used to ensure staff had the knowledge & ability they needed to support one of these changes.



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## Reinforcement Exercise # 6

- What actions did you use to re-enforce the change was needed and IGG experienced success?



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## Change:

- Is researched based.
- Is a process.
- Is a Leadership Accountability.
- Is necessary for progress.
- Is critical to become a World Class Institute



**The future is a collective effort. You can't decide on the future alone,  
and you especially can't create it alone.**

As Leaders all of us need to play our role to lead change and ensure  
IGG becomes a world class research Institute.