

5 Disciplines of Change Leadership

“The world marketplace, thanks to globalization, technology, the Internet and a prolonged recession, is changing in unprecedented ways at unrivaled speed,” asserts author Brett Clay. “Those companies and those salespeople that fail to change will simply succumb to this new, flat, virtual, shocking, re-booted world.”

The solution for sales people is provided in a provocative new book, *Selling Change: 101 Secrets for Leading Change by Growing Sales*, by Clay, founder and CEO of The Change Leadership Group.

He strongly suggests sales people practice what he has trademarked, ChangeCentric Selling®, a unique approach that leads salespeople to change the way they sell as they seek to convince their clients change is needed.

Clay’s approach, based on two decades in sales and marketing management, including Microsoft Corporation, suggests the motivation behind every purchase is the desire to make a change – one that enables the purchaser to achieve a goal.

“The way you become a change-centric salesperson is by practicing the five disciplines of change leadership,” says Clay.

Selling Change outlines his blueprint (Change Leadership Framework®) for change by revealing the following five disciplines of change leadership:

1. **Force Field Analysis**

People and organizations make purchases in order to effect change. Force field analysis enables the salesperson to understand the forces that the prospective customer is experiencing, how those forces are influencing a change decision, and how those forces are influencing a corresponding purchase decision.

2. **Change Response Analysis**

To properly assess where a client stands on the change continuum, take into consideration the guiding forces behind change: internal or psychological needs; innate behavioral tendencies; cognitive strategies and systems; and the environment in which he or she operates. The underlying premise is that no two people respond identically to identical forces, thus you can’t always predict behavior. Effective change leaders recognize this and guide the customer toward his or her desired outcomes.

3. **Power Analysis**

Once you have a thorough understanding of the forces that influence the person or organization and how the person will respond to those forces, you need to determine what efforts will be required to execute the response. In other words, what will it take to make the change? Making the change involves: breaking free of the current situation, overcoming resisting forces, moving from the current situation to the new one; and maintaining the new situation in place. Power analysis assesses these efforts.

4. Value Creation

This discipline is essential because people must clearly understand the value and benefits of changing before they will act to make the change. The value creation discipline then becomes a critical step that must be completed before the change can be initiated.

5. Change Actuation

To put change in motion is the final step. As the change agent, the client empowers you to put the change into motion. However, it is critical to understand the difference between actuating a change and owning it. The client, not you, owns the change. You, as the change agent, are there to assist, support, analyze, compute, advise, communicate, advocate, etc. But you cannot make the change for the client. Making a change is like assisting someone with quitting smoking. You cannot quit smoking for the client. He must quit for himself. In change leadership, both the changes and their risks are borne by the client. The change agent's role is to provide objective, unbiased information to the client about the benefits and risks associated with change options. Furthermore, the change agent's role is to assist the client in eliminating and mitigating risks to ensure the change is successful. But ultimately, the change agent has the highest value if he helps the client make the changes that are the biggest successes.