

Contents

Introduction 1

Part 1: The Leading Meaningful Change Journey 10

Chapter 1

The Main Character in Leading Meaningful Change Is You:
Use-of-Self in the Change Process 11

Chapter 2

Six Keys to Guide Your Use-of-Self in the Leading
Meaningful Change Process 31

Chapter 3

The Leading Meaningful Change Framework 65

Chapter 4

The Four Stages of the Leading Meaningful
Change Process 89

Chapter 5

Maximizing the Power of Teams 118

Chapter 6

Tools to Foster Teamwork, Collaboration, and
Partnerships in Leading Meaningful Change 132

Chapter 7

Case Study: City of Ottawa—One City, One Team 158

Part 2: The Leading Meaningful Change Toolkit 193

Power Map Exercise 195

Coaching Conversation Exercise 203

Change Leadership Challenge Exercise 206

Evaluating and Sustaining Meaningful Change Exercise 213

Stakeholder Analysis Exercise 224

Master Change Plan Exercise 227

Developing a Communications Plan Exercise 231

Change Leadership Competencies Exercise 235

Assessing Your Personal Style of Managing Exercise 238

Leading Meaningful Change Self-Development Guide 240

Endnotes 248

Acknowledgments 251

Index 256