LEADING TRANSFORMATION #62

CHALLENGES TO CHANGE LEADERSHIP—INTERNAL

The Challenges to Change Leadership can be categorized into two—external and internal. External Challenges come from outside the Community of Change Leaders. Internal Challenges come from within the Community of Change Leaders.

INTERNAL CHALLENGES, within the Community of Change Leaders, include,

1. PHILOSOPHICAL MISALIGNMENT

Conflicts resulting from different viewpoints on the change process or the new future.

2. TRADITION

The resistance that comes from people who oppose change by taking the position expressed in statements like, “We have never done things this way.”

3. LEADERSHIP COMPETITION

The competition among the pioneers of change for leadership positions and influence. This may come from the sense of entitlement, the fight for more benefits, or simply the desire for recognition or fame.

4. RELATIONAL CONFLICTS

Mastering the “mechanics” of change processes is not enough for success. Healthy relationships matter a lot to participants in change initiatives. People want to be listened to, respected, and cared for. At the same time, hidden challenges that are difficult to notice and address have to do with jealousy, malice, deception, etc. These are more subtle and difficult to identify, and resolve. Effective change leaders are effective relational leaders.

5. EXPLOITATION

Some participants in the change initiative can use their positions of power to exploit those who are more disadvantaged in the communities they are serving. Exploitation can come in many forms. Sexual favors would be a common example. Getting others to work involuntarily to promote the interests of the more powerful is another. This essentially is slavery. These kinds of exploitations can ruin the credibility of the change leaders and the change initiative as a whole.

REFLECTION QUESTIONS

1. What internal challenges are you experiencing in a change initiative that you are involved in?

2. What can be done to effectively address these challenges and increase the viability of the change initiative?