

Change on your team: Four levers you can pull this week

Adaptive module

~20 min

Change is no longer a temporary phase but a permanent state, and transformations that neglect frontline teams almost always fail. So the challenge is to get managers and team members to take an active role without waiting for senior leadership. This module draws an operational map of the levers truly in the team's hands, clearly separating what depends on senior leadership from what depends on the team.

LEARNING OBJECTIVES

- 01 Distinguish the change levers that depend on senior leadership from those in the team's hands.
- 02 Adapt your frontline management style to change and give meaning to the transformation people experience.
- 03 Adjust the team's internal organization and develop skills through mutual support, without waiting for the training plan.
- 04 Boost motivation through non-financial rewards (recognition, appreciation, and future prospects) at no cost to the organization.

WHO IT'S FOR

Managers and team members facing a change they didn't choose but can help carry through.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

- 1 **Self-assessment:** on 9 dimensions, to gauge current habits and guide the practice.
- 2 **Expert video:** 10 minutes, with 3 pauses for reflection.
- 3 **Practice scenarios:** the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
- 4 **Dated commitment:** one action to try, written by the learner or picked from the suggestions.
- 5 **Memo to download:** key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- "8 levers of change" grid – Afthonios method, inspired by McKinsey's 7-S model
- Situational Leadership – Hersey & Blanchard
- Non-financial recognition – inspired by Herzberg's work
- The organization as a living organism – inspired by Frederic Laloux, Reinventing Organizations (2014)

SOURCES & REFERENCES

- McKinsey, "Losing from day one": only 3% of transformations succeed without frontline managers and teams, compared with 26 to 28% with them
- L'Oréal – "GenAI for All" program: 42,000 employees trained in generative AI in 2024
- Frederic Laloux, Reinventing Organizations (2014)
- McKinsey 7-S model (Peters & Waterman, 1982)