This toolkit can be used to help staff frame development goals and plans to strengthen their use of this competency. It is not intended to be used for reviewing performance.

InterVarsity

MANAGES CHANGE AND AMBIGUITY
Growing Leaders Starter Toolkit

DEFINITION – Leads effectively, even in situations characterized by uncertainty or dissonance.

*Overfunctioning – two thirds of weakness is the overuse or misuse of strength. Overfunctioning occurs when one's talent, skill, or knowledge causes problems for you or others.

[=] SKILLED	[-] UNSKILLED	[+] OVERFUNCTIONING*
• Anticipates coming change and how to help their team navigate well. • Finds reasonable and concrete wins while in ambiguity. • Helps teams to celebrate AND appropriately mourn and let go of the past. • Creates a culture of innovation and freedom to fail as new ways forward are being tested. • Handles and enters risk comfortably. • Makes concrete decisions and act effectively without having the total picture. • Fosters the new culture and celebrates recent successes so that changes will stick. • Enrolls necessary stakeholders required for teamwork and change leadership. • Is attentive to rate of change based on existing and needed resources. • Engages in the process of Discover, Incubate, and Accelerate when innovation is required.	• Resists necessary change for the sake of order, control, or fear of discomfort. • Handles fuzzy problems or unclear solutions by forcing simple solutions or defaulting to standard operating procedures. • Overly focused on data or structure. • Has an inappropriately high preference for concrete decisions. • Structures time inefficiently and has poor productivity amid uncertainty. • Has difficulty finding new ways to accomplish similar goals. • Fails to recast and reinforce vision in a timely manner. • Is overly sensitive OR insensitive to member's discomfort in the midst of change. • Overlooks often marginalized voices in the room, e.g. staff of color, women, etc.	• Pays too much attention to team members' feelings about change. • Welcomes change just because it's new. • Declares new strategies without thoroughly testing new ideas. • Casts vision for change without attentiveness to necessary resources. • Dismisses best practices or new data prematurely. • Collaborates with too large of a guiding coalition - tries to get buy-in from more people than necessary. • Jumps to the next change before the existing change has taken root in the culture.

Related Competencies: Emotional Intelligence, Catalyzes Diversity

EXAMPLES IN INTERVARSITY

- "Flop Fridays" - team meetings where failures are shared and celebrated.
- Casts vision frequently and with clarity as to why the change is needed.
- Creates appropriate and timely space for messy emotions to be expressed in the midst of change.
- Utilizes the "Change Style Indicator" to increase self-awareness.
- Joins evangelism beta-testing groups to learn and become more missional.
- Takes on a new campus or two as part of the 2030 Calling.
- Regularly modifies the structure of the chapter/area to align with new vision and new people.

SUGGESTED RESOURCES

Primary Resources
- Bridges, William. *Managing Transitions: Making the Most of Change*. Place of Publication Not Identified: Da Capo, 2017.
- Bridges, William. *Transitions: Making Sense of Lifes Changes*. Cambridge, MA: Da Capo Press, 2009.
- Hyun, Jane, and Audrey S. Lee. "Chapter 4: Portrait of a Fluent Leader." In Flex: The New Playbook for Managing across Differences. New York, NY: HarperBusiness, 2013.
- Kotter, John P. *Leading Change*. Boston, MA: Harvard Business Review Press, 2012.

Secondary Resources
- Bolsinger, Tod. *Canoeing the Mountains: Christian Leadership in Uncharted Territory*. Downers Grove, IL: InterVarsity Press, 2018.
- Duckworth, Anglea. *Grit: The Power and Passion of Perseverance*. New York: Simon & Schuster, 2016.
- Harvard Business Review, HBR's 10 Must Reads on Change Management. Boston: Harvard Business School Publishing, 2011.
- Heath, Chip, and Dan Heath. *Switch: How to Change Things When Change Is Hard*. New York: Broadway Books, 2010.
- Lewis, John and Michael D'Orso. *Walking with the Wind: A Memoir of the Movement*. New York: Simon & Schuster, 1998.
- Lowney, Chris. Heroic Leadership. Loyola Press, 2003.
- Mandela, Nelson, Chris Van Wyk, Paddy Bouma, and Nelson Mandela. *Long Walk to Freedom*. London: Macmillan Childrens Books, 2014.
- Pruitt, Jeff. "5 TED Talks That Prove Change Doesn't Have to Be Hard." Inc.com. April 28, 2017. Accessed May 31, 2019. https://www.inc.com/jeff-pruitt/5-ted-talks-to-get-your-team-excited-about-transformation.html.
- Shea, Gregory and Bassie Solon, Leading Successful Change. Wharton Digital Press, 2013.

SUGGESTIONS FOR DEVELOPMENT

- Attend Cultivate course – Managing Transitions.
- Lead a Global Program or Urban Program.
- Engage in The Spiritual Exercises of Ignatius of Loyola with a spiritual director, like Examen.
- Develop one's personal Emotional Intelligence.
- Practice creating SMART goals and multiple pathways to achieve them.
- Utilize best-practices for different phases of transitions - e.g.- learning from failure conversations.

- Study and implement Lewin's Change Model – Unfreeze --> Change --> Refreeze.
- Find a mentor or coach that has successfully managed change or can help you navigate change.

BENEFITS FOR 2030 CALLING

- Helps manage displacement feelings for everyone.
- Reduces vision fatigue.
- Helps people recognize changes to our structures will be challenging and unsettling for many.
- Managing change well can create capacity for more innovation.
- Nurtures greater comfort with ambiguity.
- Fosters a learning community.