

## **Segment 2. The Change leadership Option 8:45 - 10:15**

### **Context of conversation**

1. Frustration, resentment, not appreciated. = loss of power.
2. Symptoms that your business model isn't working
3. Need to invent and new business model
4. **The challenge is to turn that 180 degrees and take a back your power.**

**Who here would like to learn how to take their power back?** Show of hands.

That's good because the learning goal for this segment is

**Learning outcome: Four Ways to Take Back Your Power.** Sound good?

**Forget about taking notes. I'll give you my notes.**

**I want to you to walk with me through a transformational coaching conversation**

**Are you up for that?**

## **Top four ways you lose your power and how to get it back.**

### **1. Moods or resignation and resentment block openness to change.**

#### **How you lose your power:**

- **React** emotions like fear and anger morph into long term moods.
- **Moods continuum: Resignation, resentment, acceptance, ambition.**
- **Moods lead to** Language of blaming and complaining. Victim. = limiting pattern
- **Moods predispose people for action.**

#### **How to take back your power:** Create a mood of ambition

**“Turn language of blaming and complaining into language of responsibility and commitment.”**

**Accept your situation. And your responsibility to save yourself.**

**Create Ambitious goals**

Break off: List three ambitious goals

## 2. Not connected to senior management. Not appreciated.

### How you lose your power.

- Not connected to their most compelling needs.
- Missing conversations

### Take your power back.

- **Raise your value Positioning VP Grid**
- What are you customer's most compelling needs?
- Assess you value positioning in relation to those needs
- Create strategies to raise your value positioning
- Share with suppliers. Get their help.
- From your work in relation to their needs.

### The Ameresco Example

Positioning Grid assessment. Energy savings not on this list. What about renewal.

Shift in business definition. Ameresco Example. See chart.

**Jim Grieve story.** Connected with his top needs. Made assumptions as a team. Invited him through Supt to come to a meeting.

Later when we got push back from bureaucrats. I don't know we can do this I asked what are we going to tell Jim. The resistance stopped.

See chart hand out.

### Break off: Value Positioning workshop

### **3. Activity trap. Overwhelm**

#### **How you lose your power:**

- Do it yourself mantra.
- Reactive defense. Certainty under stress. Story goes with it.
- Wear stress like a badge of honour
- Partnering is seen as admitting failure. Weakness. Beliefs: Too expensive. Right thing is to keep the profits in-house. Assumptions have you.
- Letting fear of vulnerability run you.

You drag your suppliers down to vendor level

Are you tired? Got news for you? So are your suppliers.

You are both working at the level of business maturity.  
Vendor mode vs best in class integration partnership.

#### **How to take back your power:**

**Lead System Redesign. Using Dalio method.**

**Start with your declared performance goal.**

**Enrolling the help of best in class supplier partners to educate yourself and your team.**

**Start with Capital. Why?**

#### 4. No owner of growing differed renewal gap.

##### How you lose your power.

- Nobody owns it. Few understand it.
- Lack metrics. Lack aggressive action.
- The problem continues to grow and you are the victim.
- Reactive problem solving.
- Management fails to make decisions that give you relief.
- Waiting for Government rescue.
- You need to save yourself. No one coming to save you.
- Do it myself mentality. Habit.

##### How to taking your power back:

- a. **Assume ownership** of the big hairy problem that nobody wants.
  - If not you who? Most CEOs want you to do it. If not now when?
  - **Focus on generating the future.**
  - **What if you don't?**

##### Manager vs Leader

- Managers focus on performance today.
- Leaders focus on purposefully generating of a vision for a new future
- **Starts with not knowing** is starting point for generating the future.

- b. **Lead through education**

- c. **Get the support of the best asset management partner you can find**

**Closure: Summarize four ways to take back your power:**

1. **Moods of resignation and resentment block action.**  
Generate ambitious goals to invent a better future
2. **Not connected to senior management.** Get connect to most compelling needs. Get leverage of serving their needs.
3. **Overwhelm. Business model out of date.** Make partnering the core of our model. Build an organization of best in class partnerships. Be the manager of system design.
4. **No one owns deferred renewal.** Assume ownership of the big hairy problem. Learn to lead from behind.