

OD Change Principles and Leadership Change Competence

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Steven Covey	Challenging the process	Inspiring a shared vision	Enabling others to act	Modelling the way	Encouraging the heart		
Tichy & Devanna	Identify themselves as change agents	They are visionary	Believe in people	Value driven Lifelong learner		Ability to deal with complexity	Courage
Tom Peters	Basher of bureaucracy	Develop an inspiring example	Lead by empowering people Become a compulsive listener Delegate effectively	Manage by example Practice visible management	Cherish the people in the front line		
Warren Bennis	Encourage the healthy dissent	Guiding vision		Integrity, self-knowledge, candour, maturity	Passion Value colleagues Courage to dissent	Curious	Daring
OD principles of change	Catalyst of change Use self as instrument in change	Working with others to create a joint vision	Distributive leadership Living system perspective Believe people's sense of "agency"	Use self to provide psychological safety to others in times of change Believe in the right to have a voice	People centric approach to change	Working with polarity and ambiguity	Leading from the back and from the front